

# Mark Scheme (Results) January 2010

Principal Learning

## Information Technology IT307 Making Projects Successful

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## General Marking Guidance

- All candidates must receive the same treatment. Examiners must mark the first candidate in exactly the same way as they mark the last.
- Mark schemes should be applied positively. Candidates must be rewarded for what they have shown they can do rather than penalised for omissions.
- Examiners should mark according to the mark scheme not according to their perception of where the grade boundaries may lie.
- There is no ceiling on achievement. All marks on the mark scheme should be used appropriately.
- All the marks on the mark scheme are designed to be awarded. Examiners should always award full marks if deserved, i.e. if the answer matches the mark scheme. Examiners should also be prepared to award zero marks if the candidate's response is not worthy of credit according to the mark scheme.
- Where some judgement is required, mark schemes will provide the principles by which marks will be awarded and exemplification may be limited.
- When examiners are in doubt regarding the application of the mark scheme to a candidate's response, the team leader must be consulted.
- Crossed out work should be marked UNLESS the candidate has replaced it with an alternative response.

Question Number	Answer	Mark
1(a)	<p>Any two of:</p> <ul style="list-style-type: none"> <li>• Head Office Staff/ Head Office Users/ HQ Users/ HQ Staff</li> <li>• Users at local offices/ staff at local offices/ Users at regional offices / staff at regional offices</li> <li>• External Suppliers-Systems Designs for success / Supplier-Systems Design for success</li> <li>• IT Team/IT Technicians</li> <li>• External Suppliers-Bells Computer Supplier / Supplier-Bells Computer Supplier</li> <li>• Project Manager/PM</li> <li>• The Shareholders</li> </ul>	(2)

Question Number	Answer	Mark
1(b)	<p>First mark for identifying benefit, second mark for associated expansion. Maximum of two marks for each benefit.</p> <ul style="list-style-type: none"> <li>• <b>Customer satisfaction:</b> customer will only have to phone one number to book a cottage</li> <li>• <b>Retaining customers:</b> if the cottage is already booked the booking clerk could recommend an alternative instead of the customer deciding to call another company</li> <li>• <b>Centralised booking system:</b> could cut costs by reducing the number of staff in local offices</li> <li>• <b>Customer Targeting:</b> central database enables centralised recording of customer details</li> <li>• <b>Management Reports:</b> enables reporting for future promotions, forecasting etc</li> <li>• <b>Accuracy:</b> reduces doubles bookings, duplicates, errors</li> <li>• <b>Efficiency:</b> with appropriate justification</li> <li>• <b>Any other reasonable response:</b> with associated expansion</li> </ul>	(4)

Question Number	Answer	Mark
2(a)	<p>Any two of:</p> <ul style="list-style-type: none"> <li>• Planning</li> <li>• Execution</li> <li>• Testing</li> <li>• Close down</li> </ul> <p>Do not accept start-up</p>	(2)

Question Number	Answer	Mark
2(b)	<p>First mark for identifying task, second mark for associated expansion. Maximum of two marks for each benefit.</p> <ul style="list-style-type: none"> <li>• <b>Initiation:</b> to decide the most appropriate way to handle the project taking into account any business or technical strategies of the organisation</li> <li>• <b>Feasibility Study:</b> to assess whether the proposed development is practical in terms of the balance of costs and benefits, the technical requirement and the organisations information systems</li> <li>• <b>Project Set Up:</b> the organisation decides whether or not to go ahead with the project, project board set up, project team created</li> <li>• <b>Scope Definition:</b> Defining the terms of the project to cover objectives, stakeholders or any other expansion that acknowledges what is involved in a scope definition</li> <li>• <b>Identify deliverables:</b> for each stage in the project</li> <li>• <b>Identify success criteria:</b> to measure the success of the completed project</li> <li>• <b>Identify benefits:</b> what other benefits will be realised by meeting the projects objectives</li> <li>• <b>Constraints:</b> that could effect planning or the success of the project</li> <li>• <b>Resource requirements:</b> resources needed to complete the project</li> <li>• <b>Estimated completion date:</b> project will be completed within a realistic and acceptable time frame</li> <li>• <b>Risk assessment:</b> Identify risks, effect of risks, prioritise, manage</li> </ul>	(6)

