BCS Higher Education Qualification

Diploma

October 2025

EXAMINERS' REPORT

IT Project Management

General Comments:

Candidates performed weakly in Q1, 4 & 6, primarily through providing answers that did not relate specifically to the question. Q5 was answered well, with candidates showing clear understanding of risk concepts and often elaborating sufficiently to gain high marks. Q3 was the most popular and answers were generally good, with a significant number of candidates elaborating the points with examples to gain good marks.

Questions Report:

A1	This question was answered by 49% of candidates, though performance was weak, with a mean mark of 38% and pass rate of 45%. Most candidates could distinguish some key features of Agile and traditional project management, but marks were lost through insufficient detail in Part a) where 12 marks were available. A significant number of candidates were unable to state the typical 5 stages of change control in Part b).
A2	This question was answered by 36% of candidates, the least popular question on the exam paper though performance was reasonable, with a mean mark of 46% and pass rate of 63%. There were some excellent answers, with some candidates quoting from the Agile manifesto and providing detailed discussion of timeboxing and backlog techniques with clear examples. Most candidates could identify the meaning of MoSCoW but often provided insufficient explanation of each term to gain full marks. The best answers also provided examples.
A3	This question was answered by 91% of candidates, the most popular question on the paper, with a mean mark of 51% and pass rate of 68%. Most candidates were able to state appropriate attributes / skills for a project manager with suitable examples or justification, and knowledge of Tuckman's model of team formation were well described in most cases. Unfortunately, many candidates did not answer Part c), describing different management styles to those requested in the question.

B4	This question was popular, being answered by 61% of candidates, though performance was weak, with a mean mark of 33% and pass rate of 37%. Most candidates had a correct idea of the concept of a highlight report, but many provided only brief description of contents, and not specific enough target audience (e.g. 'Stakeholder' is too general to attract marks.) Part b) was answered more fully, though some candidates misinterpreted the question, discussing general risk mitigation strategies rather than controls to bring a late project back on track.
B5	This question was popular, being answered by 66% of candidates, and performance was generally strong, with a mean mark of 50% and pass rate of 72%. Most candidates correctly explained the concepts of Likelihood and Impact and linked them to qualitative risk assessment. The most common weaknesses in Part a) were not elaborating sufficiently to achieve the highest marks and not explicitly pointing out the risk tolerance line separated accepted and controlled risks. Most candidates achieved full marks in Part b), though some identified more than one risk as the highest. Candidates also provide reasonable answers to Part c), though weaknesses were apparent where candidates did not limit the generic risks to software development projects. The context is essential for high marks.
B6	This question was popular, being answered by 80% of candidates, though performance was weak, with a mean mark of 29% and pass rate of 26%. Part a) was typically answered with some correct points, usually identifying quality with fitness for purpose and relating quality primarily with product quality attributes. The best answers distinguished product and process quality attributes, linking it to ISO25000 and distinguished quality assurance and control. Parts b) and c) were answered less well, with few candidates discussing the purpose and general features of a QMS, often confusing it with software quality attributes. Similarly in Part c) many candidates confused ISO9001 with ISO 25000.