

APMP For PRINCE2 Practitioners

Qualification

Sample Exam Questions

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APM PM Qualification - Syllabus Topics

You may be examined on any of the topics contained within the latest (2014) APM Syllabus. Here is a list of them:

- Project Management
- Programme Management
- Portfolio Management
- Project Context
- Project Office
- Project Life Cycles
- Organisation structure
- Governance of project management
- Health, Safety and environment management
- Procurement
- Budgeting and cost management
- Earned value management
- Information management and reporting
- Project success and benefits management
- Requirements management
- Scope management
- Scheduling
- Resource management
- Estimating
- Stakeholder management
- Communication
- Leadership
- Negotiation
- Conflict management
- Teamwork

Sample Paper Exam Questions.

Question 1

Warning This question has two parts. Answer both parts.

Question Part (a) Explain the importance of project reviews.

Question Part (b) List and describe four different types of review that may be carried out during a project, and their main purposes.

Question 2

Warning This question has two parts. Answer both parts.

Question Part (a) Within the context of Earned Value Management (EVM), explain the term Earned Value (EV).

Question Part (b) Explain four benefits of using Earned Value Management.

Question 3

Question List and describe five typical stages in the process for selection of a supplier via competitive tender.

Question 4

Warning This question has two parts. Answer both parts.

Question Part (a) Explain the following approaches to resource scheduling:

_ resource smoothing

_ resource levelling

Ensure that your answer distinguishes between the two approaches.

Question Part (b) Explain three approaches/tactics which a project manager might consider when optimizing the resource allocation for a project. Identify in your answer any assumptions made and implications.

Question 5

Warning This question has two parts. Answer both parts.

Question Part (a) List and describe three advantages, to a project manager, of a matrix organization structure when used in a project environment.

Question Part (b) List and describe two disadvantages, to a project manager, of a matrix organization structure when used in a project environment.

Question 6

Warning This question has two parts. Answer both parts.

Question Part (a) Explain what is meant by situational leadership in a project environment.

Question Part (b) List and describe four situational leadership styles that a project manager may adopt.

Question 7

Learning Outcomes Understand contexts and environments in which projects can be delivered

Question List and describe five important environmental legislative requirements which the project manager must take into account when planning a project.

Question 8

Warning This question is in two parts. Answer both parts.

Question Part (a) Explain the prerequisites required for each of the following three estimating methods:

- _ Comparative
- _ Bottom up/Analytical
- _ Parametric

Question Part (b) State four practical problems of initial estimates for a project with a protracted timescale.

Question 9

Learning Outcomes Understand how organisations and projects are structured

Question List and describe five activities which the project sponsor performs during the project life cycle.

Question 10

Question List and describe a source of conflict arising within each of the following parts of the extended project life cycle:

- _ Concept
- _ Definition
- _ Development
- _ Handover and Closure
- _ Benefits Realization

Question 11

Warning This question has two parts. Answer both parts.

Question Part (a) Explain the concept of teamwork.

Warning This question requires four explanations.

Question Part (b) From the following team or social roles listed, explain four of these, including how they contribute to an effective team.

- _ Opponent
- _ Leader
- _ Team worker
- _ Completer/finisher
- _ Collaborator
- _ Silent victim

