

IPMA Level B Oral Examination Paper

General Notes

Time allowed **1 hour 30 mins**

You must enter your candidate number and test code on the front page of the examination paper.

Answer all 12 questions

Candidates are given 25 minutes invigilated reading time and 65 minutes to answer the questions.

Candidates can make notes in the 25 minutes of invigilated time and may refer to them whilst answering the questions.

It is the candidate's responsibility to ensure they manage their time to ensure they effectively answer all questions.

On completion of the examination

Please return your question paper and any associated notes to the assessors.

Candidate Number	
Exam Date	
Exam Location	
Test Code	
Reference	Sample Paper v1.0

Question number	Office use only	Question number	Office use only
Overall score %			

Do not open this paper until instructed by the invigilator.

All candidate markings on the question paper will be disregarded.

ALL CANDIDATES MUST COMPLETE THIS SECTION

APM shares your results with your training provider.

If applicable, please enter your current employer here:

This is for statistical monitoring only and we will not share your personal details with your employer.

We look after your data carefully; please ask for our privacy policy or search for it at www.apm.org.uk for more detail. We'd like to send you information about APM, project management and our products and services. You can tell us how you'd like to receive information online or by calling us, and opt out at any time:

Yes please – I'd like you to keep me up to date **No thanks** – only send me essential information

UNREGISTERED CANDIDATES MUST ALSO COMPLETE THIS SECTION

*First name		*Last name	
*Email address			

**All are mandatory fields in order to process your examination script and issue your results*

Note to candidates:

Rather than rely primarily on theoretical knowledge, you are expected to relate your responses to all questions to a complex <portfolio, programme, project> setting that you have worked in, or are familiar with.

Question 1

Discuss how a coaching and mentoring plan may be beneficial for succession planning, especially when you are planning to move on to a higher role within the <portfolio/programme/project> environment.

Question 2

Clarify how you ensured that a <portfolio/programme/project> complied with relevant standards and regulations and how this approach was used to improve the performance of the <portfolio/programme/project>.

Question 3

Discuss how you would ensure that the overall aims and goals of a <portfolio/programme/project> are maintained, especially when the <portfolio/programme/project> meets turbulent times.

Question 4

Illustrate why working with different stakeholders to develop critical success factors could help a <portfolio/programme/project> manager ensure that a <portfolios/programmes/projects> goals align to an organisation's goals.

Question 5

Clarify any professional regulations, codes of conduct, ethics and sustainability principles that need to be complied with in the context of a <portfolio, programme, project>.

Question 6

Discuss how you would manage potential incompatibilities between methods/technologies that are used in <portfolios/programmes/projects>. How would you develop a plan of action to make and enforce a decision regarding one of the methods/technologies?

Question 7

Explain why risks, opportunities and responses need to be re-assessed periodically.

Question 8

Compare how a <portfolio/programme/project> could have been managed differently in an organisation with different human resource, financial functions and quality management processes.

Question 9

Outline the attributes of each risk that would be captured and shared in a risk register.

Question 10

Discuss how the structure of a <portfolio/programme/project> can impact on decision making and reporting procedures.

Question 11

Compare the decision-making structures and processes required to manage a <portfolio/programme/project> with which you were involved, with those structures and processes required to manage the level to which you reported i.e. the permanent organisation, portfolio or programme.

Question 12

When given a new <portfolio/programme/project> to lead or manage, discuss ways in which you could promote and communicate the objectives and goals, both formally and informally.

End of Questions

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