Question Number	Answer	Mark
3	<p>First mark for identifying method, second mark for associated expansion. Maximum of two marks for each method.</p> <ul style="list-style-type: none"> <li>• Interviews / meetings / questionnaires / discussions /focus groups with senior managers and / or Directors: to clarify the business requirement of the proposed system</li> <li>• Interviews / meetings / questionnaires / discussions /focus groups with HO staff: to identify current business processes and /or problems at HO</li> <li>• Interviews / meetings / questionnaires / discussions /focus groups with local office staff: to identify how the current system works and /or problems in each of the regional offices</li> <li>• Interviews / meetings / questionnaires / discussions /focus groups with IT Team: to discuss how the system can be networked to the HO</li> <li>• Review of the current IT Systems: both at HO and local offices</li> <li>• Any other reasonable response: with associated expansion</li> </ul> <p>If only one method is discussed then award a maximum of three marks for one method with a good explanation.</p>	(6)

Question Number	Answer	Mark
4(a)	<p>Any four of:</p> <ul style="list-style-type: none"> <li>• Management tool used to analyse a problem</li> <li>• Provides a structured way to think through all the possible causes of a problem/why a problem occurred</li> <li>• Used to identify all factors (causes) of the problem</li> <li>• Used to identify how the factors (causes) contributing to a given situation or occurrence (effect)</li> <li>• Enables team to break down main causes into smaller sub causes</li> </ul>	(4)

Question Number	Answer	Mark
4(b)	<p>Any four suitable categories:</p> <ul style="list-style-type: none"> <li>• site/environment</li> <li>• equipment</li> <li>• control/management</li> <li>• people</li> <li>• policies/procedures</li> <li>• external Factors</li> </ul> <p>Must be a category.  Must be specific to scenario.  Machinery, materials relates to manufacturing so not applicable to scenario</p>	(4)

Question Number	Answer	Mark
4(c)	<p>First mark for identifying process, second mark for associated expansion. Maximum of two marks for each process.</p> <ul style="list-style-type: none"> <li>• <b>Organise meeting:</b> to include staff/representatives from all relevant areas</li> <li>• <b>Provide large writing area provided:</b> all team members can see and partake</li> <li>• <b>Problem is defined:</b> All team members have to be very clear about what exactly the problem is</li> <li>• <b>Problem statement is described clearly:</b> in the fish head portion.</li> <li>• <b>Major branches connecting to the spine:</b> using categories identified by the team</li> <li>• <b>Causes suggested:</b> team members takes turns to suggest a cause for the problem</li> <li>• <b>Cause is "hung" on the branch:</b> of the category that it belongs to.</li> <li>• <b>Once all causes identified, analyzed by the senior management/ PM:</b> to draw up a plan of action to solve root causes</li> </ul>	(6)

Question Number	Answer	Mark
5(a)	<p>First mark for identifying feature, second mark for associated expansion. Maximum of two marks for each process</p> <ul style="list-style-type: none"> <li>• <b>Saving a baseline:</b> contains the original set of scheduled information, original plan, work and cost information, used to track the schedule as it changes during the course of the project</li> <li>• <b>Tracking toolbar or menus facilities:</b> to update percentage of task duration that is complete, actual duration that is complete, actual start and enter dates, actual work complete</li> <li>• <b>Update task option:</b> changes to resources allocated</li> </ul>	(4)

