

IPMA Level D Examination Sample Paper

Project Management

Candidate Number	
Exam Date	
Exam Location	
Test Code	
Reference	DM Sample Paper v1.1

General Notes

Time allowed **1 hour**.


Use the answer sheet provided.

Completing the answer sheet

- Use HB pencil to complete the 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.
- Enter the Test Code and your Candidate Number (which can be found on your examination card) on to your answer sheet, following the example set out below.

Answer all 60 multiple choice questions


Answer Sheet



TEST CODE	CANDIDATE NUMBER (REGISTRATION NUMBER)
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Marking Instructions:

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



Do not open this paper until instructed by the invigilator.

This question paper must not be removed from the examination room.

Question 1

A project manager can take responsibility for their actions by:

- A amending contractual terms with a supplier.
- B consulting with senior internal stakeholders.
- C realigning their job description to actual task.
- D taking ownership of both positive and negative results.

Question 2

Which of the following is not a benefit of producing a high-level project overview?

- A Uniform roles and responsibilities
- B Limited planning
- C Consistent terminology
- D Standard documentation

Question 3

Which of the following is the best way in which a project manager could develop and get agreement on the project plan?

- A Use effective communication
- B Use transition management
- C Adopt a proactive management style
- D Adopt a reactive management style

Question 4

When assessing the use of critical success factors, which one of the following would demonstrate they are being used correctly?

- A Critical success factors remain fixed throughout the project
- B Critical success factors are measuring if the project is leading and/or lagging in performance
- C Critical success factors are derived from key performance indicators to measure if the project is achieving strategic goals
- D Critical success factors are directly aligned to both organisational and project objectives

Question 5

Which of the following project manager behaviours is most likely to facilitate open communication?

- A Engaging in two-way communication with stakeholders
- B Creating a project communication plan
- C Conducting project team briefings
- D Talking with members of a project team

Question 6

Configuration management contributes to the scope configuration by:

- A ensuring that project costs are controlled.
- B minimising deficiencies, errors and unintended scope creep.
- C preventing changes to the project scope.
- D controlling changes to the project management plan.

Question 7

Which of the following must a project manager do when prioritising and deciding a project's requirements and acceptance criteria?

- A Document and agree the project goal hierarchy
- B Document and agree the sponsor's needs and requirements
- C Document and agree stakeholder needs and requirements
- D Document and agree lessons learned

Question 8

Which of the following best explains why a project manager should address personal and professional shortcomings?

- A Addressing personal and professional shortcomings will always result in the completion of tasks
- B Addressing personal and professional shortcomings should remove barriers to professional success
- C Addressing personal and professional shortcomings will always result in professional success
- D Addressing personal and professional shortcomings should demonstrate ownership of problems

Question 9

What might the project manager do to best get early buy in to the project?

- A Organise and facilitate a project start-up workshop
- B Tell all team members their roles
- C Produce a risk register
- D Start as soon as possible to save time

Question 10

Which of the following statements concerning how a responsible individual evaluates and selects potential suppliers is true?

- A They ensure the first response scores the highest
- B They ensure the cheapest proposal scores the highest
- C They define and apply a set of logical steps in the selection process
- D They develop selection criteria on receipt of tender responses

Question 11

Alignment of a project to an organisation's mission and vision and compliance with organisational constraints and objectives can be effectively achieved by:

- A establishing a detailed project budget.
- B using diagnostic management control systems.
- C developing a balanced scorecard.
- D writing a project communication strategy.

Question 12

Which of the following questions is the most appropriate one which a project manager should ask when evaluating decisions and actions?

- A Will the decision or action improve communication?
- B Will the decision or action inform the project's strategy?
- C Will the decision or action explain how to meet targets?
- D Will the decision or action threaten the project's objective?

Question 13

If the cost of implementing the response is not an issue, what is the best strategy to take the opportunities associated with a positive risk?

- A To mitigate the opportunity
- B To accept the opportunity
- C To exploit the opportunity
- D To transfer the opportunity

Question 14

When determining key performance indicators, which statement best describes how they can be used?

