

1. Explain five distinct benefits to be gained from managing groups of projects as a programme rather than as individual, unconnected initiatives. (50 marks)

Mark Scheme

The question asks the candidate to explain therefore the answer should include at least one comprehensive paragraph (two or more sentences) of explanation for each of the five points.

Award 10 marks for a complete explanation of each benefit.

Award partial marks for incomplete explanations by deducting marks from 10.

2. There are three parts to this question. Answer all parts.

The probability and impact grid below illustrates the relative positions of threats (numbered 1-13) to a project following a risk assessment.

PROBABILITY	0.90 VHI	9		4	13	2
	0.70 HI		11			3
	0.50 MED			12		7
	0.30 LO		1			
	0.10 VLO	5	6			8
		0.05 VLO	0.10 LO	0.20 MED	0.40 HI	0.80 VHI
		IMPACT				

- (i) List, in priority order, the top five risks. (10 marks)

Mark Scheme

2 marks for each correct risk number in right place in the sequence.

1 mark for each correct risk number in wrong sequence.

- (ii) State four responses that might be appropriate to top priority risks (threats or opportunities). (20 marks)

Mark Scheme

The question asks the candidate to state therefore a coherent single sentence that summarises, for each point, what something is or means for each of four responses.

Award partial marks for incomplete statements by deducting marks from 5.

Award only 2 marks for responses that are just listed.

- (iii) **In addition to choosing the response strategy state four actions that a project manager should take when preparing responses to top priority risks.** (20 marks)

Mark Scheme

The question asks the candidate to state therefore a coherent single sentence that summarises, for each point, what something is or means for each of four actions.

Award 5 marks for a complete statement.
Award partial marks for incomplete statements by deducting marks from 5.
Award only 2 marks for responses that are just listed.

3. **List five actions that need to be done to prepare for a negotiation with a supplier of goods or services to a project. Describe the relevance of each action.** (50 marks)

Mark Scheme

The question asks the candidate to list and describe (a short paragraph made up of more than one sentence) five actions.

Award 3 marks for each method listed. If no clear list these marks will not be awarded.
Award a maximum of 7 marks for each action clearly described.
Award partial marks for incomplete descriptions by deducting marks from 7.

4. **List five roles that need to be defined with respect to a project and describe responsibilities of each role.** (50 marks)

Mark Scheme

The question asks the candidate to list and describe (a short paragraph made up of more than one sentence) five actions.

Award 3 marks for each role listed. If no clear list these marks will not be awarded.
Award a maximum of 7 marks for each action clearly described.
Award partial marks for incomplete descriptions by deducting marks from 7.

5. **This question has two parts. Answer both parts.**

- (i) **Explain the term project context.** (10 marks)

Mark Scheme

The question asks the candidate to explain therefore the answer should include at least one comprehensive paragraph (two or more sentences).

Award 10 marks for a complete explanation of project context.
Award partial marks for an incomplete explanation by deducting marks from 10.

(ii) Explain four elements of a project's context. (40 marks)

Mark Scheme

The question asks the candidate to explain therefore the answer should include at least one comprehensive paragraph (two or more sentences) of explanation for each of the four points.

Award 10 marks for a complete explanation of each element.
Award partial marks for incomplete explanations by deducting marks from 10.

6. Explain five features of a change control process. (50 marks)

Mark Scheme

The question asks the candidate to explain therefore the answer should include at least one comprehensive paragraph (two or more sentences) of explanation for each of the five features.

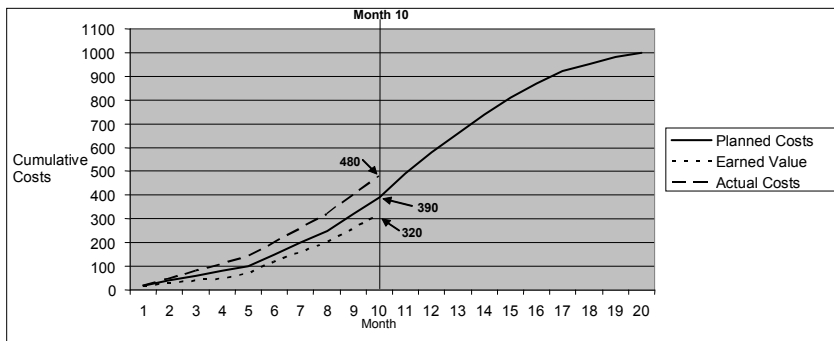
Award 10 marks for a complete explanation of each feature.
Award partial marks for incomplete explanations by deducting marks from 10.

7. Consider the chart below. The project has a planned duration of 20 months and a budget of £1M. (50 marks)

Using the data provided, calculate and comment upon:

- The schedule variance or schedule performance index
- The cost variance or cost performance index
- The estimated cost at completion
- The estimated final duration

Explain the health and performance of the project up to month 10.



Mark Scheme

Awards marks as follows:

- Maximum 10 marks for calculating and discussing the schedule variance and/or schedule performance index accurately.
- Maximum 10 marks for calculating and discussing the cost variance and/or cost performance index accurately.
- Maximum 10 marks for calculating and discussing the estimated cost at completion accurately.
- Maximum 10 marks for calculating and discussing the estimated final duration accurately.
- Maximum 10 marks for an explanation that shows an understanding of the health of the project based on performance up to month 10.

