Assessment Guide for Learners

EAL Level 4 Diploma in Project Management

Qualification Code: 600/6034/7
Issue: 2.0

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1.0 Introduction

The Principles of Project Management unit (unit code QDPM/001) is the knowledge unit that underpins the rest of the Level 4 Diploma in Project Management (qualification code 600/6034/7). The requirements for this unit have been set at Level 4, where the demand is aligned with that of the first year of Higher Education and were defined by both Excellence, Achievement & Learning (EAL) and the Association for Project Management (APM); Development was in association with employers from different sectors and with educational and training providers, including those in Further and Higher Education.

What does the unit cover?

The unit covers principles that are common to projects regardless of the sector in which they are undertaken, their scale and/or complexity.

How is the unit assessed?

The unit will be assessed by a combination of an externally set and assessed written examination of three hours duration and two written assignments.

Please take time to read and understand these guidance notes. They outline the examination and assignment regulations and will provide you with all you need to know about taking the examination, creating your assignments and getting your results.

Equal opportunities and diversity

EAL expects its centres to enable individuals to have equal access to training and assessment for qualifications irrespective of their sex, marital status, age, religion, colour, race, nationality, ethnic origin or disability. In essence centres must deliver our qualifications and units in accordance with relevant Equalities Legislation.

Centres are required to have in place a policy to ensure that such discrimination does not occur either directly, indirectly or as a result of pressure from other bodies. This policy should apply to all satellites and there should be arrangements in place to monitor its application and effectiveness.
2.0 The Examination

The examination covers the following Learning Outcomes:

• 1.1 Understand the conceptual basis of project management
• 1.5 Understand how to define and manage project scope
• 1.6 Understand how to develop and maintain project schedules
• 1.8 Understand how to identify and manage risks associated with projects
• 1.9 Understand how to define and manage the quality of project outputs
• 1.12 Understand the roles of ethics and professionalism within project management

2.1 Examination rules

You must:

• Arrive at the examination venue at least 20 minutes before the examination is due to start. Late arrivals will not be allowed into the examination room.
• Provide photo evidence of your identity i.e. a driving licence, passport, work or student ID card.
• Familiarise yourself with the “Rules for Conduct” displayed in the examination room.
• Remain in the examination room for at least the first 30 minutes, and not leave during the last 15 minutes and until all the papers have been collected. You should only leave the room in an emergency or if you have been excused or directed to leave by the invigilator.
• Refrain from communicating with any other candidate or with any other person present in the room, except the invigilator, during the examination.
• Refrain from behaviour that might cause annoyance to other candidates.
• Refrain from smoking or eating (unless expressly permitted due to a special requirement). Any special requirements must be advised to the APM Service delivery department at least 5 days prior to the examination date.
• Refrain from bringing any written or printed materials into the examination room; all books (excluding translation dictionaries, with prior permission from APM), bags, mobile phones or other communication devices, and other objects should be left where the invigilator directs.

You may bring with you:

• A non pre-programmable pocket calculator (with prior permission from the APM Service Delivery Department)
• A translation dictionary (with prior permission from the APM Service Delivery Department)
• Coloured pens to annotate tables and diagrams

Dictionaries and calculators will be checked by the invigilator before the examination commences.
2.2 Examination procedure
This section provides guidance as to how the three hour examination will be conducted:

• You will receive a card with your test code and candidate number. Your candidate number must be entered onto each answer sheet submitted, together with the question number and page number.
• The examination duration is 3 hours including reading time. You will be given up to an additional 5 minutes at the end of the examination to collate your papers.
• The examination will contain 12 questions of which you are required to answer 10 questions.
• If you answer more than 10 questions, examiners will mark only the first 10 listed.
• Each complete question carries equal marks (50 marks per question) and it is assumed equal time will be spent on each question.
• You must only write answers on one side of the paper provided.
• You must use a pen (black or blue ink), not a pencil.
• All candidate markings on the question paper will be disregarded.
• You should put a clear line through any material/workings that they do not wish to be marked.
• At the end of the examination, you should collate your answers into question order number (1-10), and together with the examination booklet, secure with the treasury tag provided.

Please note: Your answer sheets will NOT be marked if your examination question paper is not returned. This will be considered to be an automatic fail.

2.3 Answering examination questions
Questions should be answered in full in a legible form (decisions regarding legibility will be made by APM and will be final). You should start each answer on a new sheet of paper and each sheet should be clearly marked at the top with your candidate number, the number of the question you are covering and the number of the sheets used per question. Questions that require calculations should include each formula used and show workings as well as the final answer.