Question 12

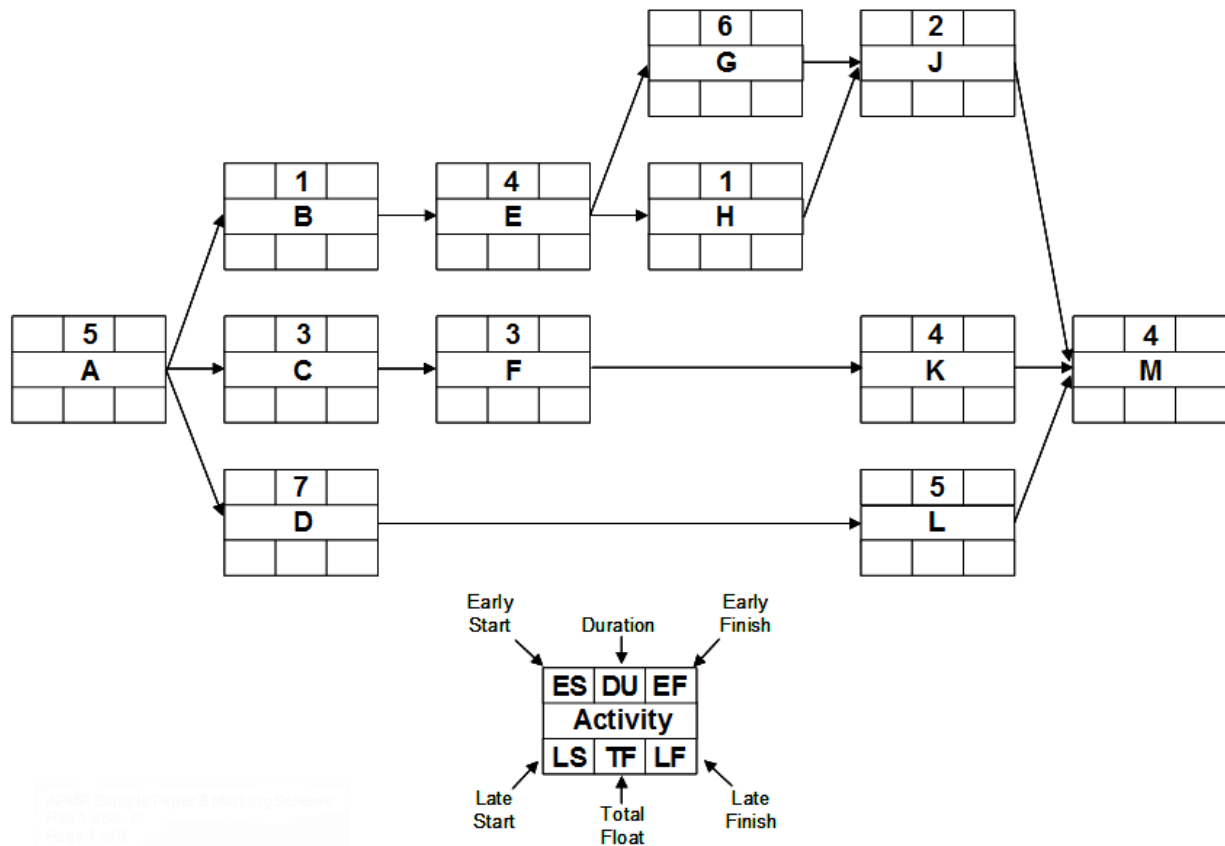
Question Explain five benefits of dividing a project into separate phases.

Question 13

Question Explain the purpose of using a product breakdown structure and/or Work Breakdown Structure as a project management technique. Make four relevant points and include an appropriately labelled diagram.

