APM

Association for
Project Management

APM Project Management Qualification:
Sample Paper

Because when projects
succeed, society benefits
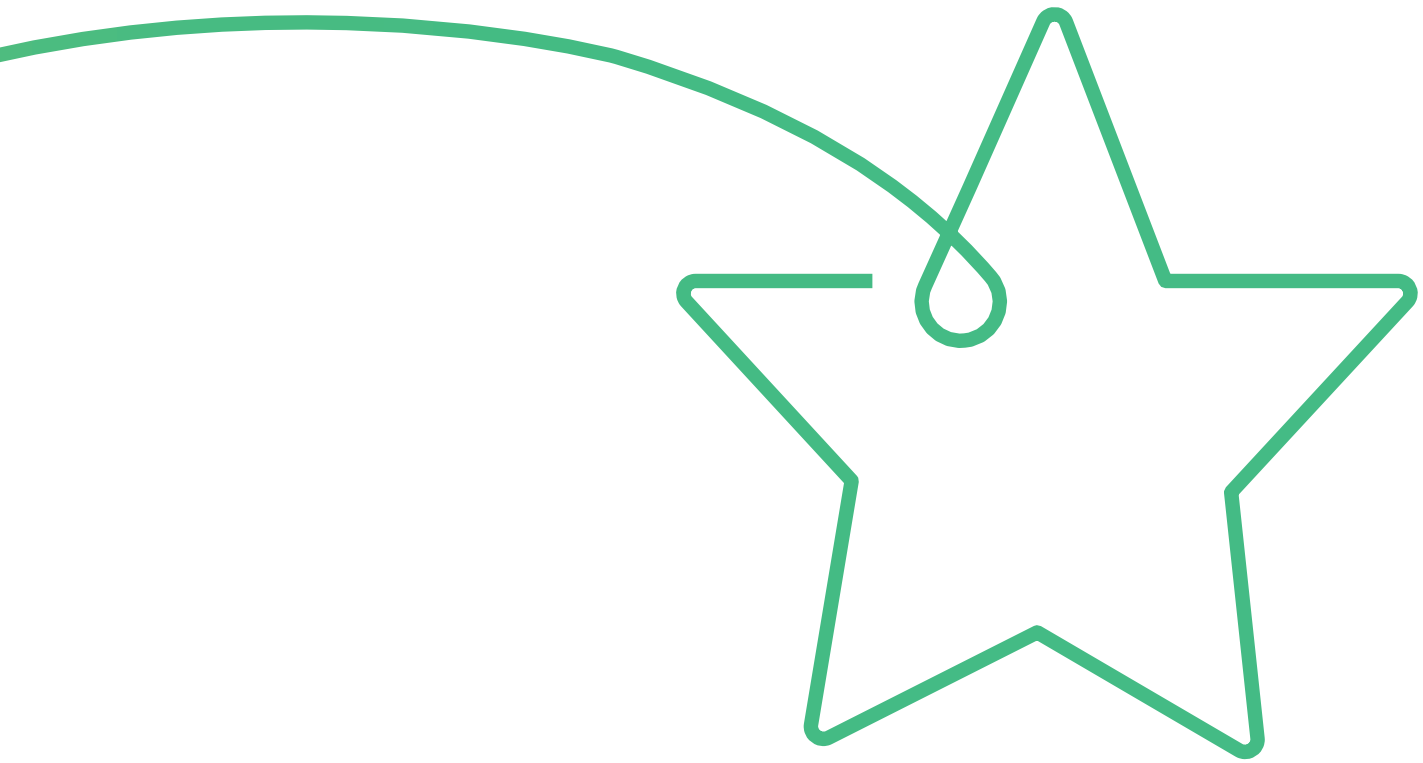
Question 1

You are the project manager on a long and complex vehicle manufacturing project. The full set of requirements is still being developed.

In this instance, which life cycle would not be suitable?
(1 mark)

(a) Extended.

(b) Linear.

(c) Iterative.

(d) Hybrid.

Question 2

Which factors can positively or negatively affect a message when using voice-only communication?
(1 mark)

(a) Syntax, pitch, tone, pace.

(b) Words, expression, symbols, pace.

(c) Words, volume, posture, syntax.

(d) Pitch, posture, tone, pace.

Question 3

What are four benefits of carrying out assurance activities and one reason why you might choose to have assurance carried out by an external company?
(5 marks)

Question 4

It is best practice to report on sustainability considerations _____ (a) _____. Sustainability measurements can include environmental, social and governance data, as well as _____ (b) _____.
(2 marks)

(a) **1.** at the start of the project.

