

APM Project Fundamentals Qualification – Examination paper

Candidate number	
Exam date	
Exam location	
Test code	
Reference	Sample paper

General notes

Time allowed **1 hour**.

Answer all 60 multiple choice questions

Use the proforma answer sheet provided.

Completing the proforma answer sheet

- The pro-forma answer sheet must be completed using a HB pencil.
- 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) onto your answer sheet, following the example set out below.

Answer sheet

TEST NUMBER	CANDIDATE NUMBER (REGISTRATION NUMBER)
<input type="text"/>	<input type="text"/>
0 0 0 0 0	0 0 0 0 0 0
1 1 1 1 1	1 1 1 1 1 1
2 2 2 2 2	2 2 2 2 2 2
3 3 3 3 3	3 3 3 3 3 3
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5 5 5 5 5	5 5 5 5 5 5
6 6 6 6 6	6 6 6 6 6 6
7 7 7 7 7	7 7 7 7 7 7
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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.

APM Project Fundamentals Qualification

Question 1

Which of the following is **not** a stage in an issue resolution process?

- a. Share the issue with stakeholders.
 - b. Track the issue to closure.
 - c. Escalate to the sponsor.
 - d. Apply change control.
-

Question 2

Which of the following are challenges for a project manager developing and leading a project team?

- 1) Issues and incompatibility amongst team members
- 2) Getting the right skills and attributes amongst team members
- 3) Co-location of team members in the same geographic area
- 4) Lack of accountability of team members

- a. 1, 2 & 3
 - b. 1, 2 & 4
 - c. 1, 3 & 4
 - d. 2, 3 & 4
-

Question 3

Which of the following is an activity in a typical change control process?

- a. Recommendation.
 - b. Justification.
 - c. Planning.
 - d. Continuous improvement.
-

Question 4

The purpose of quality assurance is to:

- a. provide confidence the project will satisfy the relevant quality standards.
 - b. determine a set of procedures and standards for project management.
 - c. inspect, measure and test deliverables and processes.
 - d. define the scope and specifics of a project's deliverables.
-

Question 5

A project manager might use a PESTLE analysis in order to:

- a. mitigate all possible risks to the project.
 - b. identify and mitigate factors that may affect the project.
 - c. control technological change during the project.
 - d. consider team social roles in early stages of the project.
-

Question 6

Which of the following are phases in an iterative project life cycle?

- 1) Concept
 - 2) Feasibility
 - 3) Deployment
 - 4) Development
- a. 3 and 4 only
 - b. 1, 2 and 3
 - c. 1 and 2 only
 - d. 2, 3 and 4

Question 7

Which of the following is the responsibility of a project manager?

- a. Ensuring a project is aligned to the organisation's strategy.
- b. Focusing on project benefits and aligning priorities.
- c. Achieving the project's success criteria.
- d. Improving process, tools and techniques used in a project.

Question 8

To develop and establish a proper communication plan within a project, the project manager needs to consider which type of analysis?

- a. Budget.
- b. Stakeholder.
- c. Resource.
- d. Schedule.

Question 9

Which of the following is a responsibility of the project sponsor?

- a. Creating a project cost breakdown structure.
- b. Authoring the project management plan.
- c. Creating a project work breakdown structure.
- d. Owning the project business case.

Question 10

Portfolio management includes prioritising:

- a. projects and/or programmes that contribute directly to the organisation's strategic objectives.
- b. projects with exceptionally high returns on investment.
- c. projects and programmes over business as usual.
- d. projects which maximise change over those which maximise investment.

Question 11

Which of the following actions would not help a team leader influence the performance of their team?

- a. Creating an exclusive environment.
- b. Providing clear roles and responsibilities.
- c. Promoting openness and honesty.
- d. Developing a trusting relationship.

Question 12

One difference between a project and business as usual is:

- a. projects achieve specified benefits but business as usual has only vague benefits.
- b. projects drive change whereas business as usual continues existing activities.
- c. projects have tightly controlled budgets whereas business as usual does not.
- d. projects have unclear deadlines but business as usual has multiple milestones.