Please take note of key words and marking scheme in each question:

<table>
<thead>
<tr>
<th>Explain</th>
<th>For explain questions:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>• 2 marks per point well made – 10 marks maximum</td>
</tr>
<tr>
<td></td>
<td>• No marks are awarded for a list or headings</td>
</tr>
<tr>
<td></td>
<td>• If a list is provided, for the benefit of the candidate, ensure that the explanation is standalone as the list will be ignored</td>
</tr>
</tbody>
</table>

If a context is provided prior to answering a question, for example on a question requiring steps in risk management, context may be a summary of what risk management is, this is not required by the question, and therefore doesn't attract marks.

Mark Scheme Part (a) –EXPLAIN 50 marks (10 marks per answer)

• 5 marks: 2 marks (maximum) for each appropriate answer, followed by 3 marks (maximum) for a statement of fact about the answer that indicates why it has been cited/what it means, as relevant to the question
• 5 marks (maximum) for explanation which demonstrates enhanced understanding of the answer given.
For list and describe questions:

- 3 marks for the list item and up to 7 marks for the description provided.
- Candidates may display their list in a number of ways:
  - As a distinct list at the beginning of the page of their answer
  - As a keyword or phrase at the start of a paragraph as an initial statement (usually with a full stop)
  - An underlined keyword or phrase at the start of a paragraph
  - A highlighted keyword or phrase at the start of a paragraph
- Candidates who do not clearly provide list items are missing up to 3 marks per list item.
- For list and describe questions, the list item cannot score twice. The words used in the list item are scored first. If the candidate then goes on to restate the same point in the description, they score zero marks.

Mark Scheme - LIST and DESCRIBE 50 Marks (10 marks per answer)

- 3 marks (maximum) for an appropriate list item (a word, phrase or sentence)
- 7 marks (maximum) for a description appropriate to the question
  - 3 marks (maximum) for a statement of fact about the list item that indicates why it has been selected / what it means/etc, as relevant to the question.
  - 4 marks (maximum) for statements (s) clarifying/supporting/demonstrating further comprehension of ‘what’ is involved in the list item relevant to the question.

2.4 Completing the examination booklet

Appendix A shows a working example of how to complete your examination booklet:

2.5 Examination marking and results

You will need to score a minimum of 60% overall to achieve a pass.

Each question carries a maximum of 50 marks; 25 marks per question, and marks allocated are then doubled to arrive at a percentage.

All of the doubled marks are added together and this total is then divided by the number of mandatory questions to calculate the overall percentage. For example, you score the following marks on a question paper:

Q1 = 30, Q2 = 20, Q3 = 36, Q4 = 35, Q5 = 37, Q6 = 29, Q7 = 33, Q8 = 37, Q9 = 34, Q10 = 39

The scores for all 10 questions are added together to make a total of 330 - this total is then multiplied by 2 to make 660 and divided by 10 (as there are 10 questions) to give a percentage of 66%. This will be your pass mark.

You will be notified of your results*1 by post within 10 weeks of completing the examination. You will receive notification of your total mark and the score achieved for each question. You will be given feedback for any question that you have failed. **Please note that results cannot be given over the telephone or by email.**

If your paper is a borderline fail (i.e. 5% below or 2% above the pass mark), it will automatically be re-marked by another marker. Your paper and both of the markers’ scores will then be sent to the chief moderator for a final judgement.

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Notes: *1 The overall pass rate is monitored regularly.
2.6 Special Arrangements

Illness
If you are unable to attend your examination due to illness, you must inform the APM Service delivery department immediately. This should be done either through your Accredited Provider or directly to APM. A medical certificate signed by a doctor must be provided as soon as possible and no later than 5 working days after the examination date.

Cancellations
If you withdraw from the examination between 1 to 5 working days (UK), before the examination, a cancellation fee will apply. Details of the cancellation fees are available from the APM Service delivery department. If a candidate fails to attend the examination, the examination fee is payable in full.

Dispensations
APM is committed to promoting a positive attitude towards people with learning and physical needs. It has a great deal of experience in facilitating individual requirements and tailoring adjustments with the aim of removing any unfair disadvantage that the individual may encounter as a consequence of his or her medical condition.

Access to the facilities or arrangements described here can be granted to candidates with disabilities/learning difficulties who apply to the APM Service delivery department. A dispensation may be allowed for candidates with a medical or physical condition that prevents them from completing the examination within the normal regulations.

All requests must be supported by a medical certificate or other relevant medical documentation from your GP or other relevant medical professional. Details must be given at the time of application. All medical evidence must be received by midday, at least 5 working days before the examination. Failure to do so will result in the dispensation not being granted. For example:

Extra time
Extra time is available if you have dyslexia or another medical requirement. Typically, 15 minutes per hour is allowed.

