

APMP - The APM Project Management Qualification.

Examination paper

Candidate Number	
Date	Amended 4 th April 2014 Adapted questions 5, 6, 9 and 16 Moved question 16 to penultimate page
Location	
Examination Paper	Sample Paper v1.8

General NotesTime allowed **3 hours**.

You will be provided with your candidate number and examination number, please ensure these are entered on your examination script.

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**
- please complete the information below and secure all papers with the treasury tag provided

Question number	Number of pages	Office use only

Do not open this paper until instructed by the invigilator.

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

Answering APMP questions

Please take note of the key words in each question

List and describe	<p>A list of words or phrases with a clear description of each item listed. A candidate may choose to:</p> <ul style="list-style-type: none">List the number of points needed first and then describe them in separate paragraphs. <p>Or</p> <ul style="list-style-type: none">Use clearly defined sub headings at the start of each description to indicate the words or phrases listed. <p>Each description requires a short paragraph made up of 2 or more sentences.</p>
State	<p>A coherent single sentence that answers the question, as posed.</p>
Explain	<p>An explanation making clear the meaning and relevance of an idea or concept. Each point requires a paragraph made up of 2 or more sentences. It may be appropriate to provide examples or diagrams to clarify the explanation. If there are specific marks for examples or diagrams this will be explicitly stated in the question.</p>

Question 1

Learning Outcomes Understand project life cycles

Warning This question has two parts. Answer both parts.

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

Marks 10 marks

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

Marks 40 marks (10 marks each)

Question 2

Learning Outcomes Understand project scope management

Question List and describe five key activities typically performed as part of an effective configuration management process.

Marks 50 marks (10 marks each)

Question 3

Learning Outcomes Understand planning for success

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).

Marks 10 marks

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

Marks 40 marks (10 marks each)

Question 4

Learning Outcomes Understand project procurement

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

Marks 50 marks (10 marks each)

Question 5

Learning Outcomes Understand schedule and resource management

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.

Marks 20 marks (10 marks each)

Warning Do not repeat resource smoothing and resource levelling cited in part (a)

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

Marks 30 marks (10 marks each)

Question 6

Learning Outcomes Understand how organisations and projects are structured

Warning This question has two parts. Answer both parts.

Question Part (a) List and describe three advantages of a matrix organisation structure when used in a project environment.

Marks 30 marks (10 marks each)

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

Marks 20 marks (10 marks each)

Question 7

Learning Outcomes Understand the principles of leadership and teamwork

Warning This question has two parts. Answer both parts.

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

Marks 10 marks

Question Part (b) List and describe four benefits of adapting leadership styles during a project. Ensure you include at least one beneficiary in each description.

Marks 40 marks (10 marks each)

Question 8

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.

Marks 50 marks (10 marks each)

Question 9

Learning Outcomes Understand planning for success

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

Marks 30 marks (10 marks each)

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

Marks 20 marks (5 marks each)

Question 10

Learning Outcomes Understand governance of project management and the use of structured methodologies

Question Part List and describe five typical contents (eg processes, components, techniques) of a structured project management method.

Marks 50 marks (10 marks each)

Question 11

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.

Marks 50 marks (10 marks each)

Question 12

Learning Outcomes Understand communication within project management

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 Realisation

Marks 50 marks (10 marks each)

Question 13

Learning Outcomes Understand project quality management

Warning This question has two parts. Answer both parts.

Question Part (a) Explain the difference between continual improvement and project quality planning.

Marks 10 marks

Question Part (b) List and describe four aspects of project quality assurance.

Marks 40 marks (10 marks each)

Question 14

Learning Outcomes Understand project scope management

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

Question Part (a) Explain two reasons why the scope of a project may need to be changed.

Marks 20 marks (10 marks each)

Question Part (b) Explain three ways that change control can reduce and manage scope creep on a project.

Marks 30 marks (10 marks each)

Question 15

Learning Outcomes Understand risk management and issue management

Question List and describe five benefits to an organisation of adopting a formal risk management process.

Marks 50 marks (10 marks each)

Please see next page for Question 16

Question 16

Learning Outcomes Understand the principles of leadership and teamwork

Warning This question has two parts. Answer both parts.

Question Part (a) Explain the concept of teamwork.

Marks 10 marks

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/Challenger/Antagonist
- Creator/Innovator/Plant
- Team Builder/Worker
- Completer/Finisher
- Collaborator
- Controller/Inspector/Implementer

Marks 40 marks (10 marks each)

Notes

For candidate use – this area will not be marked.



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