

Introductory Certificate – The APM Project Fundamentals Qualification. Examination paper	
Candidate Number	
Date	
Location	
Examination Paper	Sample Paper v1.4

**General Notes**

Time allowed **1 hour**.

**Answer all 60 multiple choice questions**

Use the proforma answer sheet provided.

**Completing the proforma answer sheet**

- Use HB pencil provided to complete the proforma answer sheet.
- Provide only one answer per question.
- Each entry is to be made with a HORIZONTAL line in the spaces indicated.
- Errors must be removed using a good quality eraser – as provided.
- Enter the Test Number and your Candidate Number (which can be found on your examination card) on to your answer sheet, following the example set out below.

### Answer Sheet

TEST NUMBER				
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1	1	1	1	1
2	2	2	2	2
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CANDIDATE NUMBER (REGISTRATION NUMBER)					
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1	1	1	1	1	1
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3	3	3	3	3	3
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6	6	6	6	6	6
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**Marking Instructions:**

- Use a HB pencil
- Rub out any errors thoroughly
- Fill in your answers like this NOT like this or like this
- Mark one and only one box for each question row.

Do not open this paper until instructed by the invigilator.

**Please note:** This question paper must not be removed from the examination room.

1. **A communication management plan identifies the relevant information that should be communicated to:**
  - a. the project team.
  - b. the project stakeholders.
  - c. the project board.
  - d. the project sponsor.
  
2. **Which one of the following statements is true?**
  - a. Independent reviews and quality audits form part of quality assurance to ensure the project manager delivers on time and to budget.
  - b. Quality assurance provides confidence to stakeholders that requirements for quality will be exceeded.
  - c. Quality control verifies that the project deliverables conform to specification, are fit for purpose and meet stakeholder expectations.
  - d. Quality planning enables the project manager to manage the trade-off between customer expectations and budget.
  
3. **Project risk management is best described as:**
  - a. managing responses to threats.
  - b. identifying and acknowledging threats and opportunities.
  - c. planning responses to threats.
  - d. minimising threats and maximising opportunities.
  
4. **Which one of the following best describes a project issue?**
  - a. A major problem that requires formal escalation.
  - b. A problem that the project manager has to deal with on a day-to-day basis.
  - c. An uncertain event that may or may not occur.
  - d. An opportunity that occurs through change control.
  
5. **Scheduling can best be defined as the process used to determine:**
  - a. overall project duration.
  - b. project cost estimating.
  - c. the project management plan.
  - d. sub-contractor's responsibilities.
  
6. **Which one of the following statements is true?**
  - a. An increase in project scope is likely to increase project cost.
  - b. A decrease in the project time is likely to increase project quality.
  - c. An increase in the project quality requirements is likely to decrease project cost.
  - d. A decrease in the project cost is likely to decrease project time.
  
7. **Which one of the following statements best defines the purpose of a Product Breakdown Structure (PBS)?**
  - a. To define the hierarchy of deliverables that are required to be produced on the project.
  - b. To define how the products are produced by identifying derivations and dependencies.
  - c. To establish the extent of work required prior to project commissioning and the handover.
  - d. To identify the health and safety strategies and procedures to be used on the project.

**8. Which one of the following is least likely to be a success criteria?**

- a. A target for the project to receive zero change requests.
- b. The date by which the project is to be completed.
- c. Delivery of products that meet required specifications.
- d. The awarding of bonuses to senior management.

**9. Which one of the following is a valid project Key Performance Indicator (KPI)?**

- a. Staff appraisals.
- b. Management buy in.
- c. Milestone achievement.
- d. Master schedule.

**10. Which one of the following statements is true?**

- a. The business case is owned by the sponsor and is created during the concept phase of the project life cycle.
- b. The business case is owned by the project manager and is created during the concept phase of the project life cycle.
- c. The business case is owned by the sponsor and is created during definition phase of the project life cycle.
- d. The business case is owned by the project manager and is created during the definition phase of the project life cycle.

**11. Who owns the Project Management Plan (PMP)?**

- a. The project team.
- b. The chief executive.
- c. The project manager.
- d. The project support office.

**12. Which one of the following best describes users?**

- a. Providers of both strategic and tactical direction to the project.
- b. Those intended to receive benefits or operate outputs.
- c. Facilitators of an appropriate issue resolution procedure.
- d. Those providing full-time commitment to the project.

