

H5 – PROJECT MANAGEMENT SOLUTIONS & MARKING SCHEME.

JUNE 2013

PART A.

Answer A1.

The failure of the project deliverables to pass acceptance testing has revealed a quality issue:-

List and briefly describe FIVE elements of a sound quality management system.

(5 marks)

One mark for each of the following or other valid to a maximum of 5 marks:-

Use of a recognised Project Management method.

Definition and acceptance of User Requirements.

Agreed Quality Criteria.

Good User/PM communications.

Appropriate Management Structure.

High Team Morale.

Change Management Procedures.

Accurate and timely Progress Reporting.

Answer A2.

Which quality failures are highlighted by the acceptance test issue?

(5 marks)

The fundamental failure is a lack of communication between users and developers but the answer should relate to the quality issues shown below.

One mark for each of the following or other valid to a maximum of 5 marks:-

Correct establishment of quality criteria in specifications/product descriptions.

Sign off/agreement of above by all parties.

Correct use of “V” model for reviews/testing.

Use of correct, agreed quality criteria by development teams.

Checking of all of the above processes by quality assurance teams.

Relationships between change management, issue management and quality control.

Reference to a good Change Control procedure would deserve a mark although it is not strictly speaking, a quality issue.

Answer A3.

You discover that a contract agreed by the previous project manager for third party bespoke software specifically developed for the project had no reference to IPR (Intellectual Property Rights) in it.

Briefly describe what action you would take.

(3 marks)

What issues could arise if no action is taken?

(2 marks)

(Total 5 marks)

One mark for each of the following or other valid to a maximum of 3 marks:-
Collect together all the relevant paperwork (specs., agreements, minutes of meetings, etc.) to see if any references to ownership appears in there.
Take specialist IPR legal advice, preferably with XYZ Supermarket's legal department of company solicitor or through an Institute eg IMIS.
Meet software supplier to agree ownership details and if possible, draw up a legal agreement.

What issues could arise if no action taken?

Supplier could claim ownership of the software with the following consequences:-

One mark each for two of the following to a maximum of 2 marks:-

Sells software to mother clients who may be your competitors.

Supplier charges you an annual licence fee.

Supplier refuses to allow changes or access to code.

Answer A4.

List and briefly describe the main headings that you would expect to find in the Business Case for your project.

(5 marks)

For each of five of the following, one marks for heading and brief description:-

Description

Background

Costs

Benefits

CBA

Options

Scope

Other valid (eg Risks, Project Plan, Strategy, Assumptions, Constraints).

Answer A5.

You discover that there is no "code of conduct" in place covering your employment as a project manager.

Briefly state why this is important

(1 mark)

List FOUR things that you would expect to see in a code of conduct

(4 marks)

(5 marks)

Adherence to a code of conduct gives credibility to the organisation and moreover, *non-adherence* would create suspicion.

One mark for the above or similar.

Honesty (incl. Personal Integrity).

Professionalism.

Adherence to standards.

Commitment to approved complaints procedures.

**Public Interest – adherence to and knowledge of legal obligations.
One mark for each of four of the above or other valid to a maximum of 4 marks.**

Answer A6.

In preparation for your meeting with your Sponsor, you have developed an estimate using the PERT method. Briefly describe this method.

(5 marks)

Also known as “Three-Point Estimating”.

Up to five marks for answers containing the following or similar:-

Aims to increase confidence by asking for three estimates :-

Optimistic, Most Likely and Pessimistic and calculates a “weighted” average:

(Optimistic + (4 x Most Likely) + Pessimistic) divided by 6.

Answer A7.

In Earned Value Analysis, describe how “Schedule Variance” is calculated and explain the significance of a negative value.

(5 marks)

Schedule Variance = (Earned value) less (Planned spend) or (BCWP) less (BCWS). A negative figure indicates an overrun on time.

Up to five marks for the above.

Answer A8.

Briefly describe the purpose of a “Highlight Report” as used in PRINCE2®.

(5 marks)

PRINCE2®’s main ongoing reporting mechanism. prepared regularly by the project manager and supplied to the project board. The frequency of the highlight reports is agreed at project initiation, a monthly cycle is common.

Up to 5 marks for the above or other valid.

A list of the contents of a highlight report, without a description or statement of the purpose would deserve up to 2 marks.

