

**General Notes**

Time allowed **3 hours** with an additional **15 minutes** reading time at the start of the exam.

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

**Only answer 10 questions**

There are 16 questions, each question carries equal marks. **Use ink**, not pencil, to answer all questions.

**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 provided.

**APM Project Management Qualification – Examination Paper**

|                  |              |
|------------------|--------------|
| Candidate Number |              |
| Exam Date        |              |
| Exam Location    |              |
| Test Code        |              |
| Reference        | Sample Paper |

| Question number | Number of pages | Office use only | Question number | Number of pages | Office use only |
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**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](http://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**

|                |  |            |  |
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| *First name    |  | *Last name |  |
| *Email address |  |            |  |

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

**Please take note of the command verbs in each question.**

| <b>Verb</b>          | <b>Definition</b>   |
|----------------------|---|
| <i>Differentiate</i> | Recognise or determine what makes something different.  |
| <i>Describe</i>      | Give an account, including all the relevant characteristics, qualities and events.  |
| <i>Explain</i>       | Give an account of the purpose(s) or reason(s).   |
| <i>Interpret</i>     | Translate information/data into another form to aid understanding, to demonstrate understanding or to inform a future action. |
| <i>Outline/state</i> | Set out the main points/characteristics.  |

### Question 1

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**Learning Outcome** Understand risk and issue management in the context of project management.

**Question part (a)** **Explain two steps in the risk management process and why each is important**

**Marks** 20 marks (10 marks each)

**Question part (b)** **Explain three key benefits of risk management for projects.**

**Marks** 30 marks (10 marks each)

### Question 2

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**Learning Outcome** Understand how organisations and projects are structured.

**Question part (a)** **Describe two benefits of having an embedded project management office.**

**Marks** 20 marks (10 marks each)

**Question part (b)** **Explain three differences between the following types of organisational structure:**

- Functional
- Matrix

**Ensure you compare both within each of your differences**

**Marks** 30 marks (10 marks each)

### Question 3

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**Learning Outcome** Understand project procurement.

**Question part (a)** **Explain two content sections of a procurement strategy and why these are important**

**Marks** 20 marks (10 marks each)

**Question part (b)** **Explain three steps in the supplier selection process, for a project, and why each is important**

**Marks** 30 marks (10 marks each)

### Question 4

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**Learning Outcome** Understand planning for success.

**Question part (a)** **When developing a project management plan in an iterative lifecycle, explain two things that need to be taken into account to arrive at the deployment baseline and why they are important.**

**Marks** 20 marks (10 marks each)

**Question part (b)** **From the four estimating methods below, explain three different methods and why each is important:**

- Parametric
- Analogous
- Analytical
- Delphi

**Marks** 30 marks (10 marks each)

### Question 5

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**Learning Outcome** Understand communication within project management.

**Question part (a)** **State four sources of conflict within a project.**

**Marks** 20 marks (5 marks each)

**Question part (b)** **Explain three benefits of a communication plan to a project.**

**Marks** 30 marks (10 marks each)

### Question 6

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**Learning Outcome** Understand project life cycles.

**Question part (a)** **Explain two reasons why projects are structured in phases in a linear project life cycle.**

**Marks** 20 marks (10 marks each)

**Question part (b)** **Explain three differences between linear and iterative life cycles. Ensure you compare both within each of your differences.**

**Marks** 30 marks (10 marks each)

### Question 7

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**Learning Outcome** Understand schedule and resource optimisation.

**Question part (a)** **Describe two elements that need to be considered when allocating resources to a schedule in a project following a linear life cycle.**

**Marks** 20 marks (10 marks each)

**Question part (b)** **Explain three key differences between resource smoothing and resource leveling. Ensure you compare both within each of your differences.**

**Marks** 30 marks (10 marks each)

### Question 8

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**Learning Outcome** Understand the situational context of projects.

**Question part (a)** **Explain two key differences between projects and business as usual. Ensure you compare both within each of your differences.**

**Marks** 20 marks (10 marks each)

**Question part (b)** **Provide one explanation for how a project professional can assess a project's context against each of the following, and why this is important:**

- PESTLE
- SWOT
- VUCA

**Marks** 30 marks (10 marks each)

### Question 9

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**Learning Outcome** Understand the principles of leadership and teamwork.

**Question part (a)** Describe two characteristics of an effective team.

**Marks** 20 marks (10 marks each)

**Question part (b)** Explain three reasons why it might be necessary to change leadership styles to ensure effective management during a project.

**Marks** 30 marks (10 marks each)

### Question 10

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**Learning Outcome** Understand how organisations and projects are structured.

**Question part (a)** Select two phases of the project life cycle and explain how the roles of project manager and project sponsor differ during those two phases. Ensure you compare both within each of your chosen phases.

**Marks** 20 marks (10 marks each)

**Question part (b)** Select three of the project roles below and describe their responsibilities during the project:

- Users
- Project team members
- Project steering group
- Product owner

**Marks** 30 marks (10 marks each)

### Question 11

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**Learning Outcome** Understand project scope management.

**Question part (a)** Explain two steps in a configuration management process that help to manage the scope of a project and why each of these steps is important.

**Marks** 20 marks (10 marks each)

**Question part (b)** Explain three steps in a requirements management process that help to establish the scope of a project why each of these steps is important.

**Marks** 30 marks (10 marks each)

### Question 12

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**Learning Outcome** Understand communication within project management.

**Question part (a)** **Explain** how understanding BATNA and ZOPA can help plan and conduct negotiations, and why BATNA and ZOPA are important for negotiations.

**Marks** 20 marks (10 marks each)

**Question part (b)** **Explain three** ways in which conflicts can be addressed and why each way may be appropriate.

**Marks** 30 marks (10 marks each)

### Question 13

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**Learning Outcome** Understand project life cycles.

**Question part (a)** **Outline four** ways in which outputs of knowledge management can inform decision making

**Marks** 20 marks (5 marks each)

**Question part (b)** **Explain three** reasons why a project may close early.

**Marks** 30 marks (10 marks each)

### Question 14

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**Learning Outcome** Understand quality in the context of a project.

**Question part (a)** **Explain two** purposes of quality planning for a project.

**Marks** 20 marks (10 marks each)

**Question part (b)** **Explain three** key differences between quality control and quality assurance when managing a project. Ensure you compare both within each of your differences.

**Marks** 30 marks (10 marks each)

### Question 15

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**Learning Outcome** Understand the situational context of projects.

**Question part (a)** **Outline four** reasons why a programme would be used to deliver strategic change as opposed to using a project.

**Marks** 20 marks (5 marks each)

**Question part (b)** **Explain three** ways in which failure to comply with laws and regulations can impact on project delivery and why it is important to comply with laws and regulations?

**Marks** 30 marks (10 marks each)

**Question 16**

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**Learning Outcome** Understand planning for success.

**Explain** how the following two investment appraisal techniques can be used to assess the validity of a project and why each is important:

- Internal Rate of Return (IRR)
- Net Present Value (NPV)

**Marks** 20 marks (10 marks each)

**Question part (b)** **Explain** the following three steps in an information management process and why each of these is important:

- Collection
- Storage
- Dissemination

**Marks** 30 marks (10 marks each)

**End of Questions**

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Notes

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## Association for Project Management

Ibis House, Regent Park  
Summerleys Road  
Princes Risborough  
Buckinghamshire HP27 9LE

**Tel. (UK)** 0845 458 1944  
**Tel. (Int.)** +44 1844 271 640  
**Email** [qualifications@apm.org.uk](mailto:qualifications@apm.org.uk)  
**Web** [apm.org.uk](http://apm.org.uk)

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