

**UNIVERSITY OF CUMBRIA**

**COURSEWORK REASSESSMENT REQUIREMENT**

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| **Module Code: HPRO4006** |
| **Module Title: Stakeholder Management** |
| **Tutor: Matt Ryder** |
| **Title of the item of work: Stakeholder Management** |
| **Word Count: 3,000** |
| **Details and Criteria:**  This assignment will enable you to understand the importance of stakeholder engagement to effectively communicate with project team members, project sponsors, project boards and wider stakeholders. The word limit for this assignment is 3,000 words.  **Intended Learning Outcomes (ILOs)**   1. Explain the concepts and practice of stakeholder management 2. Explain the key contents and purpose of the communication plan 3. Explain the concepts of conflict and conflict management 4. Describe common conflict management methods, for example, negotiation   **Task Description**  **Scenario**  The government has recently approved the UK's first new deep coal mine for 30 years. The Cumbrian plant near Whitehaven will not generate electricity but provide fuel for steelmaking. Supporters of the mine, near Whitehaven, claim it will create much-needed jobs, but critics argue it undermines the UK's climate change targets (BBC, 2022).  As part of your role as a Project Manager, you will be engaging with the project stakeholders to gain their support. Effective stakeholder engagement is a core project management skill and activity that is essential to maximise the chances of project success, therefore, you must demonstrate these competencies.  *In the form of a written report (3,000 words) supporting all explanations with creditable references:*  **Task 1 A Stakeholder Management Process**   1. Explain the concepts and practice of stakeholder management. 2. In the form of a table, identify potential stakeholders for the Coal Mine Project (at least 15) with some justification for their inclusion. 3. By demonstrating an understanding of stakeholder analysis - assess and prioritise your identified stakeholders on whom you should focus attention and produce a detailed “Power and Interest” chart to illustrate.   **Task 2 Effective Communication**   1. Explain the importance of effective communication when working on a project and the purpose of a project communication plan. 2. Within the context of the scenario, design and produce an example of a communication plan using your identified stakeholders.   **Task 3 Conflict Management**   1. Explain the concepts of conflict discussing types of conflict, how conflict might occur on a project and the potential consequences. 2. Despite many of the benefits of this project, some stakeholders will be against the proposals and in turn, this could put the project at risk or cause severe delays including conflict.   Describe a conflict management or negotiation technique that could be implemented to increase the chances of one of these identified stakeholders supporting the project.   |  | | --- | |  | |
| **SUBMISSION DATE AS PER STUDENT PORTAL**  **To be submitted via the appropriate Blackboard site on or before 17:00 on 6th January 2025.**  To be submitted through the Virtual Learning Environment (e.g. Blackboard) as detailed above, in accordance with instructions given by the course team.  ü |

