

BCS Higher Education Qualification

Diploma

April 2025

EXAMINERS' REPORT

IT Project Management

Questions Report:

A1	
	<p>A popular question attracting over 88% of attempts with a pass rate of 81%.</p> <p>Part a) was well answered with most candidates giving good answers to explaining risk and the risk register. A number of candidates were unclear about the role of the risk owner. Few mentioned the role of the risk owner being involved in determining the frequency of monitoring.</p> <p>Part b) This part is concerned with managing risk. A majority of candidates were able to give good answers to ways of managing risk. However few answers were able to give an adequate example of how they would manage a risk.</p>
A2	
	<p>62% of candidates attempted this question with 48% achieving a pass.</p> <p>Part a) attracted a wide range of answers to the contrast between PBS and WBS. Many gave good answers showing a good understanding of the initial importance of the PBS in deriving the WBS. A large minority of candidates showed little appreciation of the relative importance of the PBS/WBS and many answers showed little appreciation of the differences between them.</p> <p>Part b) was poorly answered by a majority of candidates with many not clearly articulating an understanding of an activity on node diagram. Many answers referred to the activity on arrow diagram rather than activity on node.</p> <p>Part c) required a full activity on node diagram complete with node components. A majority of candidates were able to provide a full diagram with correct entries. However, a large minority gave incomplete diagrams; many not providing a key showing the meaning of each field in the node or failing to include float. A good number of candidates attempted to incorrectly adapt the activity on arrow diagram.</p> <p>Part d) was generally well answered with a majority correctly identifying the critical path and correct minimum duration. Many candidates did not fully explain what the critical path represents as the sequence of activities that determine the minimum time for a project.</p>
A3	
	<p>69% of candidates attempted this question with a pass rate of 23%. A majority of answers were poor, with a small minority giving good to excellent answers.</p>

	<p>Part a) attracted some good answers with better marks obtained by correctly identifying the various stages of the software development cycle impacting on cost which is reflected in the S-curve.</p> <p>Part b) had very few answers acknowledging the magnitude of budget overspend determines who takes action for rectifying an overspend. Many answers merely referred to the project manager as responsible and made no reference to the exception report.</p> <p>Part c) concerned EVA. Very few answers showed the relationship between AC, EV and PV. Good marks were obtained by answers that included a correct graph showing the relationship.</p>
B4	
	<p>A popular question, attempted by 69% candidates. A relatively high pass rate of 72%.</p> <p>Part a) was generally well answered, with candidates explaining clearly the purpose and techniques of requirements elicitation.</p> <p>Candidates who recognised part b) related most clearly to SMART criteria obtained good marks, but other students struggled to interpret the question appropriately.</p> <p>Part c) yielded the weakest answers, many candidates explained Agile characteristics (for which they obtained no marks) and there were relatively few detailed explanations (with suitable justification) for projects where Agile would be unsuitable.</p>
B5	
	<p>43% candidates answered this question, with a pass rate of 28%.</p> <p>Most candidates were able to provide an outline of some Belbin roles, though some lacked sufficient detail and distinction to attract good marks. There were few specific answers for the impact of multiple occurrences of a role in a team, the generic 'conflict' attracted no marks without more detail and justification.</p> <p>In part b) most candidates described appropriate approaches for obtaining additional staff and provided attempts at advantages / disadvantages.</p>
B6	
	<p>This question was attempted by 57% of candidates, with a pass rate of 63%.</p> <p>Candidates who had clear knowledge of ISO9001 and CMM characteristics scored very well, and there were some excellent, detailed answers. Most candidates provided some correct discussion of CMM levels. Some candidates related ISO9001 only to project management, rather than as a generic QMS specification.</p>