

# Mark Scheme (Results)

January 2012

Principal Learning IT (IT307)  
Paper 1 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
<b>1(a)</b>	<p>Any two of:</p> <ul style="list-style-type: none"> <li>• Total Budget of £35,000</li> <li>• £10,000 for software design</li> <li>• £25,0000 for hardware, software &amp; equipment</li> <li>• Ivan Terney to project manage</li> <li>• Project to be carried out during January and February</li> <li>• Project to start on 3rd January 2012</li> <li>• Project to be complete by 29th February 2012</li> </ul> <p>Do not accept vague answers such as budget, timescale, communication</p>	<b>(2)</b>

Question Number	Answer	Mark
<b>1(b)</b>	<p>First mark for identifying reason, second mark for associated expansion. Maximum of two marks for each reason.</p> <ul style="list-style-type: none"> <li>• <b>Formal document:</b> solid agreement between project team and stakeholders</li> <li>• <b>Enables project planning to take place:</b> identifies &amp; describes all work necessary to produce the final product, identifies features/ functions included in the product, identifies resources (budget, people, equipment), identifies allocated timescale</li> <li>• <b>Improves understanding of the project:</b> project team /stakeholders can use to understand what is and what is not included the project, what is required to complete the project successfully</li> </ul> <p>Answers must relate to scope definition</p> <p>If only one reason discussed with a good explanation then award a maximum of three marks</p>	<b>(4)</b>

Question Number	Answer	Mark
1 (c)	<p>First mark for identifying criteria, second mark for associated expansion associated to the WACC project. Maximum of two marks for each criterion.</p> <ul style="list-style-type: none"> <li>• <b>Budget:</b> completed within or under budget allocated of £35, 000 (£10,000 for software design, £25,0000 for hardware, software &amp; equipment)</li> <li>• <b>Timescale:</b> project delivered within time frame 3<sup>rd</sup> Jan 2012 to 29<sup>th</sup> Feb 2012/stages completed within timeframe 3<sup>rd</sup> Jan 2012 to 29<sup>th</sup> Feb 2012</li> <li>• <b>Communications:</b> All stakeholders kept informed of projects progress / project team fully informed of what is happening at each stage of the project</li> <li>• <b>Objectives:</b> IT solution implements / central database to enter, update and search customer requirements and stock availability/ Management Reporting</li> <li>• <b>Estimations of time:</b> realistic project plans (inc. risk assessments) / achievable milestones / realistic WBS (do not award marks for actually using a project plan)</li> </ul> <p>If only one criteria discussed with a good explanation then award a maximum of three marks</p>	(4)

Question Number	Answer	Mark
2(a)	<p>First mark for identifying reason, further marks for associated expansion.</p> <ul style="list-style-type: none"> <li>• <b>Do not overspend:</b> company may not have the funds available to complete the project / will not meet objectives</li> <li>• <b>Allocate contingencies fund:</b> can accommodate any unforeseen scope creep that occurs without taking the project over budget / help to accommodate price rises / reduces possibility of compromising resources to meet the budget</li> <li>• <b>Ensure that funds are available as needed:</b> company are aware of payment dates throughout the project and can ensure funds are available / prevents cash flow difficulties</li> <li>• <b>Resources will have to be accurately costed:</b> costing's can be used at a later date to monitor spend during the project</li> <li>• <b>Stakeholders agree to budget plan:</b> prevents communication problems or misunderstandings</li> </ul> <p>If only one reason discussed with a good explanation then award a maximum of three marks</p>	(4)

Question Number	Answer	Mark
2(b)	<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>• <b>Interviews / meetings / questionnaires/ discussions with the Director:</b> to clarify the business requirement of the proposed system</li> <li>• <b>Interviews / meetings / questionnaires/ discussions / focus groups with employees in each office</b> to identify how the current system works / problems in each of the offices</li> <li>• <b>Interviews / meetings / questionnaires/ discussions / focus groups with employees in each office</b> to identify user requirements</li> <li>• <b>Review of the current IT Systems:</b> local offices</li> <li>• <b>Any other reasonable response:</b> with associated expansion</li> </ul> <p>If only one method is discussed with a good explanation then a maximum of three marks can be awarded.</p>	(6)

