

IPMA Level D Examination Sample Paper

Project Management

General Notes

Time allowed **2 hours**

You must also enter your candidate number and test code on your examination script.

Only answer 12 questions

There are 14 questions, each question carries five marks. **Use ink**, not pencil, to answer all questions.

You must score at least one mark in each of the 12 questions attempted.

On completion of the examination

- please collate your answer sheets into **question number order**
- complete the table to your right and secure this question paper and your answers with the tag

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

Question number	Number of pages	Office use only	Question number	Number of pages	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 unless specifically stated otherwise.

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

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*

Question 1

Explain the steps a project manager could take to resolve a conflict of personality between two team members.

Question 2

Explain why it is important to review the project's deliverables to ensure they meet the requirements of the quality management plan.

Question 3

Discuss why a project manager should analyse the informal culture and values of an organisation, giving examples where appropriate.

Question 4

Explain how team progress meetings can help a project manager to make, enforce and review decisions.

Question 5

Describe two areas to consider when developing and maintaining a stakeholder strategy and communication plan.

Question 6

Explain how a project's communication plan can help align the project to an organisation's reporting structure.

Question 7

Explain why it's important to review the organisation of the project regularly during the project lifecycle.

Question 8

Describe an approach that a project manager might adopt to recognise errors and mistakes and facilitate learning.

Question 9

Explain how using a work breakdown structure will help the project manager to establish the activities needed to deliver the project.

Question 10

Describe how the project manager could use a personal development review with a team member to assess the impact of their personal interests and ambitions on a project.

Question 11

Describe how the project schedule can help the project manager to allocate and distribute project resources.

Question 12

Explain how understanding a team member's motivation might help the project manager to encourage collaborative working for the benefit of the project.

Question 13

Explain why its beneficial to use a brainstorming session to find a creative solution to a problem.

Question 14

Discuss the sources of the cost and financial information required in order for a project manager to identify and correct deviations from the project spending plan.

End of questions

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