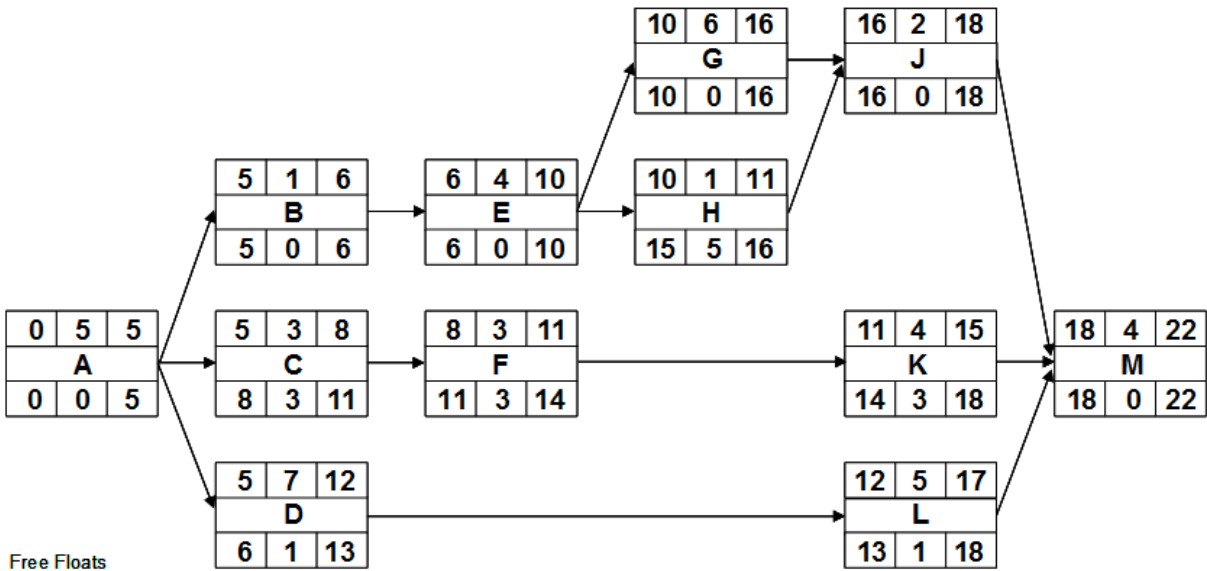
Question 14

Question Part (a) Fully analyse the network using the diagram below. Identify the activities on the critical path and state the amount of free float associated with each activity.



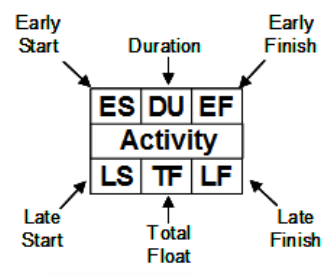
Question Part (b) State the effect on the critical path and the earliest finish date of the project if the duration of activity L increased to seven.

Here is the part answer (no cheating!):



- Free Floats
 A=0
 B=0
 C=0
 D=0
 E=0
 F=0
 G=0
 H=5
 J=0
 K=3
 L=1
 M=0

Critical Path
 A B E G J M



Question 15

Question Explain a process that can be used to analyse stakeholder needs and expectations and the benefits of using such a process. Make four relevant points and include a diagram that fully illustrates the use of this process.

Question 16

Question State ten factors that a project manager should consider in order to ensure that project communication is effective.

Question 17

Question Explain five actions that a project manager might take to ensure effective team working on a project, assuming the team has already been selected.

Question 18

Warning This question has two parts. Answer both parts.

Question Part (a) State definitions for the terms programme management and portfolio management.

Question Part (b) Explain three key differences between programme management and portfolio management giving examples to illustrate your explanation.

Question 19

Question List five different contract payment structures and describe situations where each would be appropriate.

Question 20

Question Explain the strengths and weaknesses of managing a project in a matrix type of organisational structure. Make five relevant points.

Question 21

Question Explain how known motivational theories can be applied by the project manager when deciding how to motivate team members. Make five relevant points illustrated with examples.

Question 22

Question Explain five alternative approaches that a project manager could adopt in resolving conflict. Make sure that you include an example which reflects each approach.

Question 23

Warning This question has two parts. Answer both parts.

Question Part (a) State the purpose of planning for a negotiation.

Question Part (b) Explain four stages that an effective negotiation should progress through giving the reasons why each stage is important. Give examples to illustrate your answer.

Question 24

Question Explain five distinct benefits to be gained from managing groups of projects as a programme rather than as individual, unconnected initiatives.

Question 25

Question List five actions that need to be done to prepare for a negotiation with a supplier of goods or services to a project. Describe the relevance of each action.

Question 26

Warning This question has two parts. Answer both parts.

Question Part (a) Explain the term project context.