**13. Which statement best describes a responsibility of the project manager:**

- a. to be the sole source of expertise for estimating techniques on cost and time.
- b. to deliver the project objectives to enable benefits to be realised.
- c. to take ultimate accountability for the delivery of the business benefits.
- d. to delegate all accountability for managing time, cost and quality to team leaders.

**14. A project is typically defined in terms of scope, time, cost and which other parameter?**

- a. Benefits.
- b. Quality.
- c. Tolerance.
- d. Controls.

**15. Which one of the following statements is true?**

- a. Business-as-usual activities cannot be improved.
- b. Business-as-usual activities are more difficult to manage than projects.
- c. Projects are transient endeavours that bring about change to business-as-usual.
- d. A project is always the starting point for operation refinement.

**16. What is defined as “the ability to influence and align others towards a common purpose”?**

- a. Teamwork.
- b. Motivation.
- c. Management.
- d. Leadership.

**17. Which one is a true statement relating to project communications?**

- a. A project sponsor is responsible for all communication methods and media.
- b. Different stakeholders typically have different communication needs.
- c. It is best to have a standard set of project reports used for every project.
- d. Email is the only way to communicate with large numbers of people.

**18. In project management, the term quality is best defined as:**

- a. inspection, testing and measurement.
- b. reviews and audits.
- c. fitness for purpose of deliverables.
- d. professionally-bound project reports.

**19. The main outcome of risk identification, in a risk management process, is to:**

- a. identify and determine the relative importance of the project risks.
- b. identify and describe all risks that might occur on the project.
- c. identify and determine the responses to the project risks.
- d. identify and describe risks that have occurred on previous projects.

**20. Which one of the following is not considered in resource management?**

- a. Identifying resources.
- b. Influencing resources.
- c. Assigning resources to activities.
- d. Matching resources to the schedule.

**21. Which one of the following does project change control primarily seek to ensure?**

- a. All variance to the project scope is evaluated.
- b. No reduction in the perceived quality of the project outcome.
- c. Management costs of the project do not increase.
- d. Any decrease in the scoped deliverable of the project is rejected.

**22. Which one of the following is captured in the Work Breakdown Structure (WBS)?**

- a. The life cycle phases.
- b. The logical order of tasks.
- c. The scope of the project.
- d. Project costs.

**23. Project reporting can best be defined as:**

- a. informing stakeholders about the project.
- b. storing and archiving of project information.
- c. gathering stakeholder feedback.
- d. collecting project information.

**24. Which one of the following statements best defines an estimate?**

- a. An approximation of project time and cost targets, refined throughout the project life cycle.
- b. A prediction of a future condition or event based on information or knowledge available now.
- c. The value of useful work done at any given point in a project to give a measure of progress.
- d. A situation that affects or influences the outcome of the project expressed in time or cost terms.

**25. The justification for the investment to be made in a project is documented in the:**

- a. Cost Breakdown Structure.
- b. procurement strategy.
- c. business case.
- d. Project Management Plan.

**26. Which one of the following is a responsibility of the project steering group/board?**

- a. To identify potential problems for the project team to solve.
- b. To provide strategic direction and guidance to the sponsor.
- c. To manage the project team in all daily activities.
- d. To receive and consider daily reports from team members.

**27. One of the reasons a project life cycle is split into phases is to:**

- a. facilitate formal go/no-go decision making during the project.
- b. balance the costs of work in each phase of project development.
- c. mirror the major deployments of resources throughout the project.
- d. chunk work into time periods of similar durations.

**28. Which of the following best describes a project environment?**

- a. The type of organisation concerned with implementation.
- b. The structured method used to control the project.
- c. The context within which a project is undertaken.
- d. An understanding of the risks involved in the project.

**29. Which one of the following statements best describes a project?**

- a. A project is a set of tools and techniques often used when delivering organisational change.
- b. A project is the sum of activities needed to remove uncertainty from a unique piece of work.
- c. A unique transient endeavour undertaken to achieve a desired outcome.
- d. A project is a method of planning work.

**30. The document that identifies what information needs to be shared, to whom, why, when and how is called the:**

- a. communication management plan.
- b. stakeholder mapping grid.
- c. document distribution schedule.
- d. responsibility assignment matrix.

**31. An important aim of a post-project review is to:**

- a. validate overall progress to date against the budget and schedule.
- b. capture learning and document it for future usage.
- c. ensure acceptance of all permanent documentation, signed by the sponsor.
- d. establish that project benefits have been identified.