2. throughout the project.

3. at the end of the project.

4. when requested.

(b) **1.** budget spend profile.

2. quality indicators.

3. key performance indicators.

4. earned value.

Question 5

You are managing a project with a strict completion date that cannot change.

Which of the following resource management techniques would be most suitable?

(1 mark)

(a)   Resource smoothing.

(b)   Resource levelling.

(c)   Project scheduling.

(d)   Resource allocation.

Question 6

What is the definition of sustainability in a project context?

(1 mark)

(a)   Involves both individual and organisational responsibility to ensure that project outputs are sustainable throughout their life cycles.

(b)   Involves organisational responsibility to ensure that project outputs are sustainable throughout their life cycles.

(c)   Involves both organisational and individual responsibility to ensure that project outputs are sustainable during the adoption and benefits realisation of the extended project life cycle.

(d)   Involves project responsibility to ensure that project outputs are sustainable throughout the transition phase of the project life cycle.

Question 7

What would be included in each of the following sections of the business case?

- **Strategic context.**
- **Economic analysis.**
- **Commercial approach.**
- **Financial case.**
- **Management approach.**

(5 marks)

Question 8

State two review points during a project where it would be appropriate to report on financial performance.

(2 marks)

Question 9

You have been asked to give a presentation to the steering group reviewing your project.

Which of the below metrics would be most useful to show costs committed and work achieved so far?

(1 mark)

(a) Planned value.

(b) Actual cost.

(c) Earned value.

(d) Schedule performance index.

Question 10

Which element of the PESTLE framework would you primarily examine to assess the potential impact of new government regulations on a business case?

(1 mark)

(a) Political.

(a) Legal.

(a) Sociological.

(a) Economic.

Question 11

You are working on a project which involves migrating to new hardware. It is critical that the migration is complete before the contract with the existing hardware supplier ends.

The project is currently behind schedule, partly due to internal specialist resources being busy on other work, and confusion among stakeholders about why the project is so urgent. The project's budget is showing an underspend, and no contingency has been spent so far.

You are preparing for a schedule review meeting with your project stakeholders.

What two pieces of information should you share with your stakeholders at this meeting?

(2 marks)

What three actions could you suggest to help the project get back on track?

(3 marks)

Question 12

As a project progresses, the project team recognises that an identified risk has exceeded the tolerated threshold.

_____ (a) _____ provides the project team with an overview of what is expected of them when managing risk throughout the project.

When a risk exceeds its tolerated threshold, the first step of a project team member should be informing the _____ (b) _____ .

(2 marks)

(a) 1. Risk identification.

2. The RAID log.

3. Risk appetite.

4. Clear roles and responsibilities.

(b) 1. project sponsor.

2. project manager.

3. project team.

4. subject matter expert.

Question 13

Which combination of these stages are <u>all</u> in the project life cycle?

1. Adoption of outputs

2. Benefits realisation

3. Definition

4. Deployment

5. Concept

6. Post-project review

Select the correct combination of <u>three</u> stages:

(1 mark)

(a) 3, 5 and 6.

(b) 1, 4 and 6.

(c) 2, 5 and 6.

(d) 3, 4 and 5.

Question 14

You are managing a project to develop a new payroll system for your organisation. During the build, test and deployment phases, the project team gained a lot of useful expertise on the new system and how it operates.

Which of the following is a crucial activity to plan as part of the project's transition phase?

(1 mark)

(a) Sharing the details of your system's future costs with suppliers.

(b) Adjusting the scope of your current project schedule.

(c) Sharing knowledge of how the system operates with the business users.

(d) Deciding the development approach for your next system development project.

Question 15

Your project sponsor has emailed to ask you to explain a configuration management process, so that they can understand what's involved at each step.

Explain the <u>five</u> steps in a configuration management process.

(5 marks)

Question 16

What are <u>two</u> elements of information that a quality plan may include to ensure a project's success criteria are met?

(2 marks)

Question 17

In a software development company, a new project is underway to create an innovative mobile application.

The project team includes:

- **software developers**
- **user interface designers**
- **marketing specialists**.

The team faces challenges such as an aggressive timescale, fast-evolving technology and varying priorities among several stakeholders.

Which two of these methods would be the most appropriate for team cohesion?

(1 mark)

1. Establish a rigid hierarchy to streamline decision-making processes.

2. Encourage open communication channels, allowing team members to share their perspectives and ideas freely.

3. Divide team members into their distinct workstreams to avoid conflicts and distractions.

4. Focus attention on those that demonstrate advanced capabilities.

5. Assign tasks based solely on technical expertise to ensure efficiency.

6. Foster a collaborative environment where team members understand and appreciate each other's unique strengths and contributions.

