



Level 4 Diploma – The Principles of Project Management (unit code R/504/1364)

- Understanding Project Management Principles
- Applying Project Management Principles

Guide for Candidates

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What is the Principles of Project Management unit?

The Principles of Project Management unit (unit code (R/504/1364) 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 QCF Level 4, where the demand is aligned with that of the first year of Higher Education. The requirements for this unit were defined by both Excellence, Achievement & Learning Limited (EAL) and the Association for Project Management (APM) in association with employers from different sectors and with educational and training providers (including representatives from Higher Education).

What does this unit cover?

The Principles of Project Management unit covers principles that are common to projects regardless of whether projects are undertaken in different sectors or whether they differ in scale and/or complexity.

Summary of learning outcomes

The learner will:

- 1.1 Understand the conceptual basis of project management
- 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
- 1.5 Understand how to define and manage project scope
- 1.6 Understand how to develop and maintain project schedules
- 1.7 Understand how to provide financial management for projects
- 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
- 1.10 Understand how to provide and manage the resources required for projects
- 1.11 Understand the role of contracts in project management
- 1.12 Understand the roles of ethics and professionalism within project management

Assessment of the unit

This unit is assessed by:

Two externally assessed written examinations that are both of three hours duration.

Please take time to read and understand these guidance notes. They outline the examination regulations and will provide you with all you need to know about applying for and taking the examinations plus details on receiving your results.

Taking the examinations

Examination rules : **Understanding Project Management Principles**
: **Applying Project Management Principles**

You must:

1. Arrive at the examination venue at least 20 minutes before the examination is due to start; no late arrivals will be permitted into the examination room.
2. Provide photo evidence of identity i.e. driving licence, passport, work or student ID.
3. Familiarise yourself with the 'Rules for Conduct' displayed in the examination room.
4. 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.
5. Refrain from communicating with any other candidate or with any other person present in the room, except the invigilator, during the examination.
6. Refrain from behaviour that might cause annoyance to other candidates.
7. Refrain from smoking or eating (unless expressly permitted). Candidates need to advise the APM Customer Services department of any special requirements at least 5 days prior to the examination date.
- 8a. **Understanding Project Management Principles**
Refrain from bringing any written or printed material 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.
- 8b. **Applying Project Management Principles**
You are permitted to bring 5 pages (double sided) of hand written notes 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.
9. Generally conduct themselves in a way which will make it possible for the examination to be carried out without hindrance or annoyance to other candidates or to the invigilator.
10. Return all examination paperwork to the invigilator before leaving the examination room.

Examination materials

In preparation for taking your examination, you may bring with you:

- a non pre-programmable pocket calculator (with prior permission from APM, Customer Services department).
- a translation dictionary (with prior permission from APM, Customer Services department).
- coloured pens to annotate tables and diagrams.

Dictionaries and calculators will be checked by the invigilator before the examination commences.

3 hour examination procedure – Understanding Project Management Principles

1. The examination will last 3 hours including reading time. You will be given an additional 5 minutes at the end of the examination to collate your papers.
2. The examination will contain 10 compulsory questions and you are required to answer all 10 questions.
3. Each question carries equal marks (50 marks per question) and it is assumed equal time will be spent on each question.
4. Answers must be written on one side only of the A4 paper provided in pen (black or blue ink preferred).
5. You will receive an envelope with your candidate roll number; this must be entered onto each answer sheet submitted together with the question number and page number.
6. Candidate answer sheets will NOT be marked if your examination question paper is not returned with your envelope and therefore will automatically fail.

3 hour examination procedure – Applying Project Management Principles

1. The examination will last 3 hours including reading time. You will be given an additional 5 minutes at the end of the examination to collate your papers.
2. The examination will contain 5 compulsory questions and you are required to answer all 5 questions.
3. Each question carries equal marks (50 marks per question) and it is assumed equal time will be spent on each question.
4. Answers must be written on one side only of the A4 paper provided in pen (black or blue ink preferred).
5. You will receive an envelope with your candidate roll number; this must be entered onto each answer sheet submitted together with the question number and page number.
6. Candidate answer sheets will NOT be marked if your examination question paper is not returned with your envelope and therefore will automatically fail.

Answering questions – Understanding the Principles of Project Management

Answers should be legible and answered in full (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 sheet. Questions that require calculations should include each formula used and show workings as well as the final answer.

Please take note of key words in each question:

Explain	<p>Where a single question asks for a candidate to Explain candidates should:</p> <ul style="list-style-type: none"> • use two or more phrases or sentences to clarify the meaning or understanding in relation to the question posed
List and Describe	<p>Where a single question asks for a candidate to List and then Describe candidates should write either :</p> <ul style="list-style-type: none"> • a list of answers; followed by a sequence of individual paragraphs that relate to each listed item • a paragraph for each answer, underlining the first words or phrase (creating a sub-heading) of the paragraph that form your 'list', to which you add description as required by the question

Answering questions – Applying the Principles of Project Management

Answers should be written in full and legible (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 sheet. Questions that require calculations should include each formula used and show workings as well as the final answer.

Please take note of the following key words in each question. *The examples below are purely to illustrate the type of response expected.*

Within an examination context, the candidate has the opportunity to respond in traditional paragraphs or bullet style layout.

As always, marking is determined by the quality of the answer given to the question as posed.

Marks are neither gained nor lost on quantity of writing, purely on the content and appropriateness of response to each question.

