

BCS Higher Education Qualification

Diploma

April 2023

EXAMINERS' REPORT

IT Project Management

Questions Report:

<b>A1</b>	
	<p>This question was attempted by 84% of candidates with 54% of those achieved a pass mark. Most candidates were able to distinguish project risks from business risks and provide relevant examples, though some were generic rather than specifically related to the scenario provided.</p> <p>Part b) - managing risk was answered well by candidates who correctly understood the question, but a proportion of candidates interpreted this to mean analyse risk rather than manage (control) risk. Such interpretation gained no marks. General description of a risk register showed understanding of the concept, but there was inadequate detail in many answers for good marks.</p>
<b>A2</b>	
	<p>This question was attempted by 63% of candidates with 59% of those achieved a pass mark. Descriptions of the purpose and components of a Gantt chart were good, and most candidates constructed reasonable charts, though few were able to provide correct examples to support the description of the term <i>free float</i>. Discussion of Top-down vs Bottom-up estimation was poor, most answers discussed top-down vs bottom-up implementation strategies. Approaches to managing resource allocation issues were suitable, and it is pleasing to see candidates referring to the scenario (as requested) rather than provide merely generic answers.</p>
<b>A3</b>	
	<p>This question was attempted by 44% of candidates with 32% of those achieved a pass mark. Most candidates were able to explain why reports were important in project management and provided a wide range of examples, which were accepted if plausible, since contexts vary widely. Approaches to managing budget deficits were reasonable, but no candidate identified that the project manager has different responsibilities if his/her delegated budget tolerance is exceeded. Very few candidates were able to successfully describe Earned Value Analysis.</p>
<b>B4</b>	
	<p>This question was the most popular in section B, with almost three quarters of candidates gaining a pass mark. The question concerned various aspects of the stages in a project.</p>

	<p>Part a) which concerned the purpose of a business case for a project was well answered by most. Part b) proved slightly problematic for some with difficulty in explaining the way in which project objectives are used to help in forming measures of success in a project. Many candidates found difficulty in describing how a well-defined set of project objectives can be broken down into goals which are measurable.</p> <p>Part c) was concerned with advantages and disadvantages to buying in functionality for business projects. The question asked for an opinion on upgrading an existing package. Many candidates ignored this context and answered in general terms about off the shelf package versus building in house and made no reference to issues surrounding upgrading existing software.</p>
<b>B5</b>	
	<p>This question was second most popular in section B. This question attracted the lowest pass rate with only about one third of candidates achieving a pass mark. The question was concerned with human factors. Part a) which asked for methods used to obtain skilled IT development staff was either completely ignored or answered in the context of methods used to motivate existing staff and consequently gained few if any marks.</p> <p>Part b) asked for an explanation of structure and role of a project board. Many candidates were able to give two or more functions represented in the structure but failed to mention the role of the function. Part c) was poorly answered by many candidates. Many candidates did show an understanding of communication plans and how they can be used to identify appropriate pathways and methods of communication subsequently gaining maximum marks for this part of the question.</p>
<b>B6</b>	
	<p>This question was attempted by half of all candidates in section B of the paper, with over half of the candidates achieving a pass mark. This question concerned quality models and quality standards. Candidates who attempted this question showed broad knowledge around this topic. With extremes of marks from highest to lowest.</p> <p>Part a) concerned the CMM model of process maturity. Many candidates answered this part with most able to give the levels of maturity in the model, however a number of candidates simply named the levels and gave little or no explanation of what they meant. Best answers gave at least a sentence on a description and gained full marks.</p> <p>Part b) of this question concerned the ISO9001 standards. Many candidates were unable to correctly describe the purpose of this standard as a quality framework which IS NOT SPECIFIC to software or any particular product. Many answers incorrectly described the purpose in terms of software quality assurance. The basic principles of the ISO9001 standard were correctly identified and described by many candidates. Other attempts showed confusion between ISO 2001 and ISO9126 which refer to quality attributes of software. Many candidates gave good comprehensive answers based on ISO9126 and not the question. Subsequently these answers gained no marks for this part of the question.</p>