There are no marks explicitly for showing workings, however, if workings are shown and correct formulae demonstrated but a mathematical error made in computation then partial marks will be awarded.

If the candidate only carries out the calculations but does not discuss what the calculations mean they can only obtain a maximum of 20 marks out of the possible 50 for the question.

- 8. Explain five considerations a project manager must make when developing the project communication plan. (50 marks)**

Mark Scheme

The question asks the candidate to explain therefore the answer should include at least one comprehensive paragraph (two or more sentences) of explanation for each of the five considerations.

Award 10 marks for a complete explanation of each consideration to be made.
Award partial marks for incomplete explanations by deducting marks from 10.

- 9. This question has two parts. Answer both parts.**

- (i) State six principles of the governance of project management that would help avoid common causes of project failure. (30 marks)**

Mark Scheme

The question asks the candidate to state therefore a coherent single sentence that summarises, for each point, what something is or means for each of six principles.

Award partial marks for incomplete statements by deducting marks from 5.
Award only 2 marks for principles that are just listed.

- (ii) For each of two distinct principles stated in part (i), explain the possible effects of NOT practising them.**

Mark Scheme

The question asks the candidate to explain therefore the answer should include at least one comprehensive paragraph (two or more sentences) of explanation for each of the two effects.

Award 10 marks for a complete explanation of each effect.
Award partial marks for incomplete explanations by deducting marks from 10.

10. This is a two part question. Answer both parts.

- (i) **Explain three different estimating methods that can be used during project planning. (30 marks)**

Mark Scheme

The question asks the candidate to explain therefore the answer should include at least one comprehensive paragraph (two or more sentences) of explanation for each of three points.

Award 10 marks for a complete explanation of each method.
Award partial marks for incomplete explanations by deducting marks from 10.

- (ii) **Choose two of the methods explained and for each, give an example of a situation to illustrate appropriate application of the method. (20 marks)**

Mark Scheme

The question asks the candidate to give two examples; these should be in the form of two or more sentences.

Award a maximum of 10 marks for each example situation that is clearly explained.
Award partial marks for inadequate examples by deducting marks from 10.

11. Explain five elements of a stakeholder analysis process. (50 marks)

Mark Scheme

The question asks the candidate to explain therefore the answer should include at least one comprehensive paragraph (two or more sentences) of explanation for each of the five points.

Award 10 marks for a complete explanation of each element.
Award partial marks for incomplete explanations by deducting marks from 10.

12. This question has two parts. Answer both parts.

- (i) **Explain the overall aim of the Health and Safety at Work, Etc, Act (HSWA) 1974. (10 marks)**

Mark Scheme

The question asks the candidate to explain therefore the answer should include at least one comprehensive paragraph (two or more sentences) of explanation.

Award 10 marks for a complete explanation.
Award partial marks for incomplete explanations by deducting marks from 10.

Precise definitions are NOT required.

- (ii) **Explain four specific duties of employers or employees regarding (HSWA).** (40 marks)

Mark Scheme

The question asks the candidate to explain therefore the answer should include at least one comprehensive paragraph (two or more sentences) of explanation for each of the four points.

Award 10 marks for a complete explanation.
Award partial marks for incomplete explanations by deducting marks from 10.

Precise definitions are NOT required.

13. **This question has two parts. Answer both parts.**

- (i) **Explain two reasons why the project sponsor must own the business case.** (20 marks)

Mark Scheme

The question asks the candidate to explain therefore the answer should include at least one comprehensive paragraph (two or more sentences) of explanation for each of the two points.

Award 10 marks for a complete explanation of each reason.
Award partial marks for incomplete explanations by deducting marks from 10.

- (ii) **List and describe the use of three techniques for investment appraisal.** (30 marks)

Mark scheme

The question asks the candidate to list and describe (a short paragraph made up of more than one sentence) three techniques.

Award 3 marks for each technique listed. If no clear list these marks will not be awarded.
Award a maximum of 7 marks for the use of each technique clearly described.
Award partial marks for incomplete descriptions by deducting marks from 7.

14. **List and describe five considerations a project manager must make when planning a post project review.** (50 marks)

Mark Scheme

The question asks the candidate to list and describe (a short paragraph made up of more than one sentence) five considerations.

Award 3 marks for each technique listed. If no clear list these marks will not be awarded.
Award a maximum of 7 marks for the use of each consideration clearly described.
Award partial marks for incomplete descriptions by deducting marks from 7.

- 15. Explain five uses of project success criteria and/or key performance indicators (KPIs) during the lifetime of a project. (50 marks)**

Mark Scheme

The question asks the candidate to explain therefore the answer should include at least one comprehensive paragraph (two or more sentences) of explanation for each of the five points.

Award 10 marks for a complete explanation of each use.

Award partial marks for incomplete explanations by deducting marks from 10.

- 16. Network information attached.**

Using the fully analysed network on the 'back page', draw a Gantt chart showing the critical path and total float for all items not on the critical path. (50 marks)

Mark Scheme

Award 50 marks for a complete diagram. The sequence of the activities is not important. Activities should be placed at their earliest start date.

4 marks per activity should be deducted for incorrect placing of each and any activity or for incorrect length of bar.

10 marks should be deducted if the critical path is not shown.

4 marks per activity should be deducted if the total float for that activity is not correctly shown.

No negative marks will be awarded.

Note: Durations are in weeks