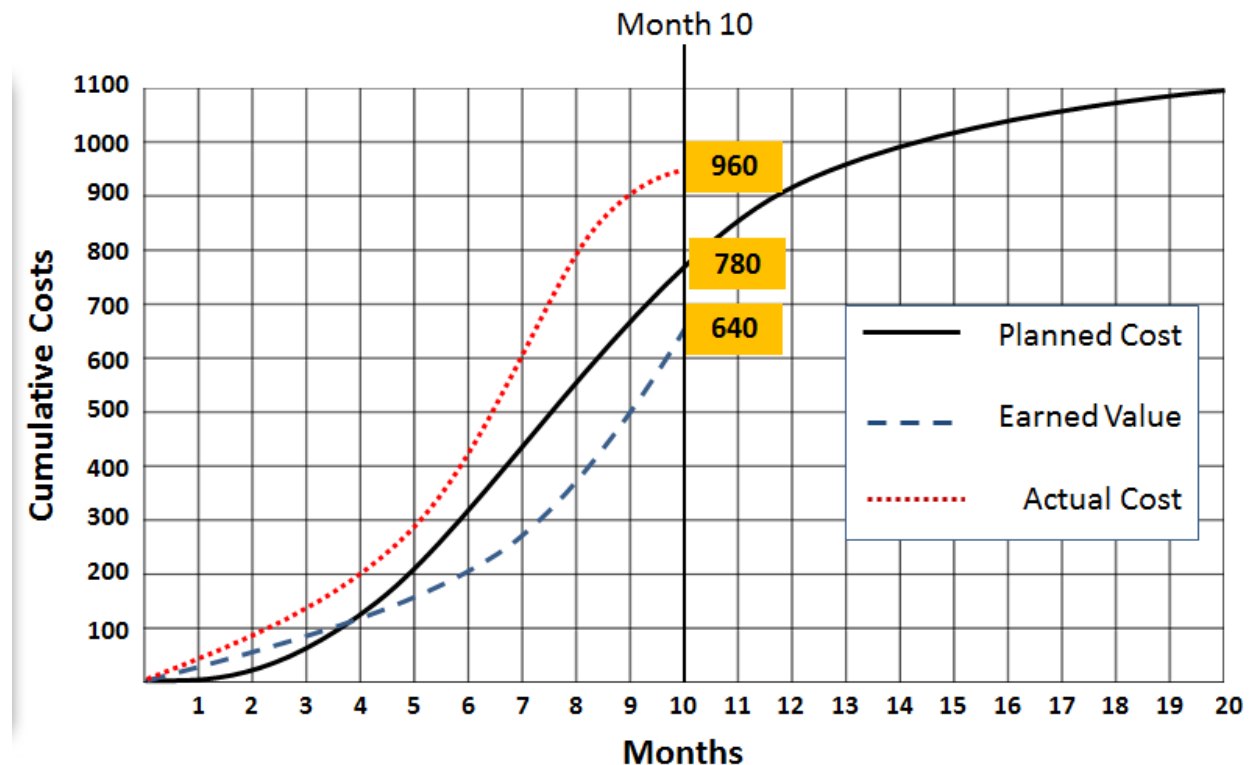
Question Part (b) Explain four aspects of a project's context and illustrate each aspect with an appropriate internal or external example.

Question 27

Question Consider the chart below. The project has a planned duration of 20 months and a budget of £1M. Using the data provided, calculate and comment upon:

- The schedule variance or schedule performance index
- The cost variance or cost performance index
- The estimated cost at completion
- The estimated final duration

Give a brief outline of the health and performance of the project up to month 10



Question 28

Question Explain five considerations a project manager must make when developing the project communication plan.

Question 29

Warning This question has two parts. Answer both parts.

Question Part (a) State six principles of the governance of project management that would help avoid common causes of project failure.

Question Part (b) For each of two distinct principles stated in part (i), explain the possible effects of NOT practicing them.

Question 30

Warning This question has two parts. Answer both parts.

Question Part (a) Explain three different estimating methods that can be used during project planning.

Question Part (b) Choose two of the methods explained and for each, give an example of a situation to illustrate appropriate application of the method.

Question 31

Question Explain a process that can be used to analyse stakeholder needs and expectations. Make five relevant points.

Question 32

Warning This question has two parts. Answer both parts.