Select the correct combination of <u>two</u> methods:

(a) 1 and 3.

(b) 2 and 6.

(c) 3 and 4.

(d) 5 and 6.

Question 18

Why is it often important to re-estimate the project schedule at the end of the concept phase?

(1 mark)

(a) The project sponsor will expect commitment to a project end date at the concept phase decision gate.

(b) The project team is now formed and has started more detailed planning, meaning that estimates can be more accurate.

(c) The end users will have reviewed the potential solutions and updated their requirements, meaning that the scope can be more accurate.

(d) Responses to risks will have been actioned, meaning that the estimates can be more accurate.

Question 19

You have taken on a new project in your organisation and have successfully recruited your team. Some of the team members are internal transfers, others are new to the company; however, none of the members have ever worked together in the past.

What are four stages of team development in Tuckman's model of team development?

(4 marks)

How is this model relevant to you in the above scenario?

(1 mark)

Question 20

As a project manager, you may experience conflict at various levels, and have to resolve the conflict. The Thomas Kilmann Conflict Mode Instrument suggests that Low Assertiveness and Low Cooperation is otherwise known as _____ (a) _____ .

It also states that High Assertiveness and Low Cooperation is otherwise known as _____ (b) _____ .

(2 marks)

(a)
1. avoidance
2. competition
3. collaboration
4. accommodation

(b)
1. compromise
2. accommodation
3. collaboration
4. competition

Question 21

The approach adopted for transition of project-based outcomes into use in business-as-usual can include a change impact analysis at the start of a project.

Which of the following need <u>not</u> be considered in this analysis?

(1 mark)

(a) Feelings about the change in operation.

(b) Gaps in knowledge and skill that need to be addressed.

(c) Project monitoring and reporting.

(d) Process impacts of the project on the wider system.

Question 22

Which statement describes the strengths of a linear project life cycle?

(1 mark)

(a) **This life cycle has the expectation that each phase is known and provides a clear framework for the team to follow.**

(b) **This life cycle repeats one or more of the phases of a project or programme before proceeding to the next one.**

(c) **This life cycle allows the project manager and team to develop functions of the project as it progresses.**

(d) **This life cycle is beneficial for a project where there are evolving objectives or solutions.**

Question 23

You are managing a project to create a new set of HR policies for your organisation. Since the project will impact everyone in the organisation, you're keen to build a project team that contains a diverse mix of people working within a positive working environment.

What are <u>three</u> benefits the project team will gain by having team members from a mixture of diverse backgrounds?

(3 marks)

What are <u>two</u> behaviours that would demonstrate the project is a positive environment for the team to work within?

(2 marks)

Question 24

You are a project manager overseeing the implementation of a new software system for your organisation. During the project, you need to establish the ZOPA (the Zone of Possible Agreement) prior to the renegotiation of a key element of the contract with the design company.

What does ZOPA (the Zone of Possible Agreement) mean, and what would it be regarding the below values?

(2 marks)

- **Software supplier's price: £1m–£1.4m**
- **Project software budget: £900,000–£1.2m**

Question 25

You are appointed as a project manager on an international project working across various industries, and multiple countries, cultures and backgrounds. You are keen to create a positive working environment for all.

Which <u>one</u> of the following statements is true when considering diversity and inclusion within this project?

(1 mark)

(a)   It is more effective to ensure that people work within their countries and cultures, to avoid conflict and disagreements.

(b)   Biases are acceptable because it is human nature to favour people and things which are 'different from' us, rather than 'like us'.

(c)   Unconscious biases are biases that individuals know they have and need to conceal.

(d)   Academic evidence supports the view that different experiences, perspectives and backgrounds positively impact performance.

Question 26

You are a project manager tasked with producing a responsibility assignment matrix (RACI) for your new project. You decide to set up a workshop with your project team to complete the RACI.

Which of the statements below would support this task?

(1 mark)

(a)   The project manager informs the project team at the workshop which tasks are assigned.

(b)   The work breakdown structure (WBS) will be used on its own to clarify the roles against each task.

(c)   The organisational breakdown structure (OBS) will be used with the work breakdown structure (WBS) to clarify the roles against each task.

(d)   The project manager should ensure every project task is documented as part of the RACI.

Question 27

There are <u>five</u> steps in the benefits management process:

- **Identification**
- **Definition**
- **Planning**
- **Tracking**
- **Realisation**

Explain the purpose of each of the five steps.