Question Number	Answer	Mark
3(a)	<p>Any two of:</p> <ul style="list-style-type: none"> <li>• Critical Path Analysis (CPA)</li> <li>• Program Evaluation and Review Technique (PERT)</li> <li>• Work Breakdown Structure (WBS)</li> <li>• Risk assessment</li> <li>• Any other appropriate project plan type that can be used to analyse tasks</li> </ul>	(2)

Question Number	Answer	Mark
3(b)	<p>First mark for identifying feature, second mark for associated expansion. Maximum of two marks for each feature.</p> <ul style="list-style-type: none"> <li>• <b>Different views:</b> use different visual views to suit needs, create charts &amp; diagrams</li> <li>• <b>Range of automatic update features:</b> if time or date allocated to task is entered or changed, all subsequent timings update</li> <li>• <b>Compatibility with other applications:</b> can export data into different software, transfer data electronically</li> <li>• <b>Use / Variety of software tools:</b> create milestones, summary headings, enter durations, dates, task information, resources etc.</li> <li>• <b>Any other appropriate feature for creating the plan:</b> with associated expansion</li> <li>• <b>Wizard:</b> allows PM to set up project parameters</li> </ul> <p>If only one reason discussed with a good explanation then award a maximum of three marks</p>	(6)

Question Number	Answer	Mark
3(c)	<p>First mark for identifying stages, second mark for associated expansion. Maximum of two marks for each stage.</p> <ul style="list-style-type: none"> <li>• <b>Identify the potential risks:</b> list risks that could realistically have an effect on the project</li> <li>• <b>Identify the probability/likelihood of each risk occurring:</b> how likely the risk will occur by assigning a key/ranking e.g. (1 is low, 5 is high)</li> <li>• <b>Assess the severity/impact should the risk occur :</b> the impact on the project by assigning a key /ranking e.g. (1 is low, 5 is high)</li> <li>• <b>Give each risk a score:</b> probability times severity</li> <li>• <b>Plan how you will manage highest scoring risks if they occur:</b> avoidance, precautions to minimise impact, accept, share, limit, transfer to 3rd party</li> </ul>	(8)

Question Number	Answer	Mark
4	<p>Any 10 of:</p> <ul style="list-style-type: none"> <li>• Software Development stage (17) <ul style="list-style-type: none"> <li>• 23% complete</li> </ul> </li> <li>• Business Requirements Analysis (18) <ul style="list-style-type: none"> <li>• started on time</li> <li>• 100% complete</li> </ul> </li> <li>• Requirements Definition (19) <ul style="list-style-type: none"> <li>• started on time</li> <li>• 100% complete</li> </ul> </li> <li>• Detailed analysis of core modules (20) <ul style="list-style-type: none"> <li>• started on time</li> <li>• 100% complete</li> </ul> </li> <li>• Initial program design (21) <ul style="list-style-type: none"> <li>• started on time</li> <li>• 80% complete</li> <li>• Behind schedule</li> <li>• On critical path</li> <li>• Will cause delay</li> </ul> </li> <li>• Initial user interface design (22) <ul style="list-style-type: none"> <li>• started late</li> <li>• 0% complete</li> <li>• will not complete on time</li> </ul> </li> <li>• Programming of core modules (23) <ul style="list-style-type: none"> <li>• Task 23 onwards are not scheduled to start yet</li> </ul> </li> </ul>	(10)

Question Number	Indicative Content
<b>5(a)</b>	<p>Key points</p> <ul style="list-style-type: none"> <li>• New contractor is unable to start until 8th February when user acceptance testing starts (28), very close to the end stage of the development process</li> <li>• User acceptance testing would have to be delayed until core module testing (26) and recoding (27) completed, this would cause a delay to the next stage of the project</li> <li>• New contractor will take time to get up to speed with business requirements, whereas employee already has business understanding</li> <li>• Remaining contractor has agreed to accommodate extra working hours and be assisted by the employees to ensure development stage is delivered on time.</li> </ul> <p>(Do not award marks for mentioning contractor costs)</p>

Level	Mark	
	<b>0</b>	No awardable marks
<b>1</b>	<b>1-2</b>	Candidate produces an unstructured response, showing little or any understanding of the reasons for the PMs decisions. They mention one or two key points
<b>2</b>	<b>3-4</b>	Candidate attempt to produce a structured response, which demonstrates some understanding of the reasons for the PMs decisions. They mention several key points.
<b>3</b>	<b>5-6</b>	Candidates produce a structured response, which demonstrates a good understanding of the reasons for the PMs decisions. They mention most key points.

