

BCS Higher Education Qualification

Diploma

October 2024

EXAMINERS' REPORT

IT Project Management

Questions Report:

A1	<p>This question was the most popular with 96% of candidates attempting it. The pass rate was 33.3%.</p> <p>For part a), many candidates answered this question in general terms and used examples from manufacturing and production systems that did not relate to IT management. Many answers gave a reasonably good account of the differences between business and project risk. Marks could have been gained by including relevant examples of business risk being strategic or legal changes to the business environment and unrealistic schedule or requirements changes being a particular project risk.</p> <p>For part b), this part of the question dealt with quantitative and qualitative approaches to risk assessment. Most answers gave a reasonable description of both approaches but lacked breadth in covering a range of points in the descriptions. Marks would have been obtained by differentiating approaches in terms of probabilities and likelihoods with suitable examples.</p>
A2	<p>This question was least popular with 31% of candidates attempting it with a pass rate of 42%.</p> <p>Part a) was concerned with estimating methods. Many provided the advantages and disadvantages to using expert judgement. However, very few answers gave an adequate description of Function Point Analysis. Very few answers attempted more than a cursory discussion of advantages or disadvantages in this approach. Marks could have been gained by suggesting complexity and data costs being a disadvantage with the dimensional numbers in FPA being effective in giving a relative measure of function value being delivered.</p> <p>Part b) concerned resource allocation. Answers to this part were reasonably good. Higher marks would have been gained by giving examples of diagrams such as AoN being a way of identifying resource types for an activity and citing the resource histogram or slip chart as a way of identifying resource type per unit time.</p>

A3	
	<p>This question was popular with 74% of candidates answering it. The pass rate was 35%.</p> <p>Part a) was answered well by most candidates. Many gained maximum marks by citing three explanatory ways to show the purpose of project monitoring.</p> <p>Part b) was concerned with the information needed to perform project monitoring. Answers were in general very poor to this part. Many answers omitted to show differences between formal and informal reporting. Very few answers gave a comprehensive account of formal reports or the reporting hierarchy. Good marks would have been obtained by mentioning the role of the project plan in determining when, how and to whom reporting takes place.</p> <p>Part c) This part of the question dealt with the range of control strategies useful in getting a delayed project back on plan. The performance in this part of the question was best. Most candidates were able to give four strategies and gave good overall descriptions. Higher marks could have been gained by giving at least one coherent explanation of an advantage and a disadvantage of each of the chosen strategies. For example, increasing project resources as a strategy has the advantage of fixing an identified team expertise needed, but a disadvantage being extra communication costs and team disruption being a cause of further delay to the project.</p>
B4	
	<p>This question was attempted by 81% of candidates, and a pass rate of 37%.</p> <p>Part a) was generally answered well, with many candidates correctly explaining job enlargement and enrichment, together with other approaches such as team-building exercises and goal setting. Responses such as 'give more pay' received no marks. It is essential for candidates to define and explain fully any terms such as job enrichment and to justify how they will improve motivation.</p> <p>Part b) was answered well by some candidates. However weak answers did not fully explore the different types of communication and their purpose (e.g. written vs verbal) or the range of stakeholders with whom the project manager communicates.</p> <p>Part c) A significant number of responses focussed on how to move a stakeholder with low interest/power to high. Good answers explained the significance of a high/ low power/ interest stakeholder to the project, and identified examples, together with the types and frequency of communication needed, together with its purpose.</p>
B5	

	<p>This was a popular question, attempted by 81% of candidates, and a pass rate of 46%.</p> <p>Part a) was answered well by many candidates. Good answers discussed both process quality and product quality, with more specific examples.</p> <p>Part b) looked for textbook definitions together with examples. In general answers were provided correct definitions of the quality attributes but did not provide examples. Good examples demonstrate application of knowledge and would have attracted more marks. One common misconception was that portability referred to implementation on mobile devices rather than porting software from one platform to another.</p> <p>Part c) was often interpreted as issues with the peer review process rather than issues with software design to be considered. Both approaches attracted marks.</p>
B6	
	<p>This question was attempted by 37% of candidates with a pass rate of 25%.</p> <p>Part a) had most candidates providing valid components of a business case, and good answers elaborated to explain the purpose and relevance to the project.</p> <p>In part b), many candidates confused verification with validation. When the terms were correctly used, many did not define the term and state its purpose.</p> <p>It is important in questions such as these to define terms, give examples, state who performs the activity and ensure all the question is answered, taking particular notice of the number of marks available.</p>