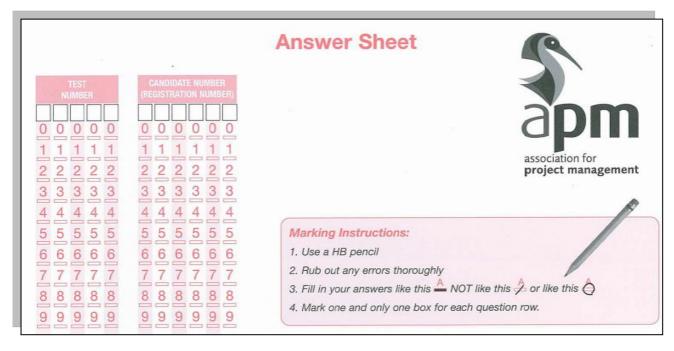| APM Introductory Certificate in Project Management – Exam paper	
Candidate Reference Number	
Date of Exam	
Location of the Exam	

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
- 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 Reference Number (which can be found on the front of your examination envelope) on to your answer sheet, following the example set out below:

Do not open this paper until instructed by the invigilator.
Please note: This question paper must not be removed from the examination room.

1. **Key performance indicators (KPIs) are used for measuring how a project is progressing towards success and are monitored by project managers:**
   a. at the post-project review.
   b. not more frequently than monthly.
   c. throughout the project.
   d. only when assessing project risk.

2. **Which one of the following best characterises a project?**
   a. An ongoing activity to maintain the company plant.
   b. A transient endeavour carried out to meet specific objectives.
   c. Continuous improvement of the company procedures.
   d. Manufacturing components for a new technology.

3. **What is meant by the term programme management?**
   a. The management of a group of projects or activities that have a common business aim.
   b. The line management of a team of programme managers.
   c. The management of a functional area used by a number of different projects.
   d. The management of the programme of activities identified in the project plan.

4. **A responsibility assignment matrix (RAM) allows the project manager to cross reference:**
   a. the work breakdown structure (WBS) with the organisational breakdown structure (OBS) to match resources to the tasks.
   b. the organisational breakdown structure (OBS) with the cost breakdown structure (CBS) to assign a cost to each resource.
   c. the product breakdown structure (PBS) with the work breakdown structure (WBS) to assign activities to the products.
   d. the organisational breakdown structure (OBS) with the product breakdown structure (PBS) to assign resources to deliverables.

5. **Which one of the following is a valid description of the phases of a complete project lifecycle?**
   a. Start-up, feasibility, planning, execution and roll-out.
   b. Concept, screening, implementation, handover and closeout.
   c. Concept, definition, implementation, handover and closeout.
   d. Start-up, definition, development and production closedown.

6. **The main purpose of configuration management is to:**
   a. minimise the impact of changes on the scope of the project.
   b. ensure that the final product meets the strategic needs of the business.
   c. provide control of the deliverables and avoid mistakes or misunderstandings.
   d. maximise the impact of agreed enhancements on the project deliverables.

7. **The accuracy of an estimate should:**
   a. decrease as a project progresses through its lifecycle.
   b. increase as a project progresses through its lifecycle.
   c. stay constant throughout the project.
   d. vary independently of where the project is in its lifecycle.

8. **What would be the effect if the resources required for a project's critical path activities were insufficient?**
   a. It would reduce the project duration.
   b. It would extend the project duration.
   c. The quality of the deliverables would suffer.
   d. Resource smoothing should be applied to the critical path.

9. **Which one of the following is the best description of project scope?**
   a. Scope is detailed in the business case.
   b. Scope is the total work content of a project.
   c. Scope is an outcome of the scheduling and estimating processes.
   d. Scope defines what is NOT delivered by the project.

10. **When delivering a project the Project Manager has to balance which one of the following constraints:**
    a. definition and delivery.
    b. time, cost and quality.
    c. cost and scope.
    d. budget, spend and contingency.

11. **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 operational refinement.

12. **What is the purpose of a stakeholder grid?**
    a. A means of stakeholder identification.
    b. It provides a statement of the stakeholder communications plan.
    c. To understand a stakeholder's position in relation to the project.
    d. It presents an action plan for stakeholder management.

13. **Which one of the following best describes a programme?**
    a. A group of projects collected together that have a common purpose.
    b. A group of projects collected together for management convenience.
    c. A group of projects collected together because of their use of common resources.
    d. A group of projects collected together because of their relationship to business-as-usual.

14. Which one of the following statements is true?
   a. Risk events always have beneficial effects on the project.
   b. Risk events can have either beneficial or detrimental effects on the project.
   c. Risk events always have detrimental effects on the project.
   d. Risk events have neither beneficial nor detrimental effects on the project.

15. Which one of the following is a generic project management process?
   a. Risk management.
   b. Learning and closing.
   c. Staff appraisal.
   d. Quality management.

16. Portfolio management could best be described as:
   a. the co-ordinated management of related projects, including related business-as-usual activities.
   b. the formal process through which changes to the project plan are approved and introduced.
   c. the identification of the benefits (of a project or programme) at an organisational level and the tracking and realisation of those benefits.
   d. the selection and management of all of an organisation's projects, programmes and related business-as-usual activities, taking into account resource constraints.