**32. The process that evaluates overall project performance to provide confidence is called:**

- a. quality assurance.
- b. quality planning.
- c. quality control.
- d. quality audit.

**33. Which one of the following statements about the project risk register is false?**

- a. It facilitates the review and monitoring of risks.
- b. It facilitates the risk appetite.
- c. It facilitates the recording of risk responses.
- d. It facilitates the recording of risks.

**34. Which one of the following statements best defines procurement?**

- a. A technique to establish the best approach for obtaining the resources for the project.
- b. A group of interrelated resources and activities that transform inputs into outputs.
- c. The description of the purpose, form and components to support delivery of a product.
- d. The process by which products and services required for the project are acquired.

**35. Once a change has been requested what is the next step in the change control process?**

- a. Evaluate the change.
- b. Advise the sponsor.
- c. Update the change log.
- d. Update the project plan.

**36. A Responsibility Assignment Matrix (RAM) can be used to:**

- a. define the terms of reference of the project manager.
- b. define the limits of the project sponsor's responsibilities.
- c. allocate risk management response activities to project personnel.
- d. allocate work packages to those responsible for project work.

**37. An Organisational Breakdown Structure (OBS) is used to identify:**

- a. the reporting structure and current availability of all individuals in the project.
- b. technical ability and line of communication for all individuals in the project.
- c. lines of communication and responsibility for all the individual managers in the project.
- d. the reporting structure and lines of communication for all individuals in the projects.

**38. Which one of the following best describes project success criteria?**

- a. Actively seeking some senior management support.
- b. Measures by which the success of the project is judged.
- c. Achievement of milestones.
- d. A motivated project team.

**39. Comparative estimating uses:**

- a. current data from similar projects.
- b. historic data from all projects.
- c. historic data from similar projects.
- d. current data from all projects.

**40. Which one of the following best describes a project stakeholder?**

- a. A party who is concerned about the project going ahead.
- b. A party with an interest or role in the project or is impacted by the project.
- c. A party who has a vested interest in the outcome of the project.
- d. A party who has a financial stake in the organisation managing the project.

**41. The main purpose of the Project Management Plan is to:**

- a. provide justification for undertaking the project in terms of evaluating the benefit, cost and risk of alternative options.
- b. ensure the project sponsor has tight control of the project manager's activity.
- c. document the outcomes of the planning process and provide the reference document for managing the project.
- d. document the outcome of the risk, change and configuration management processes.

**42. Who has ultimate responsibility for project risk?**

- a. Steering group.
- b. Risk owner.
- c. Project sponsor.
- d. Project manager.

**43. When a project has completed the handover and closure phase:**

- a. the project deliverables are ready for commissioning.
- b. the project deliverables are ready for handing over to the users.
- c. the project documentation must be disposed of.
- d. the capability is now in place for the benefits to be realised.

**44. Which one of the following illustrates why effective project management is beneficial to an organisation?**

- a. It utilises resources as and when required under direction of a project manager.
- b. It advocates employing a consultancy firm which specialises in managing change.
- c. It recommends using only highly skilled people in the project team.
- d. It ensures that the chief executive is accountable for the achievement of the defined benefits.

**45. A key aspect of managing a project involves:**

- a. defining which operational systems to put in place.
- b. identifying routine tasks.
- c. ensuring ongoing operations are maintained.
- d. planning to achieve defined objectives.

**46. Which one of the following statements best defines teamwork?**

- a. People working collaboratively towards a common goal.
- b. Developing skills that will enhance project performance.
- c. Gathering the right people together to work on a project.
- d. Establishing vision and direction towards a common purpose.

**47. A review undertaken to decide whether a project should proceed into its next phase is known as a:**

- a. gate review.
- b. feasibility study.
- c. milestone review.
- d. evaluation review.

**48. Which one of the following statements best describes the use of an issue log?**

- a. A summary of all possible alternative resolutions of an issue.
- b. A summary of all the project issues, their analysis and status.
- c. A tool to ensure that a process is in place for capturing all issues.
- d. A tool to ensure that the issue management process is adhered to.

**49. The main aim of a project risk management process should be to:**

- a. identify project risks and then manage them appropriately.
- b. identify all project risks and transfer them immediately.
- c. identify all the things that are threats or opportunities on a project.
- d. satisfy the organisation's project management process.

**50. What is a visual representation of a project's planned activities against a calendar called?**

- a. A Gantt chart.
- b. A critical path network.
- c. A product flow diagram.
- d. A Pareto chart.

