

APM Project Management Qualification: Sample Paper 2



Question 1

Which two of the following are benefits of delivering projects within a matrix organisational structure?

(1 mark)

1. The ability to run projects alongside business as usual functions.
2. There is no conflict or ambiguity over reporting requirements.
3. It is easier to manage complex stakeholder requirements.
4. Projects can be delivered within a larger programme or portfolio.
5. Team members are more closely managed to ensure demands are met.
6. The ability to effectively share knowledge across business areas.

Select the correct combination of two statements:

- (a) 1 and 2
- (b) 3 and 4
- (c) 2 and 4
- (d) 1 and 6

Question 2

Regarding project assurance, which two statements are true?

(1 mark)

1. Assurance is not needed if an organisation has specialist risk managers.
2. Assurance is unnecessary in low-cost projects.
3. Assurance ensures day-to-day project activities are carried out effectively.
4. Assurance gives stakeholders confidence that the project will deliver its aims.
5. Assurance should be carried out at multiple points through the project life cycle.
6. Assurance is always conducted by someone external to the organisation.

Select the correct combination of two statements:

- (a) 1 and 3
- (b) 2 and 6
- (c) 4 and 5
- (d) 1 and 6

Question 3

You are the project manager of a large IT development project. There are high levels of uncertainty concerning the final deliverables. _____ (a) _____ would be most appropriate for this project. The use of this life cycle will help to _____ (b) _____.

(2 marks)

- (a)**
1. A hybrid
 2. An evolutionary
 3. An iterative
 4. A linear
- (b)**
1. decide if the project is viable
 2. strengthen the business case
 3. avoid changes to deliverables
 4. clearly identify priorities

Question 4

A marketing project launches a campaign to promote a new line of fitness trackers. The primary project goals are to:

- **increase brand awareness**
- **generate short-term sales revenue**

This is not aligned to the company's organisation objectives, which are to:

- **enhance customer loyalty and build relationships over time**
- **expand market share in a specific demographic**

Explain two disadvantages that the project's misalignment to the organisation's objectives may cause.

(4 marks)

Give one way in which this could be resolved.

(1 mark)

Question 5

In order to implement effective governance for projects, organisations have to consider a number of areas. One of these areas is policies.

Select the correct statement from the below list.

(1 mark)

- (a)** A policy is a deliberate system of principles to guide decisions and achieve desired outcomes.
- (b)** Policies form a set of rules for the organisation to follow.
- (c)** Policies are a set of steps taken to achieve a desired outcome.
- (d)** Policies are an established way of doing something.

Question 6

Which two of the following statements are correct in relation to monitoring and reporting sustainability measures in a project?

(1 mark)

- 1.** Sustainability monitoring and reporting are only required in projects where there is a known environmental impact.
- 2.** Economic factors are not relevant to sustainability monitoring and reporting.
- 3.** Monitoring and reporting of sustainability will only be completed on transfer to business-as-usual.
- 4.** Sustainability monitoring and reporting can cover social and administrative concerns.
- 5.** Anyone on the project team can influence sustainability monitoring and reporting processes.
- 6.** Sustainability monitoring and reporting is the responsibility of the supply chain, not the project team.

Select the correct combination of two statements:

- (a)** 1 and 2
- (b)** 4 and 5
- (c)** 2 and 4
- (d)** 3 and 6

Question 7

List **two** different methods of supplier reimbursement you could select for a defined scope of work.

(2 marks)

Question 8

What are **three** key outcomes that you aim to achieve when transitioning a project, and what are **two** potential consequences of a poorly managed transition?

(5 marks)

Question 9

Which **two** of the following are negative impacts of conflict?

(1 mark)

1. Disagreement may lead to scope creep.
2. Disagreement may diffuse more serious conflicts.
3. Disagreement may lead to lower staff morale.
4. Disagreement may stimulate a search for new resolutions.
5. Disagreement may surface new project risks.
6. Disagreement may divert management time.

Select the correct combination of **two** statements:

- (a) 1 and 2
- (b) 3 and 6
- (c) 2 and 5
- (d) 4 and 5

Question 10

You are managing a project to develop a new software solution for a financial services company. The project sponsor has provided you with a long list of requirements, but you both agree that you cannot deliver all of them within the project's timeline. Therefore, they need to be prioritised.