17. Who is primarily responsible for ensuring the implementation of formal change control?
   a. Key stakeholders.
   b. The Project Manager.
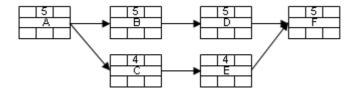   c. The project sponsor.
   d. The project team.

18. Once a proposed change is logged it should then be:
   a. accepted, rejected or deferred.
   b. accepted and the project plan updated.
   c. sent to the project sponsor for approval.
   d. assessed to determine its potential impact.

19. Which one of the following is NOT typically associated with a project's context?
   a. The issues and areas that matter to stakeholders.
   b. Technical, social or political considerations.
   c. The environment in which the project is being carried out.
   d. The sequence and dependencies of activities.

20.

The total float of activity E in the above diagram is:

a. 2
b. 1
c. 0
d. 4

21. The primary purpose of a product breakdown structure (PBS) is to:
   a. define all the products that the project will produce.
   b. define precisely what resources will be used on the project.
   c. detail all the products in order of priority.
   d. map out the key project elements identified in the business plan.

22. What is a visual representation of a project's planned activity against a calendar called?
   a. A Gantt chart.
   b. A critical path network.
   c. A product flow diagram.
   d. A Pareto chart.

23. Controlling or influencing project success factors will:
   a. increase the likelihood of a successful project.
   b. ensure senior management support.
   c. measure progress towards a successful conclusion.
   d. ensure project completion.

24. Which one of the following is NOT a project change?
   a. An approved omission from the agreed project scope.
   b. The potential for agreed resources to be removed from the project.
   c. A requirement for extra expenditure to cover increased supplier costs.
   d. The removal of work packages from the agreed project scope.

25. **Which one of the following best describes project sponsorship?**
    a. Project sponsorship is the customer's role responsible for identifying the business need.
    b. Project sponsorship is an active, senior management role responsible for identifying the business need, problem or opportunity.
    c. Project sponsorship is an active, senior management role managing the customer's needs subject to an agreed cost.
    d. Project sponsorship is the project manager's role responsible for delivering the business need and addressing any problems or opportunities.

26. **Project success criteria are best defined as:**
    a. the qualitative or quantitative measures by which the success of the project is judged.
    b. the factors that, when present in the project are most conducive to a successful outcome.
    c. the measures that establish if project activities are ahead or behind schedule.
    d. the activities or elements of the project which are considered to be critical to success.

27. **Which one of the following best describes stakeholders?**
    a. Anyone who has heard about the project.
    b. Anyone who has an opinion about how the project should be managed.
    c. People wanting to be members of the project team.
    d. People who are affected by the project in some way.

28. **The project management plan is best described as a reference document that confirms:**
    a. the project completion date as agreed between the project sponsor, other stakeholders and the project manager.
    b. the agreement between the project sponsor, other stakeholders and the project manager.
    c. the key project milestones as agreed between the project sponsor, other stakeholders and the project manager.
    d. the project start date as agreed between the project sponsor, other stakeholders and the project manager.

29. **The value of a risk log lies in its ability to provide:**
    a. a record of all risks, their impact and the actions taken to manage them.
    b. a record of the ownership of risk and issue management actions.
    c. a means of assessing the likelihood and impact of risks.
    d. a structured process for risk management.

30. **Which one of the following statements best defines a portfolio?**
    a. A group of related projects, which may include business-as-usual activities, that delivers change.
    b. A timetable of how project activities and project milestones are planned over a period of time.
    c. A group of projects that represent the delivery of all, or a discrete part of a new capability.
    d. A grouping of an organisation's projects, programmes and related business-as-usual activities.

31. **Which one of the following statements about the project management plan (PMP) is FALSE?**
    a. The PMP acts as a contract between the Project Manager, the project team and the sponsor.
    b. The PMP defines the baselines for the project upon which changes are considered.
    c. The PMP, once defined, will remain unchanged throughout the project.
    d. The PMP is used as a reference document for managing the project.

32. **How is project risk management best defined?**
    a. A series of actions taken by a project team member or stakeholder to proactively avoid project threats.
    b. A structured process to optimise project success by minimising threats and maximising opportunities.
    c. A technique to decompose the project into component parts or discrete groups for programming purposes.
    d. A framework that allows requirements to be defined and reviewed so that the best project approach is determined.

33. **The project management plan:**
    a. justifies undertaking the project.
    b. describes the success criteria for the project.
    c. focuses primarily on time related issues.
    d. describes the success factor for the project.

34. **The project management plan is:**
    a. owned by the Project Manager and the project team.
    b. owned by the sponsor.
    c. owned by the Project Manager.
    d. owned by the Project Manager and the project stakeholders.

35. **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.

36. **Scheduling can best be defined as the process used to determine:**
    a. overall project duration.
    b. project cost.
    c. the project management plan.
    d. sub-contractor's responsibilities.

37. Which one of the following statements best describes resource scheduling?
   a. A process which identifies activities that will need project resources.
   b. A process to assign roles to project resources.
   c. A process that identifies when resources are needed.
   d. A process to estimate the project resources.

