

Examiner's Report

Unit Title: Introduction to Enterprise.

Unit Code: 4UPM

RQF Level: Level 4

Session: June 2021

Task/Question 1a

Assessment Criteria:

- 1.3 Discuss the concept of a work breakdown structure (WBS)

1. Comments on question performance

Many answers addressed risks to a basic level indicating learners are covering the content but not learning to apply the concepts in detail.

Most candidates had at least a basic understanding of a business case but some in the traditional exam wrote about a swimming pool or other structure rather than the hotel. In the OBE some copies examples in the guide which referred to income from energy projects rather than their project.

Unfortunately, many candidates did not expand their responses to include the financial element of the business case.

2. Recommendations for learners

When revising, research businesses cases for key local projects so you can learn the various ways of presenting information.

3. Quick Tips

When revising, research businesses cases for key local projects so you can learn the various ways of presenting information.

Task/Question 1b

Assessment Criteria:

- 1.4 Discuss the risks that may emerge on a major project

1. Comments on question performance

Many answers addressed risks to a basic level indicating learners are covering the content but not learning to apply the concepts in detail. The answer however needed to be focused on the projected stated in both assessment formats and many students failed to do this.

Most candidates had at least a basic understanding of the techniques to respond to risk – unfortunately, many candidates did not expand their responses to include detailed examples and hence their marks were limited. (Acceptance, Avoidance, Prevention, Contingency Transfer)

2. Recommendations for learners

While the theory is important, answers that are relevant to the specific project will attract far more marks.

3. Quick Tips

Always focus the key theories to the project – extra information does not attract marks and limits time and word count.

Task/Question 2

Assessment Criteria:

- 2.2 Develop a simple Gantt chart from a set of tasks
- 2.3 Apply critical path analysis to determine the planned duration of a project
- 2.4 Calculate the start and finish dates of a project and its tasks

1. Comments on question performance

Here, far too many candidates copied the diagrams from the Study Guide P32 rather than developing their own plan. The study guide has a basic plan and therefore those that copied could not get the significant marks available.

Many did not calculate the start and finish dates.

For this question, a detailed diagram and analysis is required rather than a simple 6 step process shown in the study guide.

Overall, the scores for the question were low due to:

- Lack of developed plan
- Simplistic network chart
- Limited answer to recover time.

2. Recommendations for learners

A detailed answer is required here and copying from the study guide will not help you show the application to your specific project as each project is different.

For recovering time – you need to justify the selected method.

3. Quick Tips

When revising, ensure you practise drawing a Gantt and network diagram for the same project so you can see the differences in both methods.

Task/Question 3

Assessment Development:

- 3.1 Explain the variety of resources needed by a project
- 3.4 Total all resource costs to arrive at a bottom-up project budget

1. Comments on question performance

Task 3a - More candidates did apply the answer to their projects this time, but there was a significant number who just quoted the same sources without showing much understanding nor application.

The answer expects a discussion of the 4 key areas of resource and detail provided needed to apply to the project. Particularly with the OBE far more discussion on the resources was expected rather than a generalised overview.

Task 3b - More candidates did apply the answer to their projects this time, but there was a significant number who just quoted the same sources without showing much understanding nor application. Using the iron triangle, there may be implication on cost reduction for quality and time, but this was overlooked by many.

2. Recommendations for learners

There are 4 key resources – physical, human, financial (and enterprise). Ensure you learn how to apply these to your state project.

3. Quick Tips

The projects take over 3 months so there may be changes in levels of resources at different time so do mention these variations.

Financial includes funding and payback so do not omit these.

Task/Question 4

Assessment Development:

- 4.1 Explain the concepts of a baseline plan and an approved budget
- 4.2 Calculate the difference between planned and actual progress
- 4.3 Explain a range of tactics that could be used to recover lost time
- 4.4 Discuss how project management software can be used to plan and monitor a project

1. Comments on question performance

Very few candidates applied their answers to their projects and focused on the theory instead, which meant a lower mark. It was good to see some using Gantt charts to explain how they worked and the percentages of completion. It was expected that the traditional 5-Step plan be presented. Marks were awarded for alternative methods but there needed to be a clear and well applied plan for monitoring and controlling the project.

2. Recommendations for learners

When revising, research businesses cases for key local projects so you can learn the various ways of presenting information.

3. Quick Tips

Remember to check the marks available and target your detail to ensure there is sufficient information. Lists will not gain many marks – provide as much detail as the work allow, and importantly, apply to your specific project rather than generic project monitoring and controlling. Explain means the 'who, what, why, when and how' to provide detail.