Question Part (a) Explain the overall aim of the Health and Safety at Work Act (HSWA) 1974.

Question Part (b) Explain four specific duties of employers or employees regarding (HSWA).

Question 33

Question List and describe five considerations a project manager must make when planning a post project review.

Question 34

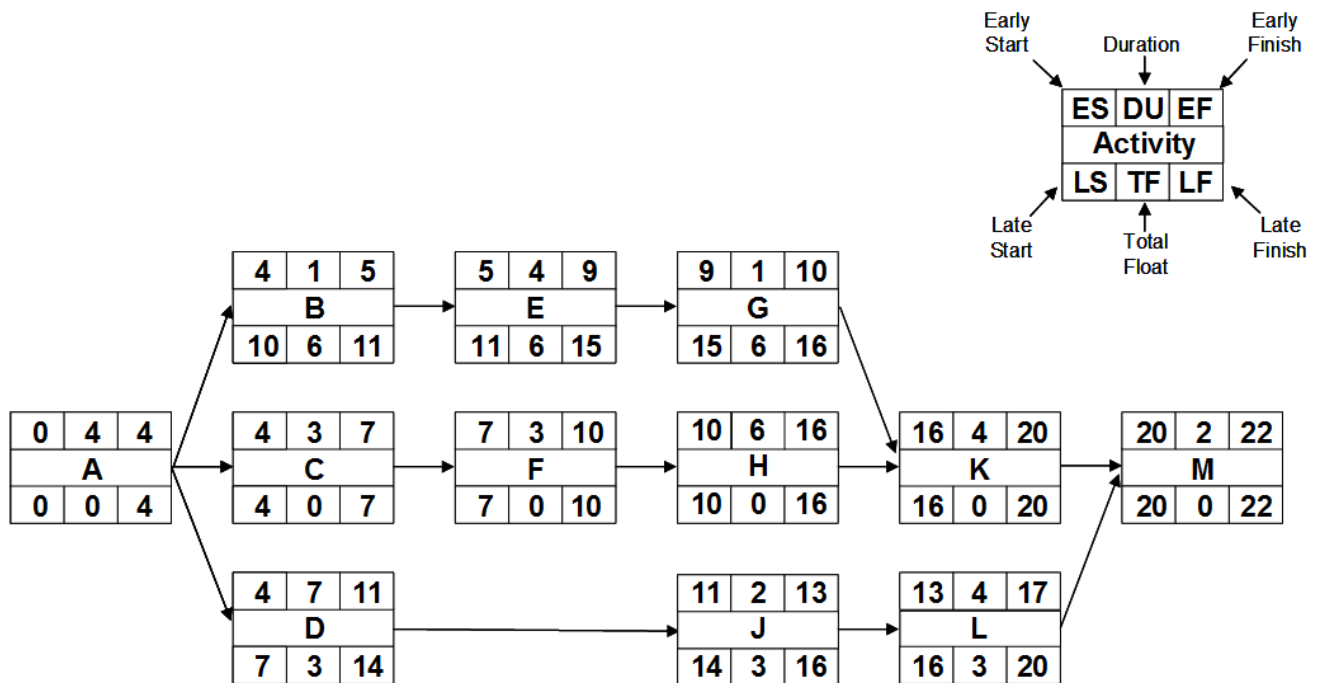
Question Make five relevant points to explain the use of project success criteria and/or key performance indicators (KPIs) during the lifetime of a project.

Question 35

16. Network information attached.

Question Using the fully analyzed network on the diagram below, draw a Gantt chart showing the critical path and total float for all items not on the critical path.

Note: Durations are in weeks



Question 36

Warning This question has three parts. Answer all parts.

Question Part (a) Consider a project to build a nuclear power plant in England in an area with high unemployment, but a large population. Undertake a preliminary assessment of the project's context.

Question Part (b) Explain why it is important to consider a project's context making four relevant points.

Question Part (c) Explain what you understand by the term 'project context' and describe four possible examples to expand your answer.