

## Assessment Brief

### Module information

Module Name	Stakeholder Management
Module Code	HPRO 4006 OFJ1 (2023-2024)
Module Leader	Rachael Dyer

### Assessment Information

Assessment Title	Stakeholder Management Re-Assessment 2: Carlisle Citadels Campus.
Assessment Type	Written Assessment
Due Date & Time	02 May 16:00
Feedback Date	03 June 2025
Intended Learning Outcomes	<ol style="list-style-type: none"> <li>1. Explain the concepts and practice of stakeholder management</li> <li>2. Explain the key contents and purpose of the communication plan</li> <li>3. Explain the concepts of conflict and conflict management</li> <li>4. Describe common conflict management methods, for example, negotiation</li> </ol>
Weighting towards final module mark (%)	100%
Word Count/Time allocation	3000

### Mapping to Degree Apprenticeship Programmes (KSBs)

Knowledge	K3
Skills	S3
Behaviours	B2, B4, B5

### Task Outline

#### Scenario

Plans have recently been approved for the University of Cumbria to build a new campus in Carlisle, one of England's Heritage Cities. The Carlisle Citadels campus incorporates listed historical assets dating back to the reign of Henry VIII, with the intention to create 'an inspirational, inclusive and accessible landmark campus in the centre of the city by 2027' (University of Cumbria, 2025). There may be some disruption to students and staff during project transition from other campuses. There may also be some disruption to visitors, businesses and residents in Carlisle City Centre.

As part of your role as 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

- a) Explain the concepts and practice of stakeholder management.
- b) In the form of a table, identify potential stakeholders for the Carlisle Citadels Project (at least 15) with some justification for their inclusion.
- c) Demonstrate your understanding of stakeholder analysis, and, perform stakeholder analysis using a Power and Interest grid.

### Task 2 Effective Communication

- a) Explain the importance of effective communication when working on a project and the purpose of a project communication plan.
- b) Design and produce an example of a communication plan using your identified stakeholders, based on the analysis you performed in question 1C.

### Task 3 Conflict Management

- a) Explain the concepts of conflict discussing types of conflict, how conflict might occur on a project and the potential consequences.
- b) 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.

Use Harvard Referencing and submit to the Turnitin Link on the Module Blackboard Site.

### Source

University of Cumbria (2025). Carlisle Citadels Campus. University of Cumbria: Carlisle. Available at: <https://www.cumbria.ac.uk/t2030/carlisle-citadels-campus>. Accessed 04/04/2025.

## Marks and Feedback

Your work will be marked according to the Rubric.

Your results will be available in Blackboard from 03 June.

You must be aware of the Academic Regulations available at:

<https://www.cumbria.ac.uk/about/organisation/professional-services/academic-registry/academic-regulations/>

This includes, but is not limited to, Extenuating Circumstances, as set out in Appendix 3e.

Your work will be capped at 40% and the 3-day late rule does not apply to re-submissions. You MUST submit by the advertised deadline.

In the event of any question please email the Module Leader: [Rachael.Dyer@cumbria.ac.uk](mailto:Rachael.Dyer@cumbria.ac.uk).

Further guidance on planning, creating and submission of assessments can be found on My.Cumbria:

<https://my.cumbria.ac.uk/Student-Life/Your-Studies/Assessment-Support/>



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 including 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 including 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.

<p>Technical Proficiency of English (5%)</p>	<p><b>5 Marks - Fully meets the Technical Proficiency Threshold Criteria</b> 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).</p>	<p><b>3 Marks - Partly meets the Technical Proficiency Threshold Criterion.</b> 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).</p>	<p><b>0 Marks - Does not meet the Technical Proficiency Threshold Criterion</b> 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.</p>
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