Which of these is the best factor to use when determining the prioritisation of requirements?

(1 mark)

- (a)** The complexity of the solution.
- (b)** The benefit/value to the end user.
- (c)** The opinion of key stakeholders.
- (d)** The resources required to develop the solution.

Question 11

You are leading your team through a time of uncertainty in your organisation. The project is in handover and closure phase with most of the team in a quiet phase, working on their own development. In this situation, it would be most appropriate for you as a leader to provide _____ (a) _____. You decide to take the opportunity to further develop your emotional intelligence as a leader, knowing that, as well as being empathetic, it's important to also _____ (b) _____.

(2 marks)

- (a)**
 1. clone supervision
 2. training according to project need
 3. mentoring and support
 4. clear goals and objectives
- (b)**
 1. hide your emotions
 2. trust your emotions
 3. share your emotions
 4. regulate your emotions

Question 12

You are managing a project to build a new block of apartments in a large city. You are in the design phase of the project and have completed a PESTLE analysis of your project environment. From this analysis, you identify potential supply chain disruption as a key event within your external environment.

Based on the information in the question, describe two reasons why you may conduct regular re-estimations of the project's schedule and costs.

(2 marks)

Describe three benefits the project team will gain by completing these regular re-estimations.

(3 marks)

Question 13

The team you manage has recently moved to hybrid working to cut costs and encourage a better work-life balance for team members. This has led to more flexible working, and the general feedback on the new arrangement is positive; however, it has been difficult for some team members to adapt to the new way of working.

Which one of the following changes to your leadership approach would be effective in helping your team adapt to the new hybrid model?

(1 mark)

- (a)** Implement daily check-in meetings to manage performance. This will ensure the manager has complete oversight of their team.
- (b)** Encourage the team to work remotely as much as possible. This will increase savings and reduce the need for hybrid meetings which can be harder to run.
- (c)** Make the best use of the time in meetings by setting a standard agenda and making sure it's followed closely.
- (d)** Give the team freedom to manage their own time, but schedule regular in-person meetings to build rapport and check in on team wellbeing.

Question 14

You are on a project to implement a new HR platform, and you are responsible for resource planning.

Which of the following considerations are not critical to take into account?

(1 mark)

- (a)** Skillset and capability of resources.
- (b)** Budget constraints.
- (c)** The selected life cycle of the project.
- (d)** Personal preferences of resources.

Question 15

What are the two additional phases added to a project which has an extended life cycle?

(2 marks)

Question 16

You are the project manager for a major infrastructure project to upgrade sea defences, protecting a small, busy coastal town. The surrounding area has a rich range of wildlife habitats, supporting populations of several rare plants and animals, and the community is very active in protecting these areas.

What are two sustainability principles that you should consider as part of this project? (2 marks)

What three potential impacts could there be if sustainability is not considered on this project?

(3 marks)

Question 17

You are the project manager for a software development project, and the client has proposed a change to the requirements. The change involves adding a new feature that wasn't originally planned. The client believes this addition will significantly enhance the project deliverable.

As the project manager, how should you respond to this proposed change?

(1 mark)

- (a)** Immediately pause the project until the new requirements have been analysed.
- (b)** Accept the new requirements without further analysis, as the client is funding the project.
- (c)** Assess the impact of the new requirements, considering factors such as cost, quality and time.
- (d)** Accept the new requirements but encourage the client to not propose any more, as this will create further delay.

Question 18

You have just completed the final day of scheduled work on your project, and the scope has been delivered as per the contract.

What is the first thing you do to start closing project finances?

(1 mark)

- (a)** Safely archive all contract documentation for governance and assurance records.
- (b)** Let stakeholders know that the project is complete and issue a project close report.
- (c)** Get the project sponsor to sign off that the scope is completed to the correct quality standard.
- (d)** Check there are no outstanding contract commitments, including project overheads or standing costs.

Question 19

Embracing diverse thinking in teams is crucial for generating innovative solutions because it encourages _____ (a) _____. To further support a positive working environment, it is important that the project team members _____ (b) _____.