- A Key performance indicators can only be used for project delivery timeliness
- B Key performance indicators can be leading or lagging measures, either preceding or following an event
- C Key performance indicators must remain fixed for the duration of the project
- D Key performance indicators can be used to define critical success factors

Question 15

Which of the following is not a feature of a negotiation strategy?

- A Best Alternative to a Negotiated Agreement
- B Budgetary conditions and politics
- C What-if scenarios and power-balance
- D Negotiating team, their roles and responsibilities

Question 16

Which of the following would be the **most** likely way a project manager would review the project's success criteria?

- A By scheduling meetings monthly to review progress to date
- B By scheduling meetings at regular intervals for sponsor and stakeholders
- C By reviewing workload weekly with the project team
- D By regularly checking the project's progress against the formal and informal success criteria

Question 17

Which of the following statements is **false**? When identifying the need to procure a product or service, the project manager:

- A prepares, produces or collects necessary information as input.
- B defines tender documents and selection criteria based on needs.
- C defines which supplier will be awarded the work.
- D defines reasons (based on needs) for procurement or partnership.

Question 18

What should be considered when planning a project activity where the general public could be put at risk?

- A Health and safety regulations
- B Planning regulations
- C Environmental legislation
- D Employment legislation

Question 19

What would be the **best** approach for a project manager when identifying areas for personal learning and development?

- A Ignore feedback from the team but seek discussion with project sponsor
- B Measure own performance, use feedback and then review
- C Identify training courses and then discuss with line manager
- D Wait to hear from line manager if improvement is necessary

Question 20

Reporting on progress by exception would usually be used when:

- A the project team has no leader.
- B the project team has external contractors.
- C the project team is experienced.
- D the project team is newly formed.

Question 21

As a project manager you have identified a high impact commercial risk suitable for mitigation through transfer. Which of the following is the most appropriate action to address this risk?

- A Handover ownership of the risk to the health and safety manager
- B Escalate the risk ownership to the sponsor and steering committee
- C Arrange for the risk to be owned by an insurance company
- D Arrange for the risk ownership be taken over by the risk manager

Question 22

Identifying the social and environmental consequences of a project will help to ensure a project:

- A complies with sustainability principles and objectives.
- B aligns to appropriate codes of conduct.
- C establishes relevant professional standards.
- D develops required health and safety protocols.

Question 23

Which of the following is most likely to facilitate open, honest and frank communication?

- A A reward and retribution system
- B Permitting disagreement and conflict
- C A mutually respectful atmosphere
- D A strong approach to leadership

Question 24

When prioritising and deciding a project's requirements and acceptance criteria, a project manager should document and agree:

- A lessons learned.
- B stakeholder needs and requirements.
- C the project plan and financial budget.
- D the project goal hierarchy.

Question 25

Which one of the following statements best describes how agreement can be reached from a negotiation process?

- A It always makes use of best practice tools and techniques
- B It can be reached over an extended time-frame and may proceed in phases
- C It can be reached by focussing on short term gains for both parties
- D It always makes use of the Best Alternative to a Negotiated Agreement (BATNA)

Question 26

Preparing and implementing a contingency plan will most likely help to:

- A assure stakeholder risk is controlled.
- B improve schedule and cost accuracy.
- C reduce cost of risk mitigation.
- D address risks and opportunities.

Question 27

Which of the following would help a project manager to control performance against the project plan and take remedial action where necessary?

- A An integrated work breakdown structure
- B An integrated lessons learned log
- C An integrated project reporting system
- D An integrated communication plan

Question 28

When defining and developing the project goal hierarchy, a project manager should:

- A create an appropriate work breakdown structure and work packages.
- B establish the relationship between the organisational and project goals.
- C establish the needs of key internal stakeholders only.
- D create and communicate the project charter with all stakeholders.

Question 29

When seeking to overcome resistance to change from those most affected by the change initiative, a project manager should:

- A collaborate with the sponsor.
- B design manageable work packages.
- D communicate with all stakeholders.
- C design a coherent intervention plan.

Question 30

Which of the following is most likely to help a project manager define work packages?