Question Number	Answer	Mark
<b>5(b)</b>	<p>Any 2 of</p> <ul style="list-style-type: none"> <li>• Resource problems (staff illness, industrial action)</li> <li>• Cash flow problems (either suppliers or WACC Ltd)</li> <li>• Extreme weather condition (excessive snow, flooding, earthquakes etc)</li> <li>• Changes in interest rates, VAT or TAX</li> <li>• Changes in government policy</li> <li>• Damage to equipment- only award if candidates indicates they are referring to new PC equipment for the project</li> </ul> <p>Do not accept contractor leaving</p>	<b>(2)</b>

Question Number	Answer	Mark
6	<p>First mark for identifying reason, second mark for associated expansion. Maximum of three marks for each reason. Maximum of three marks for identification of reasons.</p> <ul style="list-style-type: none"> <li>• <b>Needs to be tested before implementation as an operational system:</b> exact real world usage could identify an operational problem that could prevent system from being used, customers could be given wrong information</li> <li>• <b>Knowledge of user could detect problems with the software :</b> developer unable to detect due to lack of operational knowledge</li> <li>• <b>Stress Testing/could detect problems with the hardware :</b> demands of the new system may not be compatible with existing hardware, pc performance could be reduced, could create problems</li> <li>• <b>Outputs need to achieve project objective:</b> management reporting and analysis needed</li> <li>• <b>Operating manuals need to be reviewed by users:</b> to ensure staff have the knowledge needed to use the system</li> <li>• <b>Provides end users with confidence:</b> the application being delivered to them meets their requirements.</li> </ul> <p>If only one reason discussed with a good explanation then award a maximum of three marks</p>	(6)

Question Number	Answer	Mark
7(a)	<p>One mark for each identified stakeholder</p> <ul style="list-style-type: none"> <li>(i) BT</li> <li>(ii) Sweet &amp; Maxwell</li> <li>(iii) Opta</li> </ul>	(3)

Question Number	Answer	Mark
7(b)	<p>First mark for identifying result of the research, second mark for the associated expansion.</p> <ul style="list-style-type: none"> <li>• <b>Research found that small businesses regarded government services as fragmented and lacking in customer focus:</b> Companies had difficulty understanding who they should be dealing with for different regulatory activities / where they should go to get information from Government.</li> <li>• <b>Small Business Service published a policy framework:</b> setting out a vision for a more coherent engagement between the whole of Government and the small business sector.</li> <li>• <b>Among the initiatives announced was the creation of a single web portal for small business:</b> The portal would provide an integrated overview of government-related information and services for small and medium sized enterprises / would act as a gateway into the various e-services provided for business by departments and their agencies.</li> <li>• <b>Government decided the delivery and support of the new Portal should be the responsibility of the Service:</b> Small Business Service's existing role was the champion of small business / synergy with its existing Business Link operation /the Portal should serve as the main electronic channel, replacing <a href="http://www.businesslink.org">www.businesslink.org</a></li> </ul> <p>If only one reason discussed with a good explanation then award a maximum of three marks</p>	(6)

