

General Notes

The oral exam is based on the case study "Whiteline Domestic".

Candidates can refer to the case study during the oral exam.

This assessment is worth a total of 40 marks.

Four learning outcomes will be assessed with 10 marks available per learning outcome.

There are 12 questions that assess learning outcomes across the three Units.

APM Sample – Oral Exam Questions

Candidate Number	
Exam Date	
Exam Location	

Please take note of the command verbs in each question.

Verb	Definition
<i>Critically evaluate</i>	To form a judgement backed by a range of reliable and valid sources of information and supporting analysis. A critical evaluation must use this backing to reach an informed suggestion, recommendation or finding.
<i>Critically analyse</i>	To examine in methodical detail a range of reliable and valid source of information to interpret or analyse a given subject. A critical analysis does not require any form of judgement (e.g. a recommendation or proposal).
<i>Demonstrate</i>	Exhibit by practical means. (Please note that all demonstrate assessment criteria will be assessed via means of the scenario assessment)

Question 1

Learning Outcome Maintain an engaged and constructive team through a positive approach to conflict management.

Marks 10 marks

Question part (a) With reference to the case study, critically analyse the ways in which the project manager will ensure awareness of the conflicts within the project team.

Question part (b) Critically analyse the approaches you could take to manage the conflict between Gabrielle (HR manager) and Toni (admin manager).

Question part (c) Critically evaluate the ways in which to minimise the impact of the conflict between the accelerated move date required by the Leadership team and the already delayed date.

Notes

Question 2

Learning Outcome Use information to inform reviews and help manage deviations from a project plan.

Marks 10 marks

Question part (a) Alastair has fallen behind with the project documentation; critically evaluate what information you need to gather in order to establish effective progress monitoring and reporting.

Question part (b) Project documentation is being saved to a private 'Dropbox' created by Alastair, critically evaluate how this may create problems aligning reviews with organisational requirements and steps you would take to improve.

Question part (c) Critically analyse the problems you will encounter as a result of the project plan not being circulated to the team prior to Alastair's departure.

Notes

Question 3

Learning Outcome Respond to risks and minimise threats and increase opportunities.

Marks 10 marks

Question part (a) Critically analyse the approach taken when compiling the existing Risk Register and discuss alternate approaches to risk identification and analysis which may be more appropriate.

Question part (b) Referencing Risk ID 1 and Risk ID 4, critically evaluate the validity of the Mitigation Actions. In your judgement, would there be a more appropriate response to these risks?

Question part (c) Critically evaluate why is it important that the management of risks for this project should be reviewed?

Notes

Question 4

Learning Outcome Respond to issues in a way that supports the management of a project.

Marks 10 marks

Question part (a) Critically evaluate Alastair's approach to documenting and planning responses to issues and how you would manage issues in the future.

Question part (b) Critically evaluate the importance for you to review issues raised in project 2.2 and their resolution when planning your approach to project 2.3.

Question part (c) Critically evaluate the implementation of appropriate responses to the issue of seating arrangements in the project and justify your approach.

End of Questions

Notes

Association for Project Management

Ibis House, Regent Park
Summerleys Road
Princes Risborough
Buckinghamshire HP27 9LE

Tel. (UK) 0845 458 1944
Tel. (Int.) +44 1844 271 640
Email qualifications@apm.org.uk
Web apm.org.uk