(2 marks)

- (a)**
 1. open communication
 2. technical expertise
 3. risk management
 4. conflict resolution
- (b)**
 1. avoid disagreeing with each other
 2. understand and welcome difference
 3. often meet in person
 4. avoid escalating concerns

Question 20

All project-based work operates within a legal and regulatory framework relevant to the industry and countries where work is performed.

What are three project processes that the regulatory environment influences and what two things can you do as a project manager to stay up-to-date with the latest regulations?

(5 marks)

Question 21

Which three of the following statements are true about quality planning and a quality plan?

(1 mark)

1. Quality planning involves defining quality objectives and identifying the processes required to deliver products that meet customer requirements.
2. A quality plan indicates measurable parameters used to assess the performance of a product or process against defined quality standards.
3. Quality planning should consider the financial aspects of quality management but does not directly relate to the business case.
4. A quality plan outlines the steps and resources needed to ensure that products or services meet quality requirements.
5. Quality planning should be an ongoing process, continually reviewed and updated throughout the project life cycle.
6. Quality planning provides the justification for investing in quality planning activities and outlines the expected benefits and returns on investment.

Select the correct combination of three statements:

- (a) 1, 3 and 6
- (b) 2, 3 and 4
- (c) 1, 4 and 5
- (d) 2, 3 and 6

Question 22

Which combination of the structures listed below would assist in defining the scope of a project?

(1 mark)

1. product breakdown structure
2. project breakdown structure
3. work breakdown structure
4. resource breakdown structure
5. cost breakdown structure
6. communication breakdown structure

Select the correct combination of three options:

- (a) 1, 3 and 5
- (b) 2, 3 and 6
- (c) 2, 4 and 5
- (d) 1, 4 and 6

Question 22

What are two typical causes of conflict within the deployment phase of a project?
(2 marks)

Question 24

You have just finished a phase of work within your project and reached a decision gate.

What are three questions that should be answered ahead of a decision gate?
(3 marks)

What are two benefits of decision gates?
(2 marks)

Question 25

Which quality control techniques are used to determine project success?
(1 mark)

- (a) Auditing processes, standardising processes, observing the project manager.
- (b) Testing of outputs, re-planning, surveying stakeholders.
- (c) Inspection of outputs, generating questions, testing designs.
- (d) Inspection of outputs, surveying stakeholders, testing outputs.

Question 26

You are managing a project to build a new underground trainline for a client. The initial budget for the project is £200 million. As the project progresses, you notice that the actual costs are consistently under the budget, and there is a surplus of £15 million.

What would be an appropriate course of action for managing the surplus funds?
(1 mark)

- (a) As the surplus is less than 10% of the total budget, do not report the surplus and keep it as a contingency for unexpected future expenses.
- (b) Inform stakeholders of the financial performance using a routinely produced budget report.
- (c) Produce a cost-benefit analysis to inform the client of the financial performance.
- (d) Use a resource report to inform the stakeholders of the financial performance.

Question 27

You are managing a project to implement a new software system for your organisation's payroll department. This involves transitioning away from your current supplier and working closely with a new supplier. The risks of this are being carefully managed, so that the schedule can remain on track. Your project sponsor is new to the organisation and has inherited the project from the previous HR director.

As part of the benefits management process, you gather information from _____ (a) _____ to help identify the benefits a new payroll system will deliver to the organisation. Once you have identified the benefits, you move onto the next phase of the process, _____ (b) _____ the benefits.

(2 marks)

- (a)**
1. the project schedule
 2. the project risk log
 3. your current supplier
 4. the project sponsor
- (b)**
1. defining
 2. tracking
 3. planning
 4. realising

Question 28

Answer the questions posed below:

What are three ways in which stakeholder analysis can support the creation of the communication plan?

(3 marks)

What are two potential consequences of neglecting stakeholder analysis?

(2 marks)

Question 29

Which one of the statements below most accurately reflects the correct order of stages in a risk management process?

(1 mark)

- (a)** Initiation, Identification, Analysis, Response, Monitoring and Closure.
- (b)** Monitoring, Identification, Escalation, Response and Closure.
- (c)** Initiation, Analysis, Escalation, Monitoring, Response and Closure.
- (d)** Analysis, Monitoring, Escalation, Response and Closure.