Question 13

The purpose of project progress reporting is to:

- a. ensure a simpler critical path.
- b. enable the tracking of project deliverables.
- c. ensure stakeholder acceptance of project deliverables.
- d. provide an increased total float.

Question 14

Which of the following is the purpose of an estimating funnel?

- a. Keeping resource usage to a minimum to help reduce costs.
- b. Supporting the production of comparative estimates.
- c. Identifying where costs can be minimised when preparing a budget.
- d. Representing increasing levels of estimating accuracy achieved through the life cycle.

Question 15

One advantage of virtual communications is:

- a. that nonverbal signals can have an impact on discussions.
- b. it's easy to detect signs of conflict within the project team.
- c. access to a wider resource pool for the project.
- d. that the project team will always be co-located.

Question 16

Which technique could be used by a project manager when resources are limited?

- a. Resource aggregation.
- b. Resource estimation.
- c. Resource levelling.
- d. Resource expansion.

Question 17

The main aim of quality management is to:

- a. prepare a high-quality management plan.
- b. ensure that deliverables meet appropriate standards.
- c. validate the use of consistent standards.
- d. determine whether to accept change requests.

Question 18

Which of the following is a purpose of issue management?

- a. To stop issues occurring within the project.
- b. To address and resolve the issues that occur.
- c. To address and resolve uncertainty.
- d. To reschedule activities to reduce costs.

Question 19

Product breakdown structures illustrate the required scope of work by a hierarchical structure itemising the:

- a. components of each product.
- b. budget of each product.
- c. benefits of each product.
- d. risks of each product.

Question 20

The definition of benefits management includes which key activities?

- a. Planning, analysis and integration of project benefits.
- b. Justification, validation and acceptance of project benefits.
- c. Identification, tracking and realisation of project benefits.
- d. Realisation, acceptance and integration of project benefits.

Question 21

Which of the following statements about scheduling is false?

- a. Defines the sequence of activities.
- b. Considers work calendars and time contingency.
- c. Provides a baseline for safety considerations.
- d. Quantifies the required resources.

Question 22

Which of the following defines the term 'deployment baseline'?

- a. The starting point for creating a resource histogram.
- b. The basis for creating an organisational breakdown structure.
- c. The starting point for the monitoring of project risks.
- d. The basis for progress monitoring.

Question 23

Which of the following is an activity in a typical configuration management process?

- a. Evaluation.
- b. Identification.
- c. Registration.
- d. Justification.

Question 24

Stakeholder analysis supports effective stakeholder engagement by:

- a. identifying stakeholders with high levels of power and interest.
- b. ensuring stakeholder acceptance of project deliverables.
- c. justifying the preferred project option to stakeholders.
- d. providing information to all stakeholders.

Question 25

Which of the following is a project?

- a. Introducing a new information technology system.
- b. Operating a national rail network.
- c. Organising ongoing catering in the armed forces.
- d. Managing day-to-day security for senior politicians.

Question 26

One purpose of a typical project business case is to:

- a. carry out earned value analysis.
- b. allocate resources to the project.
- c. analyse cost-benefit of the project.
- d. plan project work packages.

Question 27

One disadvantage of physical communication is:

- a. its significant environmental impact when compared to other forms of communication.
- b. that no audit trail is available for review at a later date by project team members.
- c. it is reliant on technology being available to all relevant members of the project.
- d. that your body language may not reflect what you're saying when passing on information.

Question 28

One of the benefits of developing communication plans in projects is that this ensures:

- a. the power and influence of stakeholders is understood.
- b. that all communication is delivered face to face.
- c. your message is understood.
- d. clear reporting lines for the project.

Question 29

A project life cycle which combines approaches from the linear and iterative life cycles is known as _____ project life cycle.

- a. a hybrid.
- b. an extended.
- c. a reduced.
- d. a combined.

Question 30

The purpose of project management is to:

- a. organise management plans.
- b. keep all stakeholders happy.
- c. control change initiatives.
- d. effect beneficial change.

