

UNIT 8 Managing ICT Projects
Commentary on Assessment of Student 6958_StudentA
Edexcel Inset Training 07-08

Assessment criteria – Unit 8:– strand a)		
Mark Band 1	Mark Band 2	Mark Band 3
<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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 Project Proposal is addressed to a specific client and it clearly gives the purpose (ie what it will deliver), the risks, and the impact the database would have on the organisation and the Stakeholders (this does address in part the impact on personnel and practices). It covers all the main points listed in 8.3

Under Implementation, a finish date of end of November is shown under the heading Implementation.

The Definition of Scope (found in Project Definition) again goes through the various aspects required as listed in 8.4

- Reasons for undertaking the project
- Benefits to the organisation – this area also indicates some impact on personnel and practices
- Objectives of the project
- Key success criteria

The project completion date is finally set at 1 December and this is the date that needs to be met. Indeed, after the next part, ie Constraints, the candidate gives the reasons why this date must be met which is because the next Inspection of the Nursery is in the middle of December and all new systems need to be in place prior to that.

- **Constraints** are included although there isn't a separate side heading
- Risks are given
- Resources are listed
- Stakeholders are clearly indicated
- Interim review points and project roadmap are covered by the headings Interim Reviews and target completion date

There is a section called Analysis which contains evidence of research which includes:

- An Interview with the client
- Staff and parent questionnaires – note only a sample of one for each are included rather than the 5 that were completed
- Observation
- Existing Documents
- Requirements Analysis

This section is relevant to the Project itself but also is part of the research for the Project Management section A

The Candidate has produced a comprehensive proposal and definition of scope and has produced the documents in a professional format suitable for the audience. There are a few uncorrected errors but overall the evidence addresses all the marks available for mark band 3.

Mark Awarded: 6

Assessment criteria – Unit 8:– strand b)		
Mark Band 1	Mark Band 2	Mark Band 3
<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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

<ul style="list-style-type: none"> 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. 	<p>resources to most activities</p> <ul style="list-style-type: none"> identifies and assesses some potential risks uses graphical representation appropriately. Evidence that the plan was used throughout the project to monitor and communicate progress. 	<p>resources to every activity, taking into account dependencies between them</p> <ul style="list-style-type: none"> 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.
<p>(0 — 6)</p>	<p>(7 — 9)</p>	<p>(10 — 12)</p>
<p><i>Comments:</i> Microsoft Project was used to produce the project plans. The candidate has clearly evidence the production of the plans and has included a diary explaining the process in full. This is very good practice and helps the moderation process. The risks and contingency/slippage are explained here. The original plan is evidenced (dated 26.9.06) with the link (Screenshots) The handover of 1 Dec is again clearly shown Each subsequent plan is clearly dated with annotation explaining the changes. The contingency times change to ensure slippage does not affect the final date.</p> <p>There is reference to communication with stakeholders, with dates, eg. 28.9.06 is an interim meeting with the management team 3.10.06 there was informal communication with the organiser 9.10.06 is the next version of the Project Plan The reasons for the changes are clearly explained To see a change clearly look at the initial plan (26/9) and see that Testing was due to start on Wed 1 November (note the American style dates which can be confusing). Then by looking at the updated plan on 13.11.06 you'll see that Testing started on Mon 6 November. This is explained in the section before and with this plan. The diary explains where contingency time was allocated which meant that the slippages that occurred did not, in fact, affect the final date of 1 December. The handover to the client was changed more than once because the client was busy. However, the project was well managed as the Project Manager (the candidate) still handed the project over on 30 November which meant the handover date was met. This evidence is crucial to strand d.</p> <p>Mark Awarded: 11</p>		

Assessment criteria – Unit 8:– strand c)		
Mark Band 1	Mark Band 2	Mark Band 3
<ul style="list-style-type: none"> • 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. 	<ul style="list-style-type: none"> • 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. 	<ul style="list-style-type: none"> • 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)
<p>Comments: This strand involves management of the Project. The evidence can be found in more than one place. The various documents are clearly evidenced under appropriate links in the eportfolio. The Project Plan gives some of the evidence and the diary explains how the Plan was used. The other main source of evidence for this strand is the minutes of the meetings held. The Minutes link takes you to a well organised section which again has an introduction explaining the evidence. It is good to see the Stakeholders clearly listed. These correspond to the list for 8.3 although not quite the same names. There is also evidence of the candidate, being proactive, eg minutes 2 and 4. There is a final handover meeting (which is also an End of Project Review Meeting) dated 28 November with comments by the Client. This is a little confusing as the Project Plan diary clearly states that, although this meeting was scheduled for 28 November, it did, in fact take place on 30 November. I suspect the candidate had set up the eportfolio and forgot to change the dates. As the 30 November is still within the deadline for the project, benefit of the doubt is given. The overall evidence for this strand is very strong and the candidate has produced evidence of driving the project forward. Some informal communication shown in evidence of database – questionnaires etc. There is reference to Informal Communication in the diary. Good link between the project plans and the minutes which demonstrate how the project was progressed. Overall the evidence supports most of the marks available in mark band 3.</p> <p>Mark Awarded: 19</p>		

Assessment criteria – Unit 8:– strand d)		
Mark Band 1	Mark Band 2	Mark Band 3
<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> 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)
<p>Comments: There is evidence of the Product and deliverables itself being developed through the links</p> <ul style="list-style-type: none"> Evidence of a Product – under Prototype and then Hay Lane Toddler Club System Analysis (which was commented on under strand a) Design Prototype of the Database Testing The Product should reflect A2 standards. There is a relational database (p12 Testing) in 3rd normal form with evidence of various features which includes, validation (p2-6) subforms (p11), report with calculated field (p19 of testing) There is a user manual <p>In addition the product was developed for a client and there is a lot of evidence of this throughout the eportfolio Evidence of Project Management being used to meet the deadlines Meetings and plan show product delivered on time and good annotation/explanation of plan to support this. There is good evidence of a close correlation of development of product with what plan says should be happening and what is actually happening.</p> <p>The End of Project Review/Handover meeting also provides evidence to support this strand.</p> <p>Mark Awarded: 10</p>		

Assessment criteria – Unit 8:– strand e)		
Mark Band 1	Mark Band 2	Mark Band 3
<ul style="list-style-type: none"> • 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. 	<ul style="list-style-type: none"> • 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. 	<ul style="list-style-type: none"> • 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.
(0 — 6)	(7 — 9)	(10 — 12)
<p>Comments – There is an Evaluation which addresses this strand. There must be an End of Project Review Meeting to enable this strand to be addressed. There is one which is combined with the Handover of the product to the client. However, there could have had more feedback included in the minutes of this meeting which would have enabled this strand to have been addressed more easily. There should be evidence of extensive use of feedback from the end-of-project review meeting in order to access mark band 3. There is evidence of evaluating the product against objectives and evaluation of project management methods used. There are also evaluative comments about the candidate’s performance as a project manager.</p> <p>Mark Awarded: 9</p>		
<p>Total marks 55 /60</p>		
<p>Overall Comment: This candidate is clearly a high achieving A2 candidate who has understood this unit and addressed the requirements of the assessment criteria well.</p>		