38. Resource levelling seeks:
   a. to schedule activities within the limits of their float.
   b. to minimise the use of overtime and weekend working.
   c. not to exceed the limits of resource available.
   d. to increase the resource availability.

39. Which one of the following best describes the entire project reporting process?
   a. Producing an exception report to communicate a project issue to the project board.
   b. Publicising the project benefits to the business organisation.
   c. Notifying team members of the project's progress at the weekly team meeting.
   d. Formally notifying the status of the project to the project's stakeholders.

40. Which one of the following is the correct definition of an issue?
   a. Any major problem that the project team has to deal with.
   b. A problem that is the responsibility of the Project Manager.
   c. An uncertain event that should it occur would have an effect on project objectives.
   d. A threat to project objectives that cannot be resolved by the Project Manager.

41. Estimating by using historical information is known as:
   a. comparative estimating.
   b. parametric estimating.
   c. bottom-up estimating.
   d. strategic estimating.

42. In project management 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.

43. Which one of the following statements is correct?
   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.

44. **The business case is owned by the project:**
    a. manager.
    b. sponsor.
    c. steering group (board).
    d. senior user.

45. **Which one of the following would NOT typically be part of procurement?**
    a. Estimating.
    b. Engagement of external suppliers.
    c. Definition of items to be acquired.
    d. Bidding.

46. **Which one of the following is the best reason for splitting a project into phases?**
    a. For team members to reflect on their performance during a phase.
    b. For the project manager to take a break between phases.
    c. It creates a decision point for continuing the project.
    d. In order for the plan to be updated regularly.

47. **Which one of the following is NOT part of the handover process during the final phase of a project lifecycle:**
    a. the acceptance of pertinent documentation relative to project deliverables.
    b. the definition of acceptance criteria for project deliverables.
    c. the transfer of responsibility for project deliverables.
    d. the testing of project deliverables to demonstrate they work in their final operational mode.

48. **Which one of the following takes place during closeout?**
    a. Benefits realisation review.
    b. Final project review.
    c. Deliverables accepted by sponsor.
    d. Handover of relevant documentation.

49. **Which statement best describes a responsibility of the project team members?**
    a. To establish formal reporting procedures for project progress.
    b. To assess the progress of their work against the strategic objectives.
    c. To ensure that work assigned to them by the Project Manager is performed.
    d. To identify and resolve project issues affecting the work delegated to them.

50. The role of a leader includes:
   a. effectively managing risks.
   b. selecting the project team.
   c. coaching and mentoring project staff.
   d. producing accurate project reports.

51. The primary purpose of a gate review is to decide:
   a. whether the project manager and team are performing well.
   b. if the project is on schedule and within budget.
   c. if stakeholders are satisfied.
   d. whether to continue with the project.

52. The primary purpose of the post-project review is to:
   a. find out who was responsible for problems on the project and why.
   b. find out whether the business benefits were achieved and why.
   c. find out who performed well on the project in order to support future resource allocations.
   d. identify lessons learned to enable continuous improvement.

53. The project manager's prime responsibility is to:
   a. deliver the benefits.
   b. define the requirements.
   c. sign off the business case.
   d. implement the project plan.

54. Which one of the following best describes the purpose of a project's business case?
   a. A statement of what the project will deliver in terms of products/deliverables and satisfaction.
   b. The reasons why the project sponsor wants their project to proceed.
   c. A statement on how the project fits into the long-term aims of the project sponsor.
   d. Provides justification for undertaking the project, in terms of evaluating the benefits, cost and risks.

55. What is the term given to the senior management team that set the strategic direction for a project?
   a. Project management office.
   b. Change control board.
   c. Project steering group.
   d. Programme director.

56. Which one of the following statements best describes communication?
   a. The giving, receiving, processing and interpretation of information.
   b. The explanation, understanding, managing and sorting of information.
   c. The giving, explaining, understanding and interpretation of information.
   d. The managing, receiving, processing and sorting of information.

57. A project communication 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.

58. The project team comprises:
   a. all those responsible to the project manager who are working towards the project objectives.
   b. the members of staff who are allocated full time to the project.
   c. the members of staff who report to the project manager and who carry out work on the project.
   d. all project stakeholders.

59. Good teamwork helps to deliver a successful project because:
   a. team members have similar skill sets.
   b. project work can be distributed equally around the team.
   c. all team members have the same access to project information.
   d. people work collaboratively towards a common goal.

60. Which one of the following is NOT a function of leadership?
   a. Reinforcing positive relationships.
   b. Inspiring the individual.
   c. Maintaining constant tight control.
   d. Promoting the project vision.

Association for Project Management

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Answer Key

1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
C	B	A	A	C	C	B	B	B	B	C	C	A	B	B
16	**17**	**18**	**19**	**20**	**21**	**22**	**23**	**24**	**25**	**26**	**27**	**28**	**29**	**30**
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31	**32**	**33**	**34**	**35**	**36**	**37**	**38**	**39**	**40**	**41**	**42**	**43**	**44**	**45**
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