Question 31

Which of the following statements refers to how scope is managed in a linear project but not an iterative project?

- a. Teams can act on new knowledge to change the scope.
- b. Teams can re-prioritise requirements within the scope.
- c. The scope of work is the starting point for the implementation of change control.
- d. Scope definition is assumed to be fixed for the whole project.

Question 32

One difference between an issue and a risk is an issue:

- a. must be recorded but a risk does not.
- b. is an uncertain event but a risk is not.
- c. is a certain event but a risk is not.
- d. always affects scope but a risk does not.

Question 33

Communication includes:

- 1) exchanging information
- 2) managing stakeholders
- 3) confirming there is a shared understanding
- 4) building relationships within your team

- a. 2 and 3 only
- b. 1 and 4 only
- c. 1 and 3 only
- d. 2 and 4 only

Question 34

A project manager requires a team member to focus on the team's objectives and draw out other team members. Which of the Belbin's team roles is most appropriate?

- a. Shaper.
- b. Monitor evaluator.
- c. Specialist.
- d. Co-ordinator.

Question 35

An extended project life cycle can be defined as:

- a. an approach that adds operational and termination phases to a linear life cycle.
- b. an approach that adds adoption and benefits realisation phases to a linear life cycle.
- c. a framework for conducting a cost-benefit analysis once a project has closed.
- d. a framework for ensuring the re-deployment of assets post project.

Question 36

One aspect of quality planning is to:

- a. plan the audit of a project to provide assurance to the project board.
- b. provide confidence that a project will achieve its objectives in the required time frame.
- c. specify the acceptance criteria used to validate the outputs are fit for purpose.
- d. confirm routes for reporting to ensure effective communication.

Question 37

Which of the following is not a key element of project scope management?

- a. Define outputs.
- b. Identify outputs.
- c. Share outputs.
- d. Control outputs.

Question 38

Which of the following is a difference between deployment baselines in linear life cycles and iterative life cycles?

- a. Linear project life cycles set the deployment baseline for the whole project.
- b. In an iterative project life cycle the scope and quality are fixed in the deployment baseline.
- c. Only deployment baselines in iterative life cycles have an integrated baseline review.
- d. Only deployment baselines in linear life cycles have an integrated baseline review.

Question 39

Which of the following defines the term 'risk'?

- a. The potential of a situation or event to impact on the achievement of specific objectives.
- b. A problem that is now or is about to breach delegated tolerances for work on a project or programme.
- c. Scope creep within an uncontrolled project.
- d. The use of estimation to determine costs, resources and activities.

Question 40

Suppliers are stakeholders of a project management plan because they:

- a. contribute to the project's procurement strategy.
- b. help satisfy the project's resource requirements.
- c. provide acceptance certificates based on quality of resources supplied.
- d. determine the quality requirements of goods supplied.

Question 41

Which of the following defines the term 'issue'?

- a. A problem which is now or is about to breach delegated tolerances for work on a project or programme.
- b. A problem which occurs on a day-to-day basis which could have an immediate impact on a project.
- c. A problem which has the potential to impact on the achievement of specific project objectives.
- d. A problem which can only be resolved by a project manager and within the project team.

Question 42

Which of the following define leadership?

- 1) Ability to establish vision and direction
 - 2) Developing team skills that enhance project performance
 - 3) Empowering and inspiring people to achieve success
 - 4) Ability to influence and align others towards a common purpose
- a. 1, 2 & 4
 - b. 1, 2 & 3
 - c. 2, 3 & 4
 - d. 1, 3 & 4

Question 43

Which of the following are typical estimating methods?

- 1) Analytical
 - 2) Budgeting
 - 3) Analogous
 - 4) Parametric
- a. 1, 2 and 4
 - b. 1, 2 and 3
 - c. 1, 3 and 4
 - d. 2, 3 and 4

Question 44

Procurement strategy can be defined as the high-level approach for securing:

- a. stakeholder engagement.
- b. funding for the project.
- c. buy in from the project sponsor.
- d. goods and services required for the project.

Question 45

Which of the following is not an output of a critical path analysis?