**51. Configuration management is best described as:**

- a. control in the implementation of changes to project schedules.
- b. an organisation to review proposed changes to the project deliverables.
- c. quality control of project deliverables and documentation.
- d. creation, maintenance and controlled change of the project deliverables.

**52. A Cost Breakdown Structure (CBS) shows costs assigned to:**

- a. individual work packages using the Work Breakdown Structure (WBS).
- b. individual resources using the Work Breakdown Structure (WBS).
- c. individual resources using the Responsibility Assignment Matrix (RAM).
- d. individual deliverables using the Responsibility Assignment Matrix (RAM)

**53. The accuracy of an estimate should:**

- a. decrease as a project progresses through its life cycle.
- b. increase as a project progresses through its life cycle.
- c. stay constant throughout the project life cycle.
- d. vary independently of where the project is in its life cycle.

**54. Which one of the following best defines a benefit?**

- a. A positive result of stakeholder management.
- b. The successful management of a project.
- c. An improvement resulting from project deliverables.
- d. The successful delivery of project reports and updates.

**55. Which one of the following is true for the Project Management Plan (PMP)?**

- a. The Project Management Plan is developed by the project manager and team and owned by the sponsor.
- b. A draft of the Project Management Plan is developed by the sponsor at the same time as the business case.
- c. The Project Management Plan is developed by the sponsor and owned by the project manager.
- d. The Project Management Plan is developed by the project manager and team and owned by the project manager.

**56. Who are project team members primarily accountable to?**

- a. External stakeholders.
- b. The end users.
- c. The finance director.
- d. The project manager.

**57. The phases of a project life cycle are:**

- a. starting, planning, control and closing.
- b. concept, definition, development, handover and closure.
- c. initiation, definition, planning, monitoring and operations.
- d. concept, definition, implementation and operations.

**58. A portfolio can best be defined as:**

- a. a group of projects and programmes carried out within an organisation.
- b. a group of programmes carried out under the sponsorship of an organisation.
- c. a group of projects carried out under the sponsorship of an organisation.
- d. a range of products and services offered by an organisation.

**59. Which one of the following best describes project management?**

- a. Using APM's *Body of Knowledge 6<sup>th</sup> edition* as a guide to all projects.
- b. Employing a project manager who has undertaken similar projects.
- c. Utilising team members who can work on a project full time.
- d. Application of processes and methods throughout the project life cycle.

**60. Which structure shows the reporting relationships and communications channels for a project?**

- a. Work Breakdown Structure.
- b. Organisational Breakdown Structure.
- c. Product Breakdown Structure.
- d. Responsibility assignment structure.

**Candidate notes**

For candidate use – this page will not be marked.

SAMPLE

**Association for Project Management**

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

**Telephone:** 0845 458 1944  
**Facsimile:** 0845 458 8807  
**Email:** [qualifications@apm.org](mailto:qualifications@apm.org)  
**Web:** [apm.org.uk](http://apm.org.uk)

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**BoK 6 Sample Paper**  
**Introductory Certificate - The APM Project Fundamentals Qualification**  
**Answer Key**

<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>
B	C	D	A	A	A	A	D	C	A
<b>11</b>	<b>12</b>	<b>13</b>	<b>14</b>	<b>15</b>	<b>16</b>	<b>17</b>	<b>18</b>	<b>19</b>	<b>20</b>
C	B	B	B	C	D	B	C	B	B
<b>21</b>	<b>22</b>	<b>23</b>	<b>24</b>	<b>25</b>	<b>26</b>	<b>27</b>	<b>28</b>	<b>29</b>	<b>30</b>
A	C	A	A	C	B	A	C	C	A
<b>31</b>	<b>32</b>	<b>33</b>	<b>34</b>	<b>35</b>	<b>36</b>	<b>37</b>	<b>38</b>	<b>39</b>	<b>40</b>
B	A	B	D	A	D	D	B	C	B
<b>41</b>	<b>42</b>	<b>43</b>	<b>44</b>	<b>45</b>	<b>46</b>	<b>47</b>	<b>48</b>	<b>49</b>	<b>50</b>
C	C	D	A	D	A	A	B	A	A
<b>51</b>	<b>52</b>	<b>53</b>	<b>54</b>	<b>55</b>	<b>56</b>	<b>57</b>	<b>58</b>	<b>59</b>	<b>60</b>
D	A	B	C	D	D	B	A	D	B