

BCS THE CHARTERED INSTITUTE FOR IT

BCS HIGHER EDUCATION QUALIFICATIONS
BCS Level 5 Diploma in IT

IT PROJECT MANAGEMENT

Monday 20th April 2026 – 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) A software project has objectives which can be classified as project objectives and business objectives.

- i. Distinguish clearly the difference between these terms and discuss the relationship between them. Illustrate your answer with **two** examples of **each**.

(7 marks)

- ii. Describe **three** properties of a well-defined project objective.

(6 marks)

b)

- i. Describe the term feasibility and explain the purpose of a business case for a project.
- ii. Discuss how to establish a business case and the factors that should be considered.

(12 marks)

A2.

A small software house is contracted to develop a mobile application (app) that allows users to order food from local restaurants. A list of activities has been identified:

	Activity	Duration (Weeks)	Dependencies
A	Requirement Gathering and Analysis	3	
B	UI/UX Design	2	A
C	Backend Development	5	A
D	Frontend Development (iOS)	3	B
E	Frontend Development (Android)	3	B
F	API Integration	2	D, E, G
G	Backend Unit Testing	2	C
H	Integration Testing	3	F
I	Deployment	2	H

- a) A Gantt chart will be useful in this project. Explain the purpose of a Gantt chart and describe its components. **(6 marks)**
- b) Draw a Gantt chart for the project activities identified in the scenario above. Make sure you provide a key to indicate your use of shading, arrows and any other annotation. **(12 marks)**
- c) Explain the term free float and illustrate your answer with an example from part b). **(3 marks)**
- d) Explain the term critical path and identify the critical path for this scenario. **(4 marks)**

A3.

- a) The Project Board (sometimes called Steering Committee) is important in an IT project.
- Discuss in detail the role and responsibilities of a Project Board.
 - Explain the typical membership of a Project Board.
- (12 marks)**
- b) Discuss the similarities and differences between team leader and project manager roles in an IT project. Your answer should include a discussion of the scope, responsibilities, similarities and differences of **each** role. **(13 marks)**

[Turn Over]

Section B
Answer Section B questions in Answer Book B

B4.

- a) Discuss in detail why it is necessary to monitor and control a project. You should include an explanation of what characteristics of the project you would measure.
(8 marks)
- b) Discuss in detail why it is difficult to monitor a software development project, using examples to illustrate your answer.
(8 marks)
- c) In a large software project, one of the teams is seriously behind schedule and there are major problems with the software which could threaten the success of the entire project.

Explain in detail how such an issue would be reported. You should include a discussion of who reports the issue, the type and content of such a report and who makes any decisions about the future of the project in such a serious case.
(9 marks)

B5.

A medium-sized UK high street retailer has decided to close its stores and switch to online sales. Their original website was used only for marketing and needs complete redevelopment.

The retailer has no internal IT development department and has appointed a start-up web development company based in Colombo for the new website development and has set a very aggressive completion date.

- a) Project management involves assessment and management of risks. Define what is meant by the term risk and explain why risk assessment and risk management are important.
(5 marks)
- b)
 - i. Risks can be classified as project risks and business risks. Explain the difference between them.
 - ii. Give **two** examples of the project risks and **two** examples of the business risks that might affect the project described above.
(6 marks)
- c) Two important considerations when determining the severity of a risk are impact and likelihood of a risk.

Explain the meaning of these **two** terms, discuss how they may be measured and how they are combined to determine the risk exposure.
(4 marks)

- d) List and explain **five** different methods of managing a risk.
(10 marks)

B6.

A software development team has recently completed a new Android mobile application (app). The app is intended to help users track their daily expenses and create budgets. However, after the initial release, the team has received numerous complaints about the app's quality.

- a) The creation of a quality plan is vital for the success of a project. Two aspects of the quality plan are Quality Control (QC) procedures and Quality Assurance (QA) procedures.
 - i. Explain the difference between QC and QA, illustrating your answer with example activities from the scenario.
 - ii. Explain, with justification, who should have responsibility for **each** of the QA and QC procedures.
- b) ISO 25000 is a series of international standards that provide a comprehensive framework for defining, measuring and evaluating software quality. ISO 25010 is the standard that defines the characteristics of software product quality.

(13 marks)

Identify and explain **four** characteristics of software product quality. Illustrate your answer with examples from the scenario.

(12 marks)

END OF EXAMINATION