

Introductory Certificate – The APM Project Fundamentals Qualification. Examination paper	
Candidate Number	
Date	
Location	
Examination Paper	Sample Paper v1.4

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.
- 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 – as provided.
- Enter the Test Number and your Candidate Number (which can be found on your examination card) on to your answer sheet, following the example set out below.

Answer Sheet

TEST NUMBER				
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CANDIDATE NUMBER (REGISTRATION NUMBER)					
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6	6	6	6	6	6
7	7	7	7	7	7
8	8	8	8	8	8
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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.

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

- 1. A communication management plan identifies the relevant information that should be communicated to:**
- the project team.
 - the project stakeholders.
 - the project board.
 - the project sponsor.
- 2. Which one of the following statements is true?**
- Independent reviews and quality audits form part of quality assurance to ensure the project manager delivers on time and to budget.
 - Quality assurance provides confidence to stakeholders that requirements for quality will be exceeded.
 - Quality control verifies that the project deliverables conform to specification, are fit for purpose and meet stakeholder expectations.
 - Quality planning enables the project manager to manage the trade-off between customer expectations and budget.
- 3. Project risk management is best described as:**
- managing responses to threats.
 - identifying and acknowledging threats and opportunities.
 - planning responses to threats.
 - minimising threats and maximising opportunities.
- 4. Which one of the following best describes a project issue?**
- A major problem that requires formal escalation.
 - A problem that the project manager has to deal with on a day-to-day basis.
 - An uncertain event that may or may not occur.
 - An opportunity that occurs through change control.
- 5. Scheduling can best be defined as the process used to determine:**
- overall project duration.
 - project cost estimating.
 - the project management plan.
 - sub-contractor's responsibilities.
- 6. Which one of the following statements is true?**
- An increase in project scope is likely to increase project cost.
 - A decrease in the project time is likely to increase project quality.
 - An increase in the project quality requirements is likely to decrease project cost.
 - A decrease in the project cost is likely to decrease project time.
- 7. Which one of the following statements best defines the purpose of a Product Breakdown Structure (PBS)?**
- To define the hierarchy of deliverables that are required to be produced on the project.
 - To define how the products are produced by identifying derivations and dependencies.
 - To establish the extent of work required prior to project commissioning and the handover.
 - To identify the health and safety strategies and procedures to be used on the project.

8. Which one of the following is least likely to be a success criteria?

- a. A target for the project to receive zero change requests.
- b. The date by which the project is to be completed.
- c. Delivery of products that meet required specifications.
- d. The awarding of bonuses to senior management.

9. Which one of the following is a valid project Key Performance Indicator (KPI)?

- a. Staff appraisals.
- b. Management buy in.
- c. Milestone achievement.
- d. Master schedule.

10. Which one of the following statements is true?

- a. The business case is owned by the sponsor and is created during the concept phase of the project life cycle.
- b. The business case is owned by the project manager and is created during the concept phase of the project life cycle.
- c. The business case is owned by the sponsor and is created during definition phase of the project life cycle.
- d. The business case is owned by the project manager and is created during the definition phase of the project life cycle.

11. Who owns the Project Management Plan (PMP)?

- a. The project team.
- b. The chief executive.
- c. The project manager.
- d. The project support office.

12. Which one of the following best describes users?

- a. Providers of both strategic and tactical direction to the project.
- b. Those intended to receive benefits or operate outputs.
- c. Facilitators of an appropriate issue resolution procedure.
- d. Those providing full-time commitment to the project.

13. Which statement best describes a responsibility of the project manager:

- a. to be the sole source of expertise for estimating techniques on cost and time.
- b. to deliver the project objectives to enable benefits to be realised.
- c. to take ultimate accountability for the delivery of the business benefits.
- d. to delegate all accountability for managing time, cost and quality to team leaders.

14. A project is typically defined in terms of scope, time, cost and which other parameter?

- a. Benefits.
- b. Quality.
- c. Tolerance.
- d. Controls.

15. 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 operation refinement.

16. What is defined as “the ability to influence and align others towards a common purpose”?

- a. Teamwork.
- b. Motivation.
- c. Management.
- d. Leadership.

17. Which one is a true statement relating to project communications?

- a. A project sponsor is responsible for all communication methods and media.
- b. Different stakeholders typically have different communication needs.
- c. It is best to have a standard set of project reports used for every project.
- d. Email is the only way to communicate with large numbers of people.

18. In project management, the term 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.

19. The main outcome of risk identification, in a risk management process, is to:

- a. identify and determine the relative importance of the project risks.
- b. identify and describe all risks that might occur on the project.
- c. identify and determine the responses to the project risks.
- d. identify and describe risks that have occurred on previous projects.

20. Which one of the following is not considered in resource management?

- a. Identifying resources.
- b. Influencing resources.
- c. Assigning resources to activities.
- d. Matching resources to the schedule.

21. Which one of the following does project change control primarily seek to ensure?

- a. All variance to the project scope is evaluated.
- b. No reduction in the perceived quality of the project outcome.
- c. Management costs of the project do not increase.
- d. Any decrease in the scoped deliverable of the project is rejected.

22. Which one of the following is captured in the Work Breakdown Structure (WBS