- A The purpose of the goal hierarchy
- B The resources required and their duration
- C The aims and objectives of the project
- D The environment in which the project is located

Question 31

Which of the following should be done by the project manager when selecting a supplier for the project?

- A Make a choice of supplier from those previously used when allocating work as they will know the requirements
- B Always use the cheapest quote as projects are cost driven, as long as it satisfies the contract conditions
- C Allocate on recommendation from others within the company as long as contract conditions are generally satisfied
- D Go out to tender and evaluate the bids checking the detail and allocating to the supplier that satisfies all of the requirement

Question 32

A project manager seeking to identify how to influence organisational strategy must:

- A use their network to influence the board about their opinions.
- B show stakeholders that failing projects reflect poorly defined strategy.
- C reflect on pre-set strategic goals and the tools and methods needed to question these goals.
- D apply theoretical strategy models to the organisation.

Question 33

Which of the following statements is false when preparing for a negotiation?

- A The best alternative to a negotiated solution should be identified
- B Trade-offs should be developed during preparation and shouldn't change
- C Trade-offs should be developed during preparation and modified as needed
- D Alternative solutions should be developed before the process begins

Question 34

Which of the following would best help the project manager to select an overall project management approach?

- A Assessment of the constraints and complexity of the project
- B Understand the strengths of the project team and work accordingly
- C Identify the approach used on a previous project and copy it
- D Discuss what would best suit the project suppliers

Question 35

What of the following would be the best way for a project manager to show responsibility for own personal learning and development?

- A By seeking new roles within the organisation
- B By never accepting criticism and seeking others to blame
- C By discussion with line manager to identify training courses
- D By accepting feedback and focussing on improving own work and capacities

Question 36

Assessing and prioritising project requirements will help a project manager to:

- A focus on continuous improvement.
- B promote the project to all stakeholders.
- C optimise project outcomes and success.
- D demonstrate an ability to get things done.

Question 37

Tools and techniques such as scenario planning, probabilistic impacts, Monte Carlo analysis and decision trees are most closely associated with which of the following disciplines in project management?

- A Risk assessment
- B Planning and scheduling
- C Budgets and cost control
- D Tracking and controls

Question 38

Establishment of the project deliverables is best achieved by the use of:

- A scope definition techniques.
- B using expert judgement.
- C the available resources.
- D stakeholder wish lists.

Question 39

Which of the following would help a project manager to choose an appropriate communication style?

- A Taking a unilateral decision
- B Use an organisational template
- C Adopting a previous project style
- D Establishing the target audience

Question 40

When initiating and managing the transition to a new phase of the project, a project manager would usually:

- A facilitate a start-up workshop.
- B reconfirm the project management plans.
- C change the communication plan.
- D control project performance.

Question 41

Which of the following is the **best** way a project manager could maintain effective communication with virtual teams?

- A Hold regular face to face meetings
- B Provide reliable communication equipment
- C Hold regular tele-conferences
- D Establish clear lines of communication

Question 42

When managing deviation from contracts, the first thing a project manager must do is to:

- A take action within their organisation.
- B issue a penalty as soon as possible.
- C request a renegotiation as soon as possible.
- D take legal action as soon as possible.

Question 43

How would a project manager **most** likely evaluate and monitor risk responses?

- A Request a report of progress from the project team
- B Perform a review of the project risk with the risk owner periodically
- C Evaluate the risk register at project gate reviews
- D Check with senior management to ensure buy in

Question 44

Which of the following would **best** explain how project managers could establish their contribution to the success of a project?

- A Produce a personal reflection which includes a general overview of the contribution
- B Produce a personal reflection which focuses on the work allocated by the sponsor
- C Produce a personal reflection on the areas where the project manager has influenced decisions
- D Produce a personal reflection on input in all areas and identify how value has been added

Question 45

When identifying and assessing project stakeholder needs and requirements, a project manager must understand that needs and expectations are:

- A not the same as stated requirements.
- B the same as stated requirements.
- C internal considerations.
- D external considerations.

Question 46

Any changes to the project scope should be evaluated against which one of the following?