**Marking Guidance**

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| **Criteria | Weighting** | **100 – 80**  **AA** | **79 – 70**  **A** | **69 – 60**  **B** | | **59 – 50**  **C** | **49 – 40**  **D** | | **39 – 30**  **F** | **29 – 0**  **F** |
| **Concepts and Practice of Stakeholder Management**  **(25%)** | An outstanding understanding of stakeholder theory and process. Demonstrated an excellent understanding of stakeholder identification (with clear justification) and analysis including a detailed power vs. interest chart with stakeholders plotted within the context of the scenario in detail. | An excellent understanding of stakeholder theory and process. Demonstrated an excellent understanding of stakeholder identification (with clear justification) and analysis including a detailed power vs. interest chart with stakeholders plotted within the context of the scenario in detail. | A very good understanding of stakeholder theory.  Demonstrated a very good understanding of stakeholder identification (with some justification) and analysis included a power vs. interest chart with stakeholders plotted within the context of the scenario. | | A good understanding of stakeholder theory. Demonstrated a good understanding of stakeholder identification (with satisfactory justification) and analysis included a power vs. interest chart within the context of the scenario although some key stakeholders were missing and/or not correctly plotted or quantified. | A fair understanding of stakeholder theory. Demonstrated a fair understanding of stakeholder identification (little/no justification) and basic analysis within the context of the scenario although many key stakeholders were missing and/or not correctly plotted or quantified. | | Some understanding of stakeholder theory, however, explanations lack attention to detail and lack academic rigour. Failed to demonstrate an understanding of stakeholder identification (No justification) and analysis within the context of the scenario. | A lack of understanding of the intended learning outcome is demonstrated here |
| **Key contents and purpose of the communication plan (25%)** | An outstanding explanation of the importance of effective communication when working on a project and the purpose of a project communication plan. This has been applied within the context of the scenario with a detailed and rich example (stakeholders identified and key fields included). | An excellent explanation of the importance of effective communication when working on a project and the purpose of a project communication plan. This has been applied within the context of the scenario with a detailed and rich example (stakeholders identified and key fields included). | A very good explanation of the importance of effective communication when working on a project and the purpose of a project communication plan. This has been applied within the context of the scenario with a very good example.  (e.g., majority of stakeholders and key fields included). | | A good explanation of the importance of effective communication when working on a project and the purpose of a project communication plan.  This has been applied satisfactorily within the context of the scenario as an example (e.g., most of the stakeholders but some key fields and information missing). | A fair explanation of the importance of effective communication when working on a project and the purpose of a project communication plan.  This has been applied satisfactorily within the context of the scenario as an example (e.g., some identified stakeholders but key fields and information are missing). | | Some understanding of the importance of effective communication when working on a project and the purpose of a project communication plan.  However, your explanation is vague and lacks depth.  An inadequate communication plan has been developed (e.g., essential information missing). | A lack of understanding of the intended learning outcome is demonstrated here |
| **Concepts of Conflict Management (25%)** | An outstanding understanding of the key concepts of conflict that is supported with diverse examples and citations from academia to support your writing. An excellent understanding of conflict management methods for example, negotiation that could be implemented to reduce potential conflict and increase the stakeholders’ chances of supporting the project. | An excellent understanding of the key concepts of conflict that is supported with diverse examples and citations from academia to support your writing. An excellent understanding of conflict management methods for example, negotiation that could be implemented to reduce potential conflict and increase the stakeholders’ chances of supporting the project. | A very good understanding of the key concepts of conflict is supported by examples and citations from academia.  A very good understanding of conflict management methods for example, negotiation that could be implemented to reduce potential conflict and increase the stakeholders’ chances of supporting the project. | | A good understanding of the key concepts of conflict that overall is supported by examples and/or citations from academia.  A good understanding of conflict management methods for example, negotiation could be implemented to reduce potential conflict and increase the stakeholders’ chances of supporting the project. | A fair understanding of the key concepts of conflict that is partly supported with some examples and/or citations from academia.  A fair understanding of conflict management methods for example, negotiation that could be implemented to reduce potential conflict and increase the stakeholders’ chances of supporting the project. | | Some understanding of the key concepts of conflict but with limited or no examples and/or citations from academia.  Some understanding of conflict management methods, for example, negotiation and you have applied limited if any theory to support your assumptions within the context of the scenario. | A lack of understanding of the intended learning outcome is demonstrated here |
| **Professional Assignment Structure (10%)** | Outstanding assignment structure with the use of headings, sub-headings, formatting, and page breaks. | Excellent assignment structure with the use of headings, sub-headings, formatting, and page breaks. | Very good assignment structure with the use of headings, sub-headings, formatting, and page breaks. | | Good assignment structure with some headings, sub-headings, and formatting. | Satisfactory assignment structure but with limited headings, sub-headings, and formatting. | | Little assignment structure with a lack of headings, sub-headings, and poor formatting. | Unsatisfactory assignment structure with few headings, sub-headings, and poor formatting. |
| **Referencing**  **(10%)** | Outstanding academic rigour where points and arguments are cited correctly adopting the Harvard system with diverse and credible sources. | Excellent academic rigour where points and arguments are cited correctly adopting the Harvard system with diverse and credible sources. | Very good academic rigour, where on the whole points and arguments are cited adopting the Harvard system with only a few errors or missed opportunities | | Good academic rigour, where some points and arguments are cited adopting the Harvard system but there are some obvious errors and/or missed opportunities | Some academic rigour, where some points and arguments are made but not cited correctly using the Harvard system or with obvious errors and/or missed opportunities | | The work lacks content, attention to detail and academic rigour with few if any citations using the Harvard system | The work lacks content, attention to detail and academic rigour with no citations using the Harvard system. |
| **Technical Proficiency of English (5%)** | **5 Marks - Fully meets the Technical Proficiency Threshold Criteria**  Spelling, grammar, punctuation and vocabulary meet the minimum standard for this study level for accuracy and clarity. The written expression has very few errors. Vocabulary choice shows an accurate understanding of subject-specific language and terminology, and all of these are used correctly. There are very few grammatical errors and expressed ideas are communicated clearly. Writing style includes a combination of short and longer sentences appropriate to the form of the assessment (for example, the use of bullet points and captions instead of sentences). | | | **3 Marks - Partly meets the Technical Proficiency Threshold Criterion.**  Spelling, grammar, punctuation and vocabulary partly meet the minimum standard for this level of study for accuracy and clarity. The written expression has some errors. Vocabulary choice shows some accurate understanding of subject-specific language and terminology, with most of these being used correctly. Sentences are mainly grammatically correct and express ideas clearly.  Writing style includes a combination of short and longer sentences appropriate to the form of assessment (for example, bullet points and captions instead of sentences). | | | **0 Marks - Does not meet the Technical Proficiency Threshold Criterion**  Spelling, grammar, punctuation and vocabulary do not meet the minimum standard for this study level in terms of accuracy and clarity. The written expression has many errors. Vocabulary choice shows a lack of understanding of subject-specific language and terminology with many terms being used incorrectly. Sentences are commonly grammatically incorrect and expressed ideas are not clear. | | |