Question Number		Answer
5(b)		<p>Any twelve of:</p> <ul style="list-style-type: none"> <li>• <b>Start Up</b> 99%/100% complete, completed on time</li> <li>• <b>Detailed business requirement</b> started on time, 100% complete, completed on time</li> <li>• <b>Project Planning</b> 99%/100% complete, completed on time</li> <li>• <b>Plan Layout</b> started on time, 100% complete, completed in one day not two</li> <li>• <b>Order furniture</b> started on time, 100% complete, completed on time</li> <li>• <b>Order IT Equipment</b> started on time, 100% complete, completed on time</li> <li>• <b>Write/test software</b>, started on time, 50% complete, on schedule, on the critical path</li> <li>• <b>Write user manual</b>, started on time, 40% complete, behind schedule as used 50% of the time</li> <li>• <b>Install office furniture and hardware</b> started late, 100% complete, no effect on critical path / slack time</li> </ul>
Level	Mark	
	0	No awardable mark
1	1-4	Candidate produces an unstructured response, showing limited interpretation of the plan. They mention some tasks and discuss progress points for some stages
2	5-8	Candidate attempt to produce a structured response, which demonstrates some understanding of the plan. They mention several tasks and discuss progress points for each stage.
3	9-12	Candidates produce a structured response, which demonstrates a good understanding of the plan. They mention most tasks and discuss most progress points for each stage.

Question Number	Answer	Mark
6	<p>First mark for identifying change, second mark for associated expansion. Maximum of two marks for each change:</p> <ul style="list-style-type: none"> <li>• <b>Increase in interest rates/TAX:</b> Delightful cottages expenditure would increase, funds may have to be cut from the budget, scope could change to meet reduced budget, project may be abandoned</li> <li>• <b>Decrease in interest rates/or TAX:</b> Delightful cottages expenditure would decrease, funds may be added to the budget, budget could increase to meet higher specification scope</li> <li>• <b>Changes to legislation:</b> system scope may have to be reviewed to meet requirements of new legislation</li> </ul> <p>If only one change is discussed then award a maximum of three marks for one change with a good explanation. If candidate has mentioned VAT award one mark only. (VAT can be claimed back quarterly so cash flow could only be effected on a short term basis).</p>	(4)

Question Number	Answer	Mark
7	<p>First mark for identifying task, second mark for associated expansion. Maximum of two marks for each task:</p> <ul style="list-style-type: none"> <li>• <b>Identify users:</b> with appropriate experience of processes to test the system</li> <li>• <b>Create Test plan:</b> to test inputs, outputs, typical, extreme data, usability, functionality</li> <li>• <b>Test user support manual:</b> for presentation, non technical language, content, trouble shooting</li> <li>• <b>Recording of testing outcomes:</b> to identify problems/enhancements and prioritise modifications required</li> </ul>	(6)

Question Number	Answer	Mark
8(a)	<p>One mark for each identified point</p> <ul style="list-style-type: none"> <li>• To free resources from manual processing</li> <li>• Electronic filing of tax returns</li> <li>• Electronic payment of taxes</li> <li>• Enable customers and agents to view their revenue account</li> <li>• Deliver within budget of €40 million</li> <li>• Deliver within timescales 1998-2000</li> </ul>	(3)

Question Number	Answer	Mark
8(b)(i)	<p>First mark for identifying factor, second mark for the associated expansion.</p> <ul style="list-style-type: none"> <li>• Need for change in government policy: legislative changes needed to secure legal recognition for information and documents transferred electronically or submitted without a taxpayers signature</li> </ul>	(2)

Question Number	Answer	Mark
8(b)(ii)	<p>First mark for identifying action, second mark for the associated expansion.</p> <ul style="list-style-type: none"> <li>• Gained commitment of Ministers and senior officials: to secure changes</li> <li>• Consultation carried out: with relevant representative bodies</li> <li>• The revenue decided to create its own Digital Authority System: as there was no authority or public body that could issue digital certificates</li> </ul>	(4)