- A The project manager's availability
- B The project's objectives and agreed outcomes
- C The views of the project team
- D The disruption to work already completed

Question 47

Which of the following would be the best way for a project manager to identify and reflect on personal motivations to set goals and maintain focus?

- A Identify professional goals during annual appraisal
- B Identify long term and short-term goals with management influence
- C Set personal and professional goals and priorities
- D Discuss personal and professional goals with mentor

Question 48

When establishing and maintaining scope configuration, it is important for a project manager to know that scope configuration management is a:

- A continuous process.
- B time bound process.
- C feature of a work breakdown structure.
- D work package boundary.

Question 49

A project manager seeking to ensure the ongoing validity of the business justification for their project must:

- A identify how the scope will shape the success criteria.
- B identify the project objectives to shape the benefits.
- C await the development of the business case by the project sponsors.
- D reflect on and define the business justification in a formal document.

Question 50

Which of the following best describes why it is important for a project manager to complete tasks thoroughly?

- A Project managers have responsibility
- B Demonstrates correct actions to be taken
- C Meets quality requirement
- D Gives others confidence in the project manager's ability

Question 51

In preparing for a negotiation, the **best** way an individual can understand the interests of all involved parties, is to:

- A ensure they get to know the relevant parties before the negotiation begins and conduct analysis later.
- B collect, document and analyse relevant hard and soft information about the parties.
- C gather facts on individual's interests as the negotiation progresses.
- D use formal means to collect and analyse information they have found during the negotiation.

Question 52

Which of the following **best** explains what a project manager should do to understand the impact of change on an organisation to ensure the project's continuing success?

- A Establish new key performance indicators based on the change
- B Adopt a flexible approach to change
- C Review the requirements of the change
- D Assess the organisation's ability to change

Question 53

Which of the following is a project manager **most** likely to do when seeking to overcome continued resistance to change once the change initiative has been implemented?

- A Collaborate with the sponsor
- B Communicate with all stakeholders
- C Redesign the work packages
- D Use reinforcement techniques

Question 54

Which of the following **best** explains what a project manager should do to identify and ensure a project complies with codes of conduct and professional regulation?

- A Identify relevant codes of conduct and professional regulation and ensure they are complied with
- B Identify all codes of conduct and professional regulation and ensure they are complied with
- C Identify breaches to relevant codes of conduct and professional regulation and ensure they are corrected
- D Identify breaches to all codes of conduct and professional regulation and ensure they are corrected

Question 55

Which of the following **best** explains what a project manager should do to help ensure a project complies with health, safety, security and environmental (HSSE) regulations?

- A Know the professional standards which apply to all projects
- B Know all of the HSSE regulations and policies
- C Know the HSSE risks associated with a project
- D Know which of the HSSE regulations are relevant to the project

Question 56

Which of the following is **not** a likely benefit, to a project manager, of having a change or transformation strategy?

- A Organisational capacity can be increased
- B Selected interventions can be planned
- C Resistance to change can be addressed at an early stage
- D Reinforcement techniques can be planned

Question 57

Which of the following **best** explains how a project manager could demonstrate an ability to act, take decisions and communicate in a consistent way?

- A Resisting a flexible approach to the situation
- B Completing tasks thoroughly despite the situation
- C Making sure that words, behaviours and actions match
- D Taking responsibility for own actions in a situation

Question 58

Which of the following **best** explains when a project manager should evaluate the current project's approach and lessons learned?

- A Periodically and at the end of the project
- B Periodically during the project
- C At the end of the project
- D When instructed by the sponsor

Question 59

Which of the following **best** explains what a project manager should do to use professional standards for a new project?

- A Adopt top professional standards and develop improvements where necessary
- B Implement a set of wide ranging standards for the project team
- C Implement benchmarks to measure compliance with standards
- D Implement the standards used in previous projects

Question 60

What would **best** help a project manager balance the needs and means of the project?

- A Awareness of planned quality audits
- B Understanding the sponsor's bonus targets
- C Availability of a preferred supplier
- D Clarity on the priorities of the project

Answer Key

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B	C	A	D	D	B	D	D	A	D	A	C	A	B	C

Notes

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