Question Number	Indicative Content
8	<p><b>Key Points:</b></p> <p>Senior Level engagement</p> <ul style="list-style-type: none"> <li>• Approximately twenty government organisations had to nominate a representative to sit on the Programme Board</li> <li>• Representative had to have efficient seniority to champion the Programme within his or her organisation e.g. Civil Service Grade 3 or above, up to and including chief executives.</li> <li>• Representatives had to agree to sign up to a Memorandum of Understanding which included the role and responsibilities</li> <li>• Included a clear statement that <i>“the Programme is not carried out on behalf of, but by, participating departments and agencies”</i>.</li> <li>• Collective responsibility reinforced by rotating the role of Chair among the partners on a bi-monthly basis.</li> </ul> <p>Wider stakeholders</p> <ul style="list-style-type: none"> <li>• Programme team seconded senior managers from the relevant departments (such as taxes, health and safety, and employment) making them “theme” directors.</li> <li>• Secondees sat alongside Programme staff to help design the Portal and to identify the best ways of getting customers to the relevant area on individual departments’ websites as quickly as possible.</li> <li>• The secondments reinforced the collective ownership of the Portal</li> <li>• Helped to overcome any reluctance to allowing the Portal to “deep link” directly into information held on a Department’s own website, without having to first visit the relevant home page.</li> <li>• Sense of trust built up by one-to-one discussions between the Programme Director and members</li> <li>• Enabled monitoring of progress and risk avoidance to be carried out where needed e.g. internal budgetary issues identified resulting in timing to provide greater financial flexibility</li> </ul>

Level	Mark	Descriptors
	<b>0</b>	No awardable mark
<b>1</b>	<b>1-3</b>	Candidates produce an unstructured response, showing little if any understanding of the strategies used. Information may be a list of some points for the Senior Level Management <b>or</b> Wider stake holders or one point mentioned for both
<b>2</b>	<b>4-6</b>	Candidates attempt to produce a structured response that demonstrates some understanding of the strategies used. Discuss some points for <b>both</b> Senior Level Management and wider stake holders.
<b>3</b>	<b>7-9</b>	Candidates produce a structured, well thought out response and clearly demonstrate a good understanding strategies used. Discuss most points for <b>both</b> Senior Level Management and wider stake holders.

Question Number	Indicative Content
<b>9</b>	<p><b>Key Points:</b></p> <p>Industry Recognition</p> <ul style="list-style-type: none"> <li>• Won the International Visual Communications Association's Gold Award for best business communications in its website category in 2004</li> <li>• Judged the Portal the best e-content application for business in the UK, by the United Nations in August 2005</li> </ul> <p>Achieved Customer Satisfaction</p> <ul style="list-style-type: none"> <li>• Year on year increase in customer use <b>or</b> from March 2005 until March 2006 had 5.7 million unique visitors and by July 2006 was attracting over 500,000 unique visitors per month.</li> <li>• Repeat customers also increased from seven per cent from January 2005 to 2006</li> <li>• The site's online tools were used 2.68 million times between 2005 and March 2006 / Grant and Support Directory used over 554,000 times</li> <li>• 60 per cent of respondents found the website either extremely useful/ relevant or useful/relevant in a survey of a thousand users between September and November 2004</li> <li>• 89 per cent said they would recommend the Portal to others</li> </ul>

	<p>Development Process Identified</p> <ul style="list-style-type: none"> <li>• Each product and service on the site is usability tested by an independent agency before it is launched to the live site</li> <li>• Volunteers drawn from the SME community being given a set of tasks to perform using a new product / reactions, problems and successes are observed and reported to Business link to help identify any required changes.</li> </ul> <p>Enabled new strategies</p> <ul style="list-style-type: none"> <li>• New Strategy designed to support the Government's wider IT strategy <i>Transformational Government, Enabled by Technology</i> including the creation of a Gateway into Government for Business.</li> <li>• Enabled new projects to be delivered including "The Transactions Framework" (TxF) / "International Trade Single Window".</li> </ul>
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Level	Mark	Descriptor
	<b>0</b>	No awardable mark
<b>1</b>	<b>1-4</b>	Candidates produce an unstructured response, showing little if any understanding of the benefits. They mention some benefits for one key point
<b>2</b>	<b>5-7</b>	Candidates attempt to produce a structured response that demonstrates some understanding of the benefits of the project. They discuss several benefits for some key points.
<b>3</b>	<b>8-12</b>	Candidates produce a structured, well thought out response and clearly demonstrate a good understanding of the benefits of the project. They discuss most benefits for all key points.

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