Question 30

A project review reveals that activities need to be re-planned. Which of the following would not contribute to the need to re-plan?

(1 mark)

- (a) Identification of new risks.
- (b) The governance structure.
- (c) Application of lessons learned from previous phases.
- (d) Approved changes to the project scope.

Question 31

It is common for teams to have at least one person who is working remotely from the others. What are two challenges this could cause for you as a leader?

(2 marks)

Question 32

You are managing a project team that includes some team members who are fairly new to project management.

Explain three reasons why a coaching and mentoring style of leadership is essential for leading a team with less experienced members.

(3 marks)

Explain two benefits that the role of emotional intelligence has in effectively implementing a coaching and mentoring approach within the team.

(2 marks)

Question 33

In a change control process, what is considered in the 'detailed evaluation' stage?

(1 mark)

- (a) The decision to approve, defer or reject the change.
- (b) The updates required to the change log.
- (c) The communication of the change to stakeholders.
- (d) The impact on the project's business case.

Question 34

You are managing a project to build a new software application. During a project review, stakeholders are concerned that the baseline project plan does not consider how uncertainty is managed across the project.

Which three parts of integrated planning would help address this concern?

(1 mark)

1. Risk identification
2. Stakeholder engagement
3. Risk analysis
4. Contingency planning
5. Economic analysis
6. Resource optimisation

Select the correct combination of three parts:

- (a) 1, 2 and 5
- (b) 1, 3 and 4
- (c) 2, 3 and 6
- (d) 2, 4 and 5

Question 35

You are managing a project to launch a new mobile application for a fast-food company. A rival has already launched its own mobile application, receiving great feedback from customers. Because of this, there is a lot of pressure to develop your solution as quickly as possible. Having gathered the initial project requirements, the project team prioritises the most important solution items to build first, based on the _____ (a) _____. With the requirements prioritised, you decide to adopt an iterative approach, with a target to launch the first version of the solution in just four weeks. This will enable the project team to _____ (b) _____.

(2 marks)

- (a)
 1. rival application
 2. value to the customer
 3. appetite for risk
 4. quality management plan
- (b)
 1. appease stakeholders
 2. refine features bases on feedback
 3. save resource by building some now
 4. reduce the overall project scope

Question 36

You have been appointed as the project manager for a large-scale construction project to build a new office complex for a multinational corporation. The project involves multiple stakeholders, intricate timelines and a diverse range of resources.

Resource management plays a crucial role in the successful completion of this project.

Explain three reasons why it is important to identify and schedule the required resources.

(3 marks)

Explain how using a responsibility assignment matrix (RAM) can support resource management.

(2 marks)

Question 37

Which one of the following will a project manager not need to consider when allocating resources to a schedule in an iterative life cycle?

(1 mark)

- (a)** What resources will be needed.
- (b)** Who will be committing resources.
- (c)** Whether the required resource is on the critical path.
- (d)** Whether all resources are available for the entirety of the project.

Question 38

You are managing a project to implement a new financial management system. During testing, the software crashes unexpectedly under specific user conditions. The testing team chooses not to log this bug as an issue.

What two impacts could choosing not to log this as an issue have on the project?

(2 marks)

Question 39

Following a detailed evaluation, state the three possible recommendations arising from a change request.

(1 mark)

Question 40

You are a senior project manager working on a project to improve business operations. Within your project team, a number of junior team members have missed meetings with key stakeholders and completed project documents to a poor standard. Which three of these actions could help them to improve their professionalism, standards and conduct as project professionals?

(1 mark)

1. Read the company's Code of Professional Conduct.
2. Speak with friends in other professions to learn how they act day to day.
3. Complete regular continual professional development (CPD).
4. Get a mentor from outside the company to help identify career opportunities.
5. Identify root cause of falling standards.
6. Ensure meetings are face-to-face to build rapport with key stakeholders.

Select one combination of answers:

- (a) 1, 2 and 5
- (b) 1, 3 and 4
- (c) 2, 4 and 6
- (d) 1, 3 and 5



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