- a. Total and free float.
- b. Earliest start time and latest finish time of activities.
- c. Project completion time.
- d. Cost–benefit analysis.

Question 46

A project manager would use a cost breakdown structure to produce:

- a. the cost of a do-nothing option.
- b. an analytical estimate.
- c. high-level project costs.
- d. a comparative estimate.

Question 47

Which of the following is the correct sequence for the stages of a linear project life cycle?

- a. Deployment, Concept, Definition, Transition.
- b. Concept, Transition, Definition, Deployment.
- c. Concept, Definition, Deployment, Transition.
- d. Transition, Definition, Deployment, Concept.

Question 48

At which stage, in the Tuckman team development model, are team members clear and comfortable with their roles and responsibilities, and the project manager starts to see signs of the team working together?

- a. Storming.
- b. Forming.
- c. Norming.
- d. Performing.

Question 49

Which of the following is a definition of project management?

- a. A complex process of supervising and managing the delivery of any time-bound deliverable.
- b. Any change in management techniques in a company that achieves strategic objectives.
- c. The application of processes, methods, knowledge, skills and experience to achieve specific objectives for change.
- d. The coordination of several projects alongside business as usual.

Question 50

Which of the following defines quality?

- a. The fitness for purpose of outputs and processes.
- b. The value for money of a product.
- c. The satisfaction of the stakeholders.
- d. The thoroughness of the management plan.

Question 51**Quality control verifies that:**

- a. the project follows appropriate processes.
- b. project outputs are delivered on time.
- c. the project follows appropriate governance.
- d. project outputs meet acceptance criteria.

Question 52**The purpose of a decision gate is to decide whether:**

- a. the response to a risk is valid.
- b. a project is viable in line with the business case.
- c. the project delivered against the success criteria.
- d. lessons were effectively learned during the project.

Question 53**Establishing success criteria is important at the start of the project, as they:**

- a. indicate how the stakeholder needs will be met.
- b. ensure adequate resource allocation.
- c. indicate what is important in supplier selection.
- d. ensure comprehensive risk analysis.

Question 54**One purpose of risk management is to:**

- a. adapt the plan to resolve problems.
- b. minimise threats and maximise opportunities.
- c. continually improve the project teams' efficiency.
- d. manage variations in a controlled way.

Question 55**Which of the following is an activity in a typical risk management process?**

- a. Verification.
- b. Request.
- c. Closure.
- d. Justification.

Question 56**When an item goes through change control, which of the following must happen as part of a robust configuration management process?**

- a. Costs associated with the change are evaluated and documented.
- b. Risks associated with the change are monitored to avoid delays to the project.
- c. The item is approved or declined in line with stakeholder expectations.
- d. Documents are updated to include any approved changes.

Question 57

The purpose of a risk register is to provide a:

- a. structured process for risk identification.
- b. record of the ownership of risk and issue management actions.
- c. means of assessing the likelihood and impact of all of the risks.
- d. record of risks, their impact and the actions taken to manage them.

Question 58

Which of the following is a part of change control?

- a. Requests for change are realised.
- b. Requests for change are mitigated.
- c. Requests for change are evaluated.
- d. Requests for change are resolved.

Question 59

The primary purpose of a milestone in a project is to show:

- a. significant events.
- b. resource constraints.
- c. task dependencies.
- d. critical path highlights.

Question 60

Which of the following can be adjusted during a time box?

- 1) **Scope**
 - 2) **Resource**
 - 3) **Time**
 - 4) **Quality**
- a. 1 and 2 only
 - b. 1 and 4 only
 - c. 3 and 4 only
 - d. 2 and 4 only

End of questions

Notes

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Notes

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Answer Key

1	2	3	4	5	6	7	8	9	10
A	B	A	A	B	D	C	B	D	A
11	12	13	14	15	16	17	18	19	20
A	B	B	D	C	C	B	B	A	C
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A	D	C	D	D	B	C	C	C	A
51	52	53	54	55	56	57	58	59	60
D	B	A	B	C	D	D	C	A	B



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