Question Number		Answer
8(c)		<p><b>Key Points:</b></p> <ul style="list-style-type: none"> <li>• Project board established <ul style="list-style-type: none"> <li>○ Six assistant secretaries were established within the revenue</li> <li>○ Brief was to direct and oversee the implementation of Revenue on line</li> </ul> </li> <li>• Dedicated Strategy Manager <ul style="list-style-type: none"> <li>○ Reported directly to the project board</li> <li>○ Handpicked high calibre staff from the revenues own employees</li> <li>○ Worked exclusively on the planning and requirements stage</li> </ul> </li> <li>• Accenture and Baltimore Technologies <ul style="list-style-type: none"> <li>○ Contracted from an EU tender</li> <li>○ Collaborative working environment incorporated with the Revenue team to allow better communication channels</li> </ul> </li> <li>• Citizens and business users <ul style="list-style-type: none"> <li>○ Delivery team ran workshops to establish a common set of requirements</li> <li>○ Workshops also used to highlight and address users concerns</li> </ul> </li> <li>• Major legal and Accountancy professional bodies <ul style="list-style-type: none"> <li>○ Mobile training unit demonstrated Revenue online system to raise profile</li> <li>○ Targeted senior partners in accountancy practices to influence more junior staff to use the system</li> </ul> </li> </ul>
Level	Mark	
	0	No awardable mark
1	1-3	<ul style="list-style-type: none"> <li>• Candidates produce an unstructured response, showing little if any understanding of the impact of the stakeholders involvement</li> <li>• Information may be a list of some key points with no or little relevance to associated activities, or simple descriptions of generic project stages and tasks.</li> </ul>
2	4-6	<ul style="list-style-type: none"> <li>• Candidates attempt to produce a structured response that demonstrates some understanding of the impact of the stakeholders involvement</li> <li>• May include some of the associated activities that the stakeholders were involved in.</li> <li>• At least three key points must be covered.</li> </ul>
3	7-9	<ul style="list-style-type: none"> <li>• Candidates produce a structured, well thought out response and clearly demonstrate a good understanding of the impact of the stakeholders involvement</li> <li>• Includes the associated activities that the stakeholders were involved in</li> <li>• All five key points must be covered.</li> </ul>

Question Number		Answer
9		<p><b>Key Points:</b></p> <ul style="list-style-type: none"> <li>• Manual processing staff have been released from paper based activities (circa 33%)</li> <li>• Staff redeployed onto compliance activities</li> <li>• Increased customer service: <ul style="list-style-type: none"> <li>○ Can access tax and payment records online 24/7</li> <li>○ Do not have to contact a local office</li> <li>○ Less paper based form filling and repetition of data</li> </ul> </li> <li>• Increase of tax payments online</li> <li>• Year on Year increase of filing tax returns on line (65%)</li> <li>• By 2006, 87% of new vehicle registration tax returns carried out on line</li> <li>• Cost savings (€10 million)include: <ul style="list-style-type: none"> <li>○ Postage</li> <li>○ Printing</li> <li>○ Processing</li> <li>○ Online of Internet Sales</li> </ul> </li> <li>• Improved image of revenue <ul style="list-style-type: none"> <li>○ With potential <b>suppliers</b> of rival software due to software compatibility</li> <li>○ Encouraged <b>users</b> of commercial software packages to start using the new service</li> </ul> </li> <li>• Enabled an Online self service for 2.2.million PAYE customers</li> <li>• Ensured common registration , transaction processing and banking for all taxes</li> <li>• Awarded for being a leading innovator in digital media in the "Business to Business" category at the Digital Media Awards</li> <li>• Recognition in Europe for government services to citizens and businesses (European eGovernment Award)</li> </ul>
Level	Mark	
	0	No awardable mark
1	1-4	Candidates produce an unstructured response, showing limited understanding of the benefits. They mention some benefits.
2	5-7	Candidates attempt to produce a structured response that demonstrates some understanding of the benefits of the project. They discuss several benefits.
3	8-12	Candidates produce a structured, well thought out response and clearly demonstrate a good understanding of the benefits of the project. They discuss most benefits.





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