

**BCS THE CHARTERED INSTITUTE FOR IT**  
BCS HIGHER EDUCATION QUALIFICATIONS  
BCS Level 5 Diploma in IT

**IT PROJECT MANAGEMENT**

Friday 22<sup>nd</sup> April 2022 - Morning

Answer **any** FOUR questions out of SIX. All questions carry equal marks.

Time: TWO hours

Answer any **Section A** questions you attempt in **Answer Book A**

Answer any **Section B** questions you attempt in **Answer Book B**

The marks given in brackets are **indicative** of the weight given to each part of the question.

Only **non-programmable** calculators are allowed in this examination.

**Section A**  
**Answer Section A questions in Answer Book A**

**A1**

- a) Explain the following three early process stages of an IT project life cycle:
- i) Project initiation **(4 marks)**
  - ii) Identification of the business case **(4 marks)**
  - iii) Project set-up. **(3 marks)**
- b)
- i) Explain the purpose of project change control. **(4 marks)**
  - ii) Describe the basic stages of a project change control process. **(10 marks)**

**A2**

- a) Give an example of how **each** of the following three types of risk management actions can reduce project risk:
- i) Risk reduction **(3 marks)**
  - ii) Risk transfer **(3 marks)**
  - iii) Risk contingency. **(3 marks)**
- b) Describe **THREE** methods that can be used to gather information regarding specific risks to a project. **(6 marks)**
- c) Describe **FIVE** risks that you might find in the checklist of generic risks for a software project. **(10 marks)**

**A3**

- a) Explain how software product quality differs from software process quality. **(8 marks)**
  
- b) Describe the **SIX** external software quality characteristics identified by the ISO9126 quality standard. **(12 marks)**
  
- c) Explain why a software product or service supplier having ISO9001 accreditation is not necessarily a good indicator of the product or service quality being offered. **(5 marks)**

**[Turn Over]**

**Section B**  
**Answer Section B questions in Answer Book B**

**B4**

- a)
- i) Explain the use of sprint time-boxing and backlog techniques in an agile incremental development project.  
**(6 marks)**
  - ii) Describe **THREE** advantages of using incremental time-boxing techniques in a project.  
**(9 marks)**
- b) Explain **each** of the MoSCoW rules used to classify requirements in an agile project and state why applying these rules can affect overall project planning.  
**(10 marks)**

**B5**

- a)
- i) Explain **each** of the **FOUR** stages of team development suggested by the Tuckman-Jensen team building classification system.  
**(12 marks)**
  - ii) Give **TWO** examples of events that might cause a team to slip back a stage development.  
**(5 marks)**
- b) Explain the following two management styles stating a possible advantage and disadvantage of **each** style.
- i) Autocratic – directive  
**(4 marks)**
  - ii) Democratic – permissive.  
**(4 marks)**

**B6**

- a)
- i) Describe the purpose and typical content of a project team leader report to the project manager.  
**(8 marks)**
  - ii) Describe the purpose and typical content of the highlight report that a project manager will make to project sponsors.  
**(8 marks)**
- b) When project monitoring reveals a shortfall in expected progress the project manager will seek to apply some control strategies. Describe **THREE** standard control strategies that might be used stating any disadvantage that might arise from using them.  
**(9 marks)**

**End of Examination**