PART B.

Answer B9.

You have discovered one example of the problems with the XYZ project. After the production of a specification for software modules, an amendment to the user requirements document was made, at the user’s request. Later, it was found that some of the software modules had not been altered to reflect the change.

Specify the procedures that should have been in place to prevent this happening.

(10 marks)

**For the following or other valid, specifications covering:-
 Impact Analysis (up to 3 marks for a good specification).
 Configuration management (up to 2 marks without a full description or .
 Up to 8 marks for a good specification of configuration management with
 adequate cross-referencing for dependent products.**

Another example of a problem that you have discovered is that during testing, a program error was identified and corrected. However, that amendment introduced another error in an element that had been tested earlier. The new error was not discovered until the module went operational.

What procedures should have been in place to prevent this from happening
 (10 marks)
 (Total 20 marks)

Up to five marks for stating that the module should have been retested. Up to an additional five marks for a description of the testing procedures and/or the management of those procedures.

Answer B10.

Using the “OSCAR” format, describe the contents and purpose of a Project Initiation Document.
 (20 marks)

Up to 4 marks for each comprehensive description of Objectives, Scope, Constraints, Authority & Resources to a maximum of 20 marks.

Answer B11.

Belbin defined eight “team roles”, each with their strengths and weaknesses. Name and describe the strengths and weaknesses of FIVE of these roles.
 (20 marks)

Team Roles:-

	Strength	Weakness
Coordinator	consensual leadership	lacking in originality.
Shaper	dynamic	can be abrasive
Innovator	creative	impractical ideas
Resource Investigator	link to outside world	can lose interest
Monitor/evaluator	sifts through ideas	insensitive
Team Worker	sensitive to personal needs	indecisive
Implementer	practical organiser	inflexible
Completer/finisher	progress chaser	too fussy

Answer B12.

In order to plan the remaining tasks on your XYZ project and also tackle the re-work resulting from the failed acceptance testing, you have agreed with your sponsor that a Planning Tool that can be used on existing hardware should be acquired. Describe FOUR advantages that can be gained from using such a tool.

(12 marks)

Describe TWO possible disadvantages in using such a tool.

(6 marks)

Suggest the action that could be taken to overcome the disadvantages stated in your answer to Part b).

(2 marks)

(Total 20 marks)

Up to three marks each for a comprehensive description of the following four advantages or other valid :-

Ease of replanning

Quality of presentation

“What-if” analysis

Tracking progress.

Up to three marks each for a comprehensive description of the following two disadvantages or other valid:-

Hard to use

Means become ends

One mark for each of two sensible/practical actions eg.:-

Training.

Supervision.

Delegation

Access

Etc.

Answer B13.

You are aware that strong leadership will be necessary to motivate your team towards the completion of your project on time, within budget and to the required quality.

According to John Adair, “the effectiveness of a leader is determined by their ability to meet three areas of need.....”

Name and explain these three areas of need.

(15 marks)

b) Research by Kouzes and Posner identified five leadership practices common to successful

List and briefly describe these five practices.

(5 marks)

(Total 20 marks)

Up to five marks for naming and explaining each of the following:-
The team tasks that an effective leader carries out.
The leader's task activities.
Meeting people's individual needs.

One mark for each of the following:
Challenging the process
Inspiring a shared vision
Enabling others
Modelling the way
Encouraging the heart.

REFERENCE LIST.

Question 1.	LO4	AC4.1.	T1 Ch14
Question 2.	LO4	AC4.1	T1 Ch14
Question 3.	LO4	AC4.6	T1 Ch19
Question 4.	LO1	AC1.3	T1 Ch 3
Question 5.	LO5	AC5.3	T1 Ch23
Question 6.	LO2	AC2.2	T1 Ch 9
Question 7.	LO3	AC3.1	T1 Ch11
Question 8.	LO3	AC3.3	T1 Ch13
Question 9.a)	LO3	AC3.2	T1 Ch14
Question 9.b)	LO4	AC4.1	T1 Ch14
Question 10.	LO1	AC1.7	T1 Ch 7
Question 11.	LO5	AC5.2	T1 Ch22
Question 12.	LO2	AC2.1	T1 Ch 8
Question 13.	LO5	AC5.1	T1 Ch21