UNIVERSITY OF CUMBRIA

COURSEWORK REASSESSMENT REQUIREMENT

Module Code: HPRO4006
Module Title: Stakeholder Management
Tutor: Pam Hearne (Module Leader: Matt Ryder)
Title of the item of work: Stakeholder Management
Wordage: 3,000

Details and Criteria:

This assignment will enable you to understand the importance of stakeholder management to effectively communicate with project team members, project sponsors, project boards and wider stakeholders.

The word limit for this assignment is the equivalent of 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

Barrow Town Football Club and Furness Giants Rugby Club recently encountered objections to a proposed shared multi-purpose sports stadium planned to be developed on the outskirts of the town, as a result, this project was terminated.

The investors have now decided to re-develop one of the clubs' existing stadium and have appointed you as the new Project Manager.

To prevent a repeat of the resistance from some of the stakeholder's that hindered the initiation phase of the first project, the Project Manager will have to implement effective stakeholder, communication and possibly conflict management strategies. Effective stakeholder management

is a core project management skill and activity that is essential to maximise the chances of project success, therefore, the project manager must demonstrate these competencies.

In the form of a written report…

Task 1
- Explain the concepts and practice of stakeholder management in Project Management.

- In the form of a table with justification, identify the potential stakeholders for the stadium project.

- Analyse these stakeholders to produce a 'Power and Interest' chart to map their potential influences on the project.

Task 2
- Explain the key contents and purpose of a project communication plan.

- Within the context of the scenario, produce a project communication plan as an example.

Task 3
Explain the concepts of conflict and conflict management, discussing types of conflict, how conflict might occur on a project and its potential consequences.

Task 4
- Describe a common conflict management method, for example, negotiation.

- Choose one of the stakeholder groups identified during your stakeholder management process that may be strongly opposed to development. Describe a conflict management approach you could adopt to appreciate their point of view in the hope to reduce resistance, conflict, and increasing their chances of supporting the project.

N.B. You must support your work with references to academic sources.

Marking Criteria

Criteria & Weighting	100 – 70 Distinction	69 – 60 Merit	59 – 50 High Pass	49 – 40 Pass	39 – 30 Low Fail	29 – 20 Fail	19 – 0 Fail
Concepts and practice of Stakeholder Management (25%)	An excellent understanding of stakeholder management theory. Demonstrated an excellent understanding of stakeholder identification (with clear justification) and analysis including a detailed power vs interest chart within the context of the scenario in detail.	A very good understanding of stakeholder management theory. Demonstrated a very good understanding of stakeholder identification (with some justification) and analysis included a power vs interest chart within the context of the scenario.	A good understanding of stakeholder management 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	A fair understanding of stakeholder management theory. Demonstrated a fair understanding of stakeholder identification (little/no justification) and analysis within the context of the scenario although many key stakeholders were missing and/or not correctly quantified.	Some understanding of stakeholder management theory, however, explanations lack attention to detail and lacks 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 stakeholder management theory. Limited evidence of understanding of stakeholder identification (no justification) and little/no analysis within the context of the scenario.	A poor understanding of stakeholder management theory. Failed to demonstrate an understanding of stakeholder identification and analysis within the context of the scenario.

Criterion							
	and/or not correctly quantified.						
Key contents and purpose of the communication plan (20%)	An excellent understanding of the key contents and purpose of a communication plan in detail. This has been applied within the context of the scenario with a detailed and rich example (all identified stakeholders included) produced.	A very good understanding of the key contents of a communication plan and purpose. This has been applied within the context of the scenario with a very good example (majority of identified stakeholders) produced	A good understanding of the key contents of a communication plan and some explanation of its purpose. This has been applied satisfactorily within the context of the scenario as an example (some identified stakeholders) produced.	A fair understanding of the key contents of a communication plan but a limited explanation of its purpose. This has been applied adequately within the context of the scenario with a basic example produced.	Some understanding of the key contents of a communication plan but little to no explanation of its purpose. This has not been applied adequately within the context of the scenario.	A lack of understanding of the key contents of a communication plan. This has not been applied adequately within the context of the scenario.	A poor understanding of the key contents of a communication plan. This has not been applied adequately within the context of the scenario.
Concepts of Conflict Management (25%)	An excellent understanding of the key concepts of conflict and conflict management is supported with diverse examples and citations from academia to support your writing.	A very good understanding of the key concepts of conflict and conflict management is supported with examples and citations from academia.	A good understanding of the key concepts of conflict and conflict management is supported with some examples and/or citations from academia.	A fair understanding of the key concepts of conflict and conflict management is partly supported with some examples and/or citations from academia.	Some understanding of the key concepts of conflict and/or conflict management with limited or no examples and/or citations from academia.	A lack of understanding of the key concepts of conflict and conflict management with very limited or no examples and/or citations from academia.	A poor understanding of the key concepts of conflict and conflict management with no examples and/or citations from academia.
Conflict Management methods, for example, negotiation (20%)	An excellent understanding of conflict management methods, for example, negotiation and you have applied this theory in detail to support your assumptions within the context of the scenario.	A very good understanding of conflict management methods, for example, negotiation and you have applied this theory to support your assumptions within the context of the scenario.	A good understanding of conflict management methods, for example, negotiation and you have applied the theory to support your assumptions within the context of the scenario.	A fair understanding of some conflict management methods, for example, negotiation and you have attempted to apply the theory to support your assumptions within the context of the scenario.	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 conflict management methods, and there is a lack of any theory to support your assumptions.	A poor understanding of conflict management methods, and there is no theory to support your assumptions.
Structure (10%)	Excellent assignment structure with the use of headings, sub-headings, formatting, and page breaks. Excellent spelling, punctuation, and grammar with no obvious errors. Excellent academic rigour where points and arguments are cited correctly adopting the Harvard system with diverse and credible sources.	Very good assignment structure with the use of headings, sub-headings, formatting, and page breaks. Very good spelling, punctuation, and grammar with only a few errors. 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 assignment structure with some headings, sub-headings, and formatting. Spelling, punctuation, and grammar overall are good but with some obvious errors. Good academic rigour, where some points and arguments are cited adopting the Harvard system but there are some obvious errors and/or missed opportunities.	Satisfactory assignment structure but with limited headings, sub-headings, and formatting. Obvious spelling, punctuation, and grammatical errors. 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.	Little assignment structure with a lack of headings, sub-headings, and poor formatting. The work has not been appropriately checked for spelling, punctuation, and grammatical errors. The work lacks content, attention to detail and academic rigour with few if any citations using the Harvard system.	Unsatisfactory assignment structure with few headings, sub-headings, and poor formatting. The work has not been appropriately checked for spelling, punctuation, and grammatical errors. The work lacks content, attention to detail and academic rigour with no citations using the Harvard system.	Poor assignment structure with no headings, sub-headings, and poor formatting. The work has not been appropriately checked for spelling, punctuation, and grammatical errors. The work lacks content, attention to detail and academic rigour with no citations using the Harvard system.

SUBMISSION DATE AS PER STUDENT PORTAL

(Please tick as appropriate below - must be completed)

To be submitted via the appropriate Blackboard site on or before 23:59 on12th August 2022.

✓	To be submitted through the Virtual Learning Environment (e.g. Blackboard) as detailed above, in accordance with instructions given by the course team.