

Write your name here

Surname

Other names

Edexcel
Principal Learning

Centre Number

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Information Technology

Level 3

Unit 7: Making Projects Successful

Monday 11 June 2012 – Morning

Time: 1 hour 30 minutes

Paper Reference

IT307/01

You must have:

Insert (enclosed)

Total Marks

| |
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Instructions

- Use **black** ink or ball-point pen.
- **Fill in the boxes** at the top of this page with your name, centre number and candidate number.
- Answer **all** questions.
- Answer the questions in the spaces provided
– *there may be more space than you need.*

Information

- The total mark for this paper is 90.
- The marks for **each** question are shown in brackets
– *use this as a guide as to how much time to spend on each question.*

Advice

- Read each question carefully before you start to answer it.
- Keep an eye on the time.
- Try to answer every question.
- Check your answers if you have time at the end.

Turn over ►

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5/5/5/e2



PEARSON

Answer ALL questions. Write your answers in the space provided.

Section A

This section relates to the *Mitchell Facilities Management Ltd* scenario.

1 The project manager must produce a definition of scope for the directors of Mitchell Facilities Management Ltd.

(a) Identify **three** of the project deliverables.

(3)

1

2

3

(b) Describe **two** benefits that Mitchell Facilities Management Ltd will gain from this project.

(4)

1

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2

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(c) Tyler Smith Systems are a stakeholder in the project.

Explain why Tyler Smith Systems has an interest in the success of the project.

(2)

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(Total for Question 1 = 9 marks)



2 Throughout the project, the project manager will be responsible for keeping the project within budget.

Describe **three** tasks that the project manager will carry out **during planning** to ensure that the project completes within budget.

1

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2

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3

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(Total for Question 2 = 6 marks)



3 Initially, the project manager will create a project plan using industry standard approaches.

(a) Other than entering task information, describe **three** features of project management software that can help the project manager to create an effective plan.

(6)

1

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2

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3

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(b) The project manager also created a PERT chart.

Identify the task information shown in each section of the node (Figure 2).

| | | |
|----|-----|-----|
| i | | |
| ii | iii | iv |
| v | vi | vii |

Figure 2

(7)

- i
- ii
- iii
- iv
- v
- vi
- vii

(c) Explain why a PERT chart is an effective tool for the project manager to use.

(4)

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(Total for Question 3 = 17 marks)



4 The project manager will also carry out a risk analysis for the project. Figure 3 shows an extract from the risk analysis for the project.

| ID | Risk | Likelihood | Impact | Strategy |
|----|---|------------|--------|---|
| 5 | The e-business package set up does not meet business needs | Medium | High | Design an effective testing strategy. Allow sufficient time for thorough testing. Testing to be categorised into system, performance and acceptance testing. |
| 6 | Insufficient resources available to carry out hardware upgrades | Medium | High | Carry out full resource analysis within the IT team. Provide detailed schedule of works. Secure sign off for the commitment of resources for the duration of the project. |
| 7 | Software incompatible with new hardware | Low | Low | Technical specifications to be provided for each software package. Minimum hardware specification to be agreed with IT manager. |

Figure 3

(a) Describe the likely loss from Risk ID 6.

(2)

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(b) Explain why Risk ID 7 would have a low impact on the project.

(2)

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(c) Identify **two** methods that can be used to mitigate risks once they have been identified.

(2)

1

2

(Total for Question 4 = 6 marks)



5 The site manager at one of the offices has raised some concerns about the new e-business package. This has led to several issues with the implementation plan for that office. The project manager decides to use a cause and effect chart to gain a clearer understanding of the concerns.

(a) Identify **two** suitable categories the project manager could use in the cause and effect chart.

(2)

1

2

(b) Explain the processes used to create a cause and effect chart.

(6)

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(Total for Question 5 = 8 marks)



6 Changing external factors could have many implications for the project plans.

(a) Discuss how the project manager could manage a serious time delay.

(6)

(b) Identify **two** external factors that could affect the project's **costs**.

(2)

1

2

(Total for Question 6 = 8 marks)



7 Once the execution stage of the project has been completed, the project will be closed down.

Describe **three** activities that will be carried out by the project manager during close down.

1

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(Total for Question 7 = 6 marks)

TOTAL FOR SECTION A = 60 MARKS



Section B

This section relates to the investigations that you have carried out into New York City Mayor's office "NYC 3-1-1 Citizen Service Center" project.

8 (a) Identify **three** objectives of the project.

(3)

1

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2

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3

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(b) The management team drew on city wide expertise to achieve an effective procurement process.

Explain how the management team achieved this.

(6)

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(Total for Question 8 = 9 marks)



9 The quality of service delivery by the city’s agencies could not be compromised during the transition to NYC 3-1-1. This was a key focus throughout the project.

Discuss the strategies used to manage the risks associated with the project.

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(Total for Question 9 = 9 marks)



