Exemplar Material: Commentary 2

GCE in Applied ICT

6958 - Unit 8: Managing ICT Projects

Issued: 2014

	Mark Band 1	**Mark Band 2**	**Mark Band 3**
(a)	An outline project proposal that: • provides **some** information, but **not sufficient on its own** for senior management to make an informed decision • shows **limited** awareness of audience and purpose Plus, a project definition document that **defines** the scope of the project	An **well-researched, detailed** project proposal that: • provides **sufficient** information for senior management to make an informed decision • **considers** the impact of the proposal on others • is **clearly communicated,** demonstrating sound awareness of audience and purpose. Plus, a project definition document that **fully defines** the scope of the project	A well-researched, comprehensive project proposal that: • provides **all** the information need for senior management to make an informed decision • **carefully considers** the impact of the proposal on others • is **well-argued** and **clearly communicated**, demonstrating sound awareness of audience and purpose Plus, a project definition document that **fully defines** the scope of the project and **identifies clear and measurable objectives**.
	(0 — 3)	**(4 — 5)**	**(6)**

Comments:

The evidence relating to this strand is under the link Project Proposal. There is a Proposal document which describes the product to be produced which is a spreadsheet. 18.3.08 is given as the deadline for the handover. Personnel practices are addressed. Risks in this document relate to the product rather than the project. Stakeholders are mentioned and there is an agreement to proceed which is correct practice although it would be helpful to have included the date this was signed. There is a Definition of Scope which is well presented. This includes the objectives of the project and makes an attempt to address key success criteria too. The date of 18.3.08 is confirmed. The risks to the project are address but very weakly. The interim review dates and project roadmap are also covered. There is also a separate document detailing the stakeholders and this relates to 8.2 of the unit specification. There is sufficient evidence to access all the marks in MB2.

Mark Awarded: 5

	Mark Band 1	Mark Band 2	Mark Band 3
(b)	An **outline** project plan – produced at the start of the project – that: • divides the project into a number of phases, though these may not be entirely logical • identifies **some** of the main activities to be carried out in each phase • allocates time and resources to each activity, although these may not be entirely realistic • identifies **some** potential risks Evidence that **some limited use** was made of the plan to monitor and communicate progress.	An **detailed** project plan – produced at the start of the project – that: • divides the project into a number of logical phases • identifies **most** of the main activities to be carried out during each phase • allocates a **realistic** amount of time and resources to most activities • identifies and assesses **some** potential risks • uses graphical representation appropriately. Evidence that the plan was used throughout the project to monitor and communicate progress.	A **comprehensive** project plan – produced at the start of the project – that: • divides the project into a number of logical phases • identifies **all** of the main activities to be carried out during each phase • allocates a **realistic** amount of time and resources to every activity, **taking into account dependencies** between them • identifies and accurately assesses potential risks • **uses graphical representation effectively** to give an 'at a glance' overview of the project. Evidence that the plan was used **effectively** throughout the project to monitor and communicate progress and **identify potential problems** and that **contingency measures** were taken when necessary to keep the project on track.
	(0 − 6)	**(7 − 9)**	**(10 − 12)**

Comments:

There is a section called Planning. The candidate has used project management software and produced the plans in pdf format which is correct procedure and enables all the marks in this strand to be accessed. The plan and updates are explained. Risks are included in the form of leeway. The progress can be followed also by the completed tasks being ticked off. The date of 18.3.08 was met. The only aspect not addressed is the categorising of risks and this was not done in strand a either. The evidence fits MB3 but is unable to access all the marks because of this weakness.