Scribe
A scribe is someone to whom examination candidates can dictate their answers during the examination. Scribes can be made available to candidates who have dyslexia or difficulty writing. Such candidates will sit their examinations in a separate room with their scribe who will also act as their invigilator. The scribe will be a representative of APM and will not have knowledge in the field of project management. Extra time will usually be given in instances where a scribe is used.

Use of a PC
PCs can be made available to dyslexic candidates or those with medical conditions who find it easier to type out their answers using a keyboard. If a PC is used, the candidate concerned will be expected to sit their examination in a suitable room away from other candidates. Such candidates must also have access to a printer. Examination answers will normally be written in Microsoft Word. Microsoft Excel or other packages which allow calculations cannot be used. Extra time is allowed for printing.

The above list represents some of the special arrangements that can be made but is not exhaustive.
Other aids/equipment available
Large print papers may be produced for partially sighted candidates or dyslexic candidates by prior arrangement with the APM Service delivery department. Requests for large print papers must be received by midday at least 10 working days before the examination date.

Candidates may bring cushions, special seats and any other resting aids by prior arrangement with the APM Service delivery department contact email and tel no.

This list represents some of the special arrangements that can be made but it is not exhaustive.

2.7 Appeals
If you wish to appeal against your examination result, please refer to EAL's standard appeals process which can be found on our website.
3.0 The Assignments
There are two assignments associated with this qualification.

Assignment 1 will cover learning outcomes:

- 1.2 Understand project context and governance structures
- 1.3 Understand how to communicate within projects
- 1.4 Understand how to establish processes to integrate different components of project management

Assignment 2 will cover learning outcomes:

- 1.7 Understand how to provide financial management for projects
- 1.10 Understand how to provide and manage the resources required for projects
- 1.11 Understand how to provide and manage the resources required for projects

3.1 Assignment rules
- Your assignment must be submitted by the final date
- Each assignment will consist of 2 questions
- Each assignment question will carry equal marks.
- All assignment questions must be answered.
- All the assignment content must be your own work.
- Any content plagiarised from other sources and not referenced may lead to an automatic fail.
- The source of any content included which is not your own work must be fully referenced to the source
- Answers must be written or typed on one side of A4 paper

Assignment briefing questions will encompass multiple learning outcomes and can draw from all learning outcomes in the unit. An example of a typical assignment is shown below:

<table>
<thead>
<tr>
<th>L4 QAG Reference</th>
<th>ASSQAG_SAMPLE</th>
</tr>
</thead>
</table>
| Learning Outcome(s) | 1.2: Understand project context and governance structures  
1.3: Understand how to communicate within projects.  
1.4: Understand how to establish processes to integrate different component of project management |
| Assessment Criteria | 2.4: Outline systems to capture and share knowledge and lessons learned.  
3.2: Identify and address barriers to communication.  
4.2: Outline different methods and show how these can be used in projects of different scopes and complexity to manage information |
| Warning | This question has two parts, please answer both parts. |
| Question Part (a) | When working within a project team, communication can sometimes be challenging. Discuss the principal barriers to communication that exist within a project team within your organisation and recommend how these might be overcome |
| Marks | 25 marks |
| Question Part (b) | Most organisations of any size have formal processes that they use to manage the information flows on their projects. Evaluate the effectiveness of the information management system used for projects in your organisation. You may select the information management system for a particular project or evaluate at the overall organisational level. |
| Marks | 25 marks |
Appendix 1: Sample Examination Booklet

General Notes

Time allowed 3 hours

Answer 10 questions from a selection of 12, each question carries equal marks
Use ink, not pencil, to answer questions

On completion of the examination
  ▪ please collate your answer sheets into question number order
  ▪ complete the table below secure this question paper and your answers with the tag provided

<table>
<thead>
<tr>
<th>Question Number</th>
<th>Number of Pages</th>
<th>Office Use Only</th>
<th>Question Number</th>
<th>Number of Pages</th>
<th>Office Use Only</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
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</tr>
</tbody>
</table>

Do not open this paper until instructed by the invigilator

Please note: This question paper must not be removed from the examination room

ALL CANDIDATES MUST COMPLETE THIS SECTION

Please enter the name of your current employer here:

APM will supply relevant details about your examination, including results, to your training provider.

APM may contact you from time to time with information from APM or selected third parties.

Please indicate which level of information you wish to receive

- □ Please send me Information from APM
- □ Please send me Information from APM and selected third parties
- □ Please do not send me any information

UNREGISTERED CANDIDATES MUST ALSO COMPLETE THIS SECTION

*First name  
*Last name

*Email address

*EAL learning number

*All are mandatory fields in order to process your examination script and issue your results