

# MANAGEMENT

APM Project  
**Management**  
Qualification

**Annotated Answer Document**

## Introduction

This document is issued to provide an example of how the APM Project Management Qualification is marked. Using sample answers, this document demonstrates the marks that were awarded for question 6 with marker commentary.

These marks have been agreed independently by two markers and ratified by a member of the Senior Examiner Team.

## Question 6

**Learning Outcome** Understand planning for success

**Question part (a)** Interpret the Earned Value information provided below for a project.

Given the likely schedule impact and cost estimation at completion, propose two practical responses the project manager could take and a justification for each.

A project has a budget at completion of £120,000 and is planned to be completed in 10 months. The table below shows the project's progress at the end of month 5:

Task Planned	Planned budget	Actual cost	Earned value
Total at month 5	£60,000	£40,000	£50,000

$CPI = 1.25$

$SPI = 0.83$

$EAC = £96k$

Planned time/ $SPI = 12$  months

**Marks** 20 marks (10 marks each)

### Example answer of a pass

The SPI is  $< 1$ , so at the moment the project is behind the plan. Also from looking at the CPI 1.25, this is  $> 1$  which means that the project is earning more than it is spending, however it is spending less than what was expected in month 5. The PM could increase the number of resources on the project as there is budget available to do this, by doing this, the extra resources may increase the productivity further and the delay currently forecast may reduce. The resources added would need to be adequately skilled in order to immediately contribute to the project's productivity, sometime with more people productivity is reduced.

The project is forecast to complete in 12 months and not 10 months, however, it is also forecast to complete for £96K as opposed to the £120K budgeted, this appears to be quite a saving for the project. The PM should revisit the Business Case to understand the justification and priorities for the project and the benefits plan for the project. As it may be more beneficial to continue with the progress as currently projected, so saving £24K on the budget, which could be released back to the business. The PM would need to discuss this scenario with the sponsor in order to confirm that a cost saving would be preferred to on time delivery in this case, and if agreed, the change to the baseline should be captured via a change management process.

*(completed by a subject matter expert under exam conditions)*

Score awarded: 20/20

Justification and rationale of score awarded:

First paragraph awarded – 10/10. Demonstrates a strong level of comprehension understanding, interpretation is valid, appropriate responses have been proposed with justification including considerations and potential future impacts.

Second paragraph awarded – 10/10. Demonstrates a strong level of comprehension understanding, interpretation is valid, appropriate responses have been proposed with justification including considerations and potential future impacts.

### Example answer of a fail

The SPI is  $< 1$  and therefore the project is behind plan, with delivery forecast to take 12 months and not the planned 10 months. The PM could add more resources to try and recover the delay.

The Forecast cost at completion is estimated to be £96K which is less than the budget of £120K. The PM should check to see if there have been any unpaid invoices that could account for the current underspend against the plan.

*(completed by a subject matter expert under exam conditions)*

Score awarded: 9/20

Justification and rationale of score awarded:

First paragraph awarded 5/10. The interpretation is correct, a valid response has been proposed but no justification, or rationale.

Second paragraph awarded 4/10. The interpretation didn't add much more than what was presented within the question, valid response proposed with no justification, or rationale.

**Question part (b)** Explain each of the following, as part of the information management process:

- Collection
- Storage
- Dissemination

**Marks** 30 marks (10 marks each)

**Example answer of a pass**

Collection; Collection is where you identify what information will be collected, where it will be collected from, how it will be collected, in what formats will it be collected, when will it be collected, what file formats will we collect and how much information/files will there be. This formative step in the process is key as understanding the size, type and scale of the files that will be collected will potentially change how later stages are undertaken. This step is also crucial at ensuring that version control of documents is implemented.

Storage: Storage is the process of collating information in to one a usable format and system. For example electronic data can be put in to an online database that allows anyone from the project team to access the information at any time. It also details what to do with other formats like physical drawings in construction, for example these need to either have a process to scan them and enter them into a central database of they need to be appropriately filed and organised. This system during the lifetime of the project may need to be updated due to changes in technology and also needs appropriate user access rights so that unauthorised people cannot change information.

Dissemination: This is the process of bringing relevant information together and sending it out to the relevant parties and stakeholders who require the information to enable them to make effective decisions. For example weekly or monthly reports on changes and updates to the formation management system can be done and sent out to relevant stakeholders so they understand what changes have been made and therefor progress. In simple terms it is the process of giving the right information to the right people at the right time to allow them to make appropriate decisions based on the information provided.

*(completed by a candidate taking a live paper under exam conditions)*

**Score awarded: 21/30**

Justification and rationale of score awarded:

First paragraph awarded 6/10. Correct explanation of the collection element with sufficient detail to demonstrate an understanding of the subject matter. The answer contains vague reasoning and detail not necessarily associated with collection.

Second paragraph awarded 8/10. Correct explanation of the storage element, with sufficient detail to demonstrate a comprehensive understanding of the subject matter and provided appropriate examples to introduce new detail.

Third paragraph awarded 7/10. Correct explanation of the dissemination element, with sufficient detail to demonstrate a competent understanding of the subject matter and provided an appropriate example to illustrate, although answer does contain some repetition at the end.

### Example answer of a fail

#### Collection

As part of the Information management, how data is going to be converted into information, by the collection of documentation that is relevant to the project. Needs to determine, what information is worth collecting, for what purposes, objectives

#### Storage

As part of the information management, how the information is going to be storage, by archives, electronic devices. Period of time of storage. Where will be allocated.

#### Dissemination

How the information is going to be shared, distributed, considered in the communication plan. How is going to have access to this information, in what terms.

*(completed by a candidate taking a live paper under exam conditions)*

Score awarded: 12/30

Justification and rationale of score awarded:

First paragraph awarded 4/10 marks. Provided a valid description of the collection element but offered no detail regarding the reason or purpose of this activity.

Second paragraph awarded 4/10 marks. Provided a valid description of the storage element but offered no detail regarding the reason or purpose of this activity.

Third paragraph awarded 4/10 marks. Provided a valid description of the dissemination element but offered no detail regarding the reason or purpose of this activity.

## Association for Project Management

Ibis House, Regent Park  
Summerleys Road  
Princes Risborough  
Buckinghamshire HP27 9LE

**Tel (UK)** 0845 458 1944  
**Tel (Int)** +44 1844 271 640  
**Email** [info@apm.org.uk](mailto:info@apm.org.uk)  
**Web** [apm.org.uk](http://apm.org.uk)