**Assignment Guidance**

Your completed assignment should include: -

1. Cover Sheet
2. Contents Page
3. Introduction (Optional - included in word count)
4. Headings / Sub-headings
5. Page breaks between Tasks / Questions
6. Page Numbers
7. Size 11 Font
8. 1.5 or 2.0 Line spacing
9. Tables, diagrams, and images labelled (e.g., Figure 1: Title of table, diagram or image (Author, Year, Page No) \*
10. Written in the 3rd Person
11. Harvard Referenced (Cite them Right)
12. Reference Page (Alphabetical order)
13. Spelling and grammar checked (I recommend you look at Grammarly https://www.grammarly.com/ as a useful tool)
14. Conclusion (Optional - included in word count)
15. 3,000 words (+/- 10%)
16. Filename: HPRO4103-Student Number

\*Unless specified, content included in a table is excluded from the word count

**Tips**

**Why Reference?**

When you are writing academically, if you refer to anything that you have learned from text, video etc. you must include a reference to the source, this is called a citation.  This validates what you are writing and also gives credit to the source, this is important when writing academically. Also, try to include a blend of direct and indirect quotes as well as paraphrasing to ensure your work is authentic.

Useful resources to help you with this are: - <https://www.citethemrightonline.com> and [skills@cumbria.ac.uk](mailto:skills@cumbria.ac.uk)

**When Researching**

Question the validity of the sources you are reading before referencing them within your assignment. Some sources could be biased or subjective (e.g., articles written on websites, blogs, newspapers etc.).

Try not to rely on simple Google searches but utilise the academic search tools available (e.g., OneSearch, Google Scholar and the Library services) that will access credible academic sources, e.g., books, journal papers, conference papers, professional reports etc. which are more appropriate.

**Finally, the use of AI (e.g., ChatGPT) is strictly prohibited and will be deemed malpractice.**