Evaluate	<p>Definition: Examine and assess (meaning to explore and provide opinion/judgement)</p> <p>Question Style: Evaluate the provision of free Wi-Fi in public places</p> <p>Answer style: Free Wi-Fi means instant communication, reduced costs and a social environment to share information, photographs and opinions. Less technically minded people will find it intrusive, irritating or even feel unwelcome or put upon by having people around on laptops, kindles etc. For some locations, the ability to advertise free Wi-Fi encourages customers to visit and prolong their stay. Though this may mean that whilst customers stay longer, they may actually not spend any more money therefore occupy space, giving an illusion of good business but is actually not sustainable.</p>
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Discuss	<p>Definition: Investigate by reasoning or argument, present in detail for examination</p> <p>Question Style: Discuss the benefits of the National Health Service (NHS)</p> <p>Answer style:</p> <ul style="list-style-type: none"> • it's presence provides healthcare to a wide group of people, in a consistent way across the country. In most countries such services are only accessible through insurance schemes which are generally only affordable by those in well paid work. • consistent service across the country, allowing wide ranging treatment regardless of where you live or how much you earn • access to services in multiple languages for people of other origins, reducing frustration for both healthcare workers and patients by enabling more understanding, engendering confidence • gives residents of the country a sense of care/support, that they know where to go, who to phone and that they can trust the advice given
Identify	<p>Definition: To list, define or state ...</p> <p>Question Style: identify three types of tree native to England</p> <p>Answer style: Ash, Beech, Oak</p>
Compare and Contrast	<p>Definitions: Compare - to examine or note differences/similarities Contrast - to emphasise differences (often using extreme examples)</p> <p>Question Style: Compare and Contrast the travel options when travelling from England to France</p> <p>Answer style:</p> <ul style="list-style-type: none"> • Train vs. Aeroplane – train can be extremely relaxing and easy and doesn't have the waiting/processing time of an airport; however if you live outside of London the time taken travelling into Eurostar stations, together with difficulties of tube travel/buses may make the airport a better option. There is more freedom of movement on a train and more to see out of the windows; generally the journey is smoother than an aeroplane because turbulence only affects flights. • Train vs. Ferry, depending upon where you live and what you want to do when you arrive in France it may be that you take either the train or ferry because you're able to take your car with you. If you're going to a central/city location then the train may be most efficient, but if you like driving you may prefer to drive to the coast, take a ferry during day or night and then drive on arrival to France. Travelling by train avoids sea sickness which is often experienced on ferry journeys.

Completing your examination booklet – Understanding Project Management Principles

Please see below a working example of how to complete your examination booklet.



Understanding Project Management Principles	
Candidate Roll Number	
Date of Exam	
Location of Exam	
Exam Paper Number	

General Notes

Time allowed 3 hours

Answer 10 questions

Use Ink, not pencil, to answer all questions

On completion of the examination

- please collate your answer sheets into **question number order**
- complete the information below before inserting **this booklet** and your answers into the envelope provided

You will find this information on the front of your examination envelope

Question Number	Number of Pages	Office Use Only

Insert question number here

Insert the number of pages per question here

Do not open this paper until instructed by the invigilator

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

Completing your examination booklet – **Applying Project Management Principles**
Please see below a working example of how to complete your examination booklet.

The diagram illustrates the layout of an examination booklet. It features the APM logo in the top right corner. Below the logo is a table with a blue header and three empty rows. A callout box points to this table, containing the text 'Information on the examination booklet'. Below the table is the text 'the envelope provided'. Further down is another table with a blue header labeled 'Only' and three empty rows. A callout box points to this table, containing the text 'Number of question here'. At the bottom right is the text 'examination room'.

Information on the examination booklet

the envelope provided

Only

Number of question here

examination room

Marking

You will need to score a minimum of 65% overall to pass.

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

All the doubled marks are added together and this total is then divided by the number of mandatory questions to calculate the overall percentage.

Understanding Project Management Principles

Below is a working example:

A Candidate scores the following marks on an Understanding Project Management Principles question paper:

30, 20, 36, 35, 37, 29, 33, 37, 34, 39

The scores for all 10 questions are added to make a total of 330

This total is then multiplied by 2 (to make 660) and divided by 10 (as 10 questions) to work out the candidates overall percentage i.e. this candidate's percentage would be 66%. This would be a pass.

Applying Project Management Principles

Below is a working example:

A Candidate scores the following marks on an Applying Project Management Principles question paper:

33, 20, 47, 30, 35

The scores for all 5 questions are added to make a total of 165

This total is then multiplied by 2 (to make 330) and divided by 5 (the number of questions) to work out the candidates overall percentage i.e. this candidate's percentage would be $330 \div 5 = 66\%$. This would be a pass.

Notification of results

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. Candidates will be given feedback for any questions they have failed.

Please note APM cannot give results over the telephone or via email.

Borderline results

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

Appeals

The appeals process is available from APM

Special arrangements

Illness

If you are unable to attend your examination due to illness, you must inform the APM Customer Services 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 Customer Services 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 Customer Services 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.

Notes:

*₁ The overall pass rate is monitored regularly.

*₂ Third party data: Submission of your application form expressly provides permission for APM to supply relevant details about your examination, including results, to your training provider and employer where applicable.

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 allowing calculations cannot be used. Extra time is allowed for printing.

Other aids/equipment available

Large print papers may be produced for partially sighted candidates or dyslexic candidates by prior arrangement with the APM Customer Services 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 Customer Services department.

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

Re-sits

In the event of a failed examination, we recommend you allow a three month interval for revision before re-sitting the examination. You can re-sit the examination earlier if you wish but we do not advise this.

Candidates wishing to re-sit the examination must contact: APM Customer Services department with a completed candidate application form.