Mark Awarded: 10

	Mark Band 1	Mark Band 2	Mark Band 3
(c)	During the project, the learner: • communicates with stakeholders – both formally and informally – but **needs frequent prompting** • provides **some** accurate information, but only **on request** • **needs support** to organise, run and record the outcomes of formal project meetings.	During the project, the learner: • communicates **appropriately** with stakeholders – both formally and informally – making some use of feedback received • provides accurate information, with **only occasional prompting** • **independently** organises, runs and record the outcomes of formal project meetings.	During the project, the learner: • communicates **effectively** with stakeholders – both formally and informally – making **good use** of feedback received. • provides accurate, detailed and up-to- date information, **without needing to be prompted** • **independently** organises, runs and records the outcomes of formal project meetings **confidently** and **professionally** • **actively drives the project forward,** adopting a proactive approach to project management, anticipating problems and taking appropriate corrective action when necessary.
	(0 — 10)	**(11 — 15)**	**(16 — 20)**

Comments:

There is a section called Communication. This has links to the months which contain the relevant communication evidence for that month. There are links to Agendas and Action Minutes. These are dates and list the attendees. There are also links to informal communication such as telephone calls, contact with peer reviews, emails. There is a link to Progress Reports although these seem to be summaries resulting from the meetings which is one approach to this. The meetings are clearly progressing the product and there is some reference to the handover date although this is the only reference to the plan. The End of Project Review Meeting is held on 13.3.08 which is before the final date of 18.3.08. The emails suggest that the meeting is going to take place on 18.3.08 still as they are dated 15 and 17 March. The February meeting says 18.3.08 for next meeting. It may be that 13 was a typo and it should have been 18. Benefit of the doubt has been applied as all other

evidence does refer to 18.3.08. There is some evidence showing the candidate reacted to feedback in the minutes. There is insufficient reference to the plan to support MB3 but all the marks in MB2 are addressed.

Mark Awarded: 15

	Mark Band 1	Mark Band 2	Mark Band 3
(d)	A software product produced in accordance with the project plan that meets **some** of the objectives specified in the project definition, with **some** deliverables meeting the agreed quality criteria.	A software product produced in accordance with the project plan that meets **most** of the objectives specified in the project definition and is **delivered on time**, with **most** deliverables meeting the agreed quality criteria. Throughout the development of the product there is **some** correlation between what the plan indicates should be happening and what is actually happening.	A software product produced in accordance with the project plan that meets **all** of the objectives specified in the project definition and is **delivered on time**, with **all** deliverables meeting the agreed quality criteria. Throughout the development of the product there is a **close** correlation between what the plan indicates should be happening and what is actually happening.
	(0 − 5)	**(6 − 8)**	**(9 − 10)**

Comments:

The feedback and evidence of meetings show that the spreadsheet and related deliverables were handed over on time. The different versions of the plan are explained and the handover date of 18.3 is constant throughout. As explained on the front cover, the product and deliverables were in the eportfolio and did reflect A2 standards. There is sufficient evidence to justify a mark in MB3

Mark Awarded: 9

	Mark Band 1	Mark Band 2	Mark Band 3
(e)	An **evaluation - taking account** of feedback from the end-of-project review meeting – **commenting on**: • the success of the project • the effectiveness of the project management methods used • their own performance as a project manager. The learner uses everyday language and the response lacks clarity and organisation. Spelling, punctuation and the rules of grammar are used with limited accuracy.	An **evaluation - using** feedback from the end- of-project review meeting – **assessing**: • the success of the project • the effectiveness of the project management methods used, **identifying** key lessons learnt • **strengths and weaknesses** of their own performance as a project manager. The learner uses some specialist terms and the response shows some focus and organisation. Spelling, punctuation and the rules of grammar are used with some accuracy.	A **critical evaluation -** making **extensive use of** feedback from the end-of-project review meeting – **analysing**: • the success of the project, measured against the objectives specified in the project definition document • the effectiveness of the project management methods used, **exploring** key lessons learnt and **justifying actions taken/decision made** • strengths and weaknesses of their own performance as a project manager, identifying **areas for improvement**. The learner uses appropriate specialist terms consistently and the response shows good focus and organisation. Spelling, punctuation and the rules of grammar are used with considerable accuracy.
	(0 — 6)	**(7 — 9)**	**(10 — 12)**

Comments:
The candidate has produced an Evaluation which addresses this strand. Some feedback has been obtained from the End of Project Review Meeting although this is not extensive. However, there is sufficient evidence to access all the marks in MB2. QWC – many of the sentences are not well constructed and would benefit from more accurate punctuation. Some adjustment is made to take this into account.

Mark Awarded: 8

Overall Comment:

This evidence addresses this unit and reflects a candidate working at A grade.

Overall Mark: 47