(5 marks)

Question 28

Continuing professional development (CPD) is the primary responsibility of the ____ (a) ____ to ensure competency gaps are identified, training plans are developed and the achievement of learning is recorded.

The CPD cycle can support this activity – the steps include reflection on practice, planning, action and ____ (b) ____ .

(2 marks)

(a) 1. portfolio manager

2. employer

3. employee

4. project sponsor

(b) 1. evaluation

2. implementation

3. return on investment

4. consultation

Question 29

You are the project manager for the construction of a new office building, and you are tasked with creating a budget that includes design, materials, labour, technology and infrastructure. The project involves a diverse multidisciplinary team, and the success of the project relies heavily on effective budget management, where there is very little flexibility.

Which <u>one</u> of the following statements is correct when concerned with managing the budget and providing status evidence for stakeholders?

(1 mark)

(a) Categorise all costs, outlining the cost type of the various elements of the construction process, allowing for a more efficient analysis.

(b) Categorise all costs as fixed to simplify budget tracking and evidence. The finance team will be able to determine any variances for stakeholder updates.

(c) Categorise all costs, wait until the project closes and adjust the budget reports based on project progress. This will clearly show the over- or underspend.

(d) Categorise all material and staff costs as indirect costs to streamline budget calculations. This will allow for easier stakeholder reporting.

Question 30

You have started a new role as a project manager. How would you evaluate and prioritise your new project's objectives and requirements in order to deliver the optimal solution?

(1 mark)

(a) I will prioritise objectives and requirements based on their ease of implementation. This will help us get quick wins.

(b) I will prioritise based on historical data from similar projects. What worked in the past should work here too.

(c) I will check requirements are SMART and prioritise them into must-haves, should-haves, could-haves and won't-haves.

(d) All objectives and requirements are important, so I will prioritise them equally to ensure a balanced approach.

Question 31

Name three strengths and two limitations of choosing an iterative life cycle for a project.

(5 marks)

Question 32

You are a project manager of a large infrastructure construction project at a charity. During the project, you encounter a situation where a potential sub-contractor offers the charity a financial donation.

Which two sources of specialist advice or standards could you rely on to guide how you would approach this situation?

(2 marks)

Question 33

You are on a project to implement a new HR platform and you are responsible for resource planning. Which of the following considerations are <u>not</u> 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 34

At the outset of the project, you lead a risk analysis with your project team. Which of these is <u>not</u> a benefit of risk analysis?

(1 mark)

(a)   Gains a better understanding of the project's risk appetite.

(b)   Discourages the acceptance of financially unviable solutions.

(c)   Ensures project risks do not become issues.

(d)   Allows a more meaningful assessment and justification of contingencies.

Question 35

You are managing a project to build a new wind farm. The project is controversial, with differing opinions within your organisation and the local community on the project's purpose, viability and benefit.

Why is managing stakeholder expectations essential for the success of projects, and the wind farm project in particular?

Your answer should include:

- **description of two clear reasons why managing stakeholder expectations is important for the success of any project** (2 marks)
- **a description of three clear reasons why managing stakeholder expectations is especially important for the wind farm project** (3 marks)

Question 36

Which piece of information is <u>not</u> required during the initial 'raise change request' stage of the change control process?

(1 mark)

(a)   A high-level summary of the change.

(b)   Who has requested the change.

(c)   A justification for the change being requested.

(d)   A detailed evaluation of the change's impact on the project.

Question 37

In order for a project team to be as effective as possible, it's important that the team has _____ (a) _____.

If a team has _____ (b) _____, they will feel more confident to be innovative and creative when developing solutions.

(2 marks)

(a)   **1.**   regular face-to-face meetings

   2.   a shared sense of accountability

   3.   close oversight by their manage

   4.   responsibility for their own time

(b)   **1.**   a hierarchical structure

   2.   clear rewards

   3.   a focus on their own roles

   4.   open and honest communication

Question 38

Why is producing an integrated project management plan (PMP) important in a linear project life cycle?

(1 mark)

(a) It simplifies the schedule by mapping out each phase of the project life cycle.

(b) It maintains focus on the schedule and budget throughout the project life cycle.

(c) It allows a baseline to be established from which the project can be managed and controlled.

(d) It ensures that the project manager is in complete control of the project deliverables.

Question 39

What is the project manager's responsibility in the following project areas?

(5 marks)

- **Business case**
- **Governance**
- **Decision making**
- **Communication**
- **Finances**

Question 40

You are writing the business case for a new project. There are various factors which may influence and impact the business case.

State <u>two</u> tools or techniques that can be used to identify and analyse these factors.

(2 marks)

We are the only chartered membership organisation for the project profession