CAMBRIDGE
INTERNATIONAL EXAMINATIONS

Diploma in Project Management

Assignment 1
Marking Scheme

Diploma in Project Management

Assessment of Assignment 1

Assignment 1	Demonstration of Project Practitioner Competence	Score
	0 – 12 points for each area	
Assessment area 1 Defining the purpose, scope and framework for the project		
Assessment area 2 Defining operational objectives of the project with deliverables and success criteria		
Assessment area 3 Identifying relevant risks and ways to handle them		
Assessment area 4 Establishing a rough budget for the project, including a contingency budget		
Assessment area 5 Logic and coherence in the assignment (not in terms of presentation)		_____
Total score for Demonstration of Project Practitioner Competence	Maximum 60 points.	
Demonstration of Project Management Competence	Maximum 15 points. Refer to guidelines on page 3.	
Evidence of Research and Analysis	Maximum 15 points. Refer to guidelines on page 4.	
Presentation	Maximum 10 points. Refer to guidelines on page 5.	_____
Total score	Maximum 100 points.	==============
Result		

Demonstration of Project Management Competence
Guidelines

Project Management Competence in relation to Assignment 1 could be demonstrated in various ways including but not limited to the following examples:

- An overall objective for the project is stated. This may be internal (for the organisation) and/or external (for client/beneficiaries)
- Justification of how the project will (or will not) contribute to the organisation's overall objectives
- The key aims of the project, as seen from the client's perspective, supplemented by other stakeholders' interests
- Specification of how the project could be of interest to the organisation in a wider context
- The relationship of the project to other projects undertaken within the organisation
- The benefits and drawbacks of this specific project in comparison to other projects that have been undertaken
- A clear outline of the financial set-up, including clients' contributions and the organisation's own investments

- Objectives which are clear, measurable and easy to communicate to the sponsor, client and team members
- Objectives which demonstrate that the candidate has taken into account the operation and monitoring of progress during the implementation phase
- Objectives that are achievable measure points at certain stages in the project implementation and are useful as milestones
- Objectives that have an extent and a scope which, with regard to the contents, make them suitable for representing the outcomes of summary tasks
- Objectives having an extent and a scope that can be broken down into a number of activities, i.e. a work plan
- Deliverables stated as concrete and specified results of operational objectives, with clear specifications of the quality level and other acceptance criteria

- The relationship between the risk analysis and the actual environment in which the project is carried out
- Reference to the usual procedures used for risk assessment in the organisation
- Reference to experiences of risk occurrence in similar types of projects
- Use of risk assessment in relation to the negotiation of the budget
- The risk assessment should not be limited to operational objectives or deliverables, but should also include goals at other levels of the project, e.g. upwards (project purpose, overall objective) or downwards (activity level)

- A description of the assumptions and conditions for the budget given in relation to human resource factors
- A description of the assumptions and conditions for the budget given in relation to other factors such as the level of understanding of project implications at this stage and the time constraints on the project
- An explanation of different types of budgets, e.g. an internal budget for the delivery organisation (an outline of the project income and expenditure) and the external budget for the client (contract budget)
- Documentation that the budget follows – or is related to – the usual company budget models and procedures

- The targeting of information about the project to relevant recipients, such as the project sponsor, client, team, beneficiaries or other relevant parties, e.g. by explicitly describing the framework, set-up, roles and allocation of responsibilities in the project
- An explanation of the project team information requirements, which includes demonstrating an awareness of one's own role and responsibility towards the team and motivating the team to perform well
- A discussion of the need for the inclusion of internal or external experts in the project work, their availability and the potential impact on the timing of the project
- A discussion of the wider budgetary and other financial aspects, the need for organisation's own investment in order to fulfil the client's expectations

Any other demonstration of project management competence that appears relevant to the project and the assignment is also considered valid.

Evidence of Research and Analysis
Guidelines

Evidence of Research and Analysis in relation to Assignment 1 could typically be background documentation in relation to the delivery organisation and/or the client, beneficiaries or end-users of the project. This can be – but is not necessarily – in the form of some of the following documentation:

- Further analysis of the organisation's wider interests in the project
- The organisation's traditional view on the importance of a well defined project purpose and its relation to the overall strategy
- The organisation's use of the project purpose and the overall project objectives as navigational instruments in project implementation
- The organisation's standard practice on project phases – is it customary to use the traditional six phases of the project life cycle or is a different breakdown used? Is there any justification for the choice of project management model?
- The client / end-users' expectations with regard to the efficiency, effectiveness and outcomes in planning and implementation
- The client / end-users' priorities in relation to time, cost and quality of results
- Any other projects carried out or sponsored by the client and any experience gained from these
- The client / end-users' reasons or motives for choosing the delivery organisation
- Identification of potential conflicts in stakeholder interests

- A specification of alternative outcomes in case of unexpected developments and conditions
- A discussion on the organisation's methodology for measuring results, in general and in relation to the specific project
- A discussion on how operational objectives are established, by whom, on what basis, who "owns" them in terms of responsibility, and who approves them and on what basis
- A wider discussion on the allocation of responsibility/accountability in relation to the achievement of the project objectives

- A general consideration of the relevance and credibility of the risk analyses
- A discussion on the flexibility of project definition and planning in relation to risks; what types of identified risks should be taken into account in the planning and what types should be considered as regular risks?
- A review of operational objectives and deliverables on the basis of identified risks
- A statement on the client's view of the role of risks as basis for contract negotiations
- A review of organisational risk willingness in relation to projects in general and this project specifically
- A project specific statement on financial implications of risks compared with other issues related to taking on the project, such as prestige, development of new markets, etc.

- A cash flow budget for the project developed in relation to standard payment practices
- The budget seen in relation to time, cost and quality as the basic project priorities
- A discussion of budget flexibility and negotiability in relation to development options
- A discussion on the role and function of the budget in relation to flexibility in planning and approval procedures
- Policies on budget planning, accountability and publicity

- An estimate of the project's priority in the organisation in wider terms
- An assessment of the potential and importance of the project in relation to organisation's core business, peripheral business, new development areas etc.
- A description of the project's compatibility with the internal and external environment in which it will be implemented

Any other evidence of research and analysis which appears relevant to the project and the assignment should be considered valid as well.

Presentation
Guidelines

- The assignment should be presented in a logical and coherent way, which may follow the project cycle specified in the syllabus or may follow the organisation's standard practice
- Language or cultural background will not affect the marking of the assignment but it should be presented in a clear way that the examiners will be able to understand. The assignment should be easy to navigate in that there should be appropriate sections, indexes and references
- There should be consistency in the visual presentation, in terms of format and layout, with appropriate use of diagrams, charts and other illustrations
- The use of computer generated reports is encouraged but these should be appropriately labelled and annotated. The printouts of computer generated charts should have diagrams and fonts that are easily read