

BCS THE CHARTERED INSTITUTE FOR IT

BCS HIGHER EDUCATION QUALIFICATIONS
BCS Level 5 Diploma in IT

IT PROJECT MANAGEMENT

Monday 13th October 2025 – Afternoon

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) Compare and contrast traditional project management and Agile project management and explain the criteria you would use to select the most appropriate approach.

(12 marks)

- b)
- i. Explain the purpose of project change control.
 - ii. Describe the basic stages of a project change control process.

(13 marks)

A2.

- a) Agile approaches to project management and planning have gained popularity in recent years.

Discuss the core values of Agile methodologies and contrast them with traditional project management approaches.

(5 marks)

- b) Explain the use of sprint time-boxing and backlog techniques in an Agile incremental development project and describe their advantages.

(10 marks)

- c) 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)

A3.

- a) The project manager is a key role in any IT project. Discuss the technical and soft skills and other attributes that a successful project manager needs, providing reasons for your choice.

(10 marks)

- b) The Tuckman-Jensen model describes four basic phases through which a team goes before it becomes fully effective. A final phase (adjourning) describes the phase when the team breaks up at the end of a project.

Describe the key elements of the **four** basic phases, and make it clear in what order they occur.

(8 marks)

- c) Leadership styles can be classified in many ways. One simple distinction is task-oriented vs relationship-oriented leadership.

Explain the difference between the two styles and explain which would be most suitable when an existing team is being assigned new work. You must justify your choice.

(7 marks)

[Turn Over]

Section B
Answer Section B questions in Answer Book B

B4.

A large software system is being developed by several teams. It is important to monitor the progress of the project to ensure that ultimately it meets the business aims.

- a) The project manager produces regular summary (highlight) reports.
- i. Identify who receives highlight reports and explain how the project manager obtains information to complete them. **(2 marks)**
 - ii. Describe the purpose and typical content of the highlight report. **(7 marks)**
- b) When project monitoring reveals a shortfall in expected progress, control strategies are usually applied to bring the project back on track.

Describe **four** standard control strategies that might be used, stating any advantages and disadvantages that might arise from using them. **(16 marks)**

B5.

A probability impact grid (also known as a Summary Risk Profile) has been constructed for a project as shown below. The risk tolerance line is shown in bold. Some of the project risks (labelled R1-R5) have been plotted on the grid.

Impact	High				R3
	Significant	R2			R4
	Medium	R5			R1
	Low				
		Low	Medium	Significant	High
		Likelihood			

- a) Discuss the use of such a grid in a software development project. Your discussion should include an explanation of:
- The purpose of the grid.
 - The meaning of key terms such as impact and likelihood, how they are measured and how they are used in risk assessment.
 - The purpose of the risk tolerance line. Illustrate your answer with examples from the grid above.
- (11 marks)**
- b) Using the probability impact grid above, identify the highest and lowest risks. Justify your choices. **(4 marks)**
- c) Explain **five** risks that you might find in a checklist of generic risks for a software development project. Use examples to illustrate your answer where appropriate. **(10 marks)**

B6.

- a) Discuss in detail what is meant by the term quality in relation to a software development project. Provide examples to illustrate your answer.
(10 marks)
- b) Explain the purpose and general features of a quality management system.
(7 marks)
- c) Describe **four** of the key principles of the ISO 9001 quality management standard.
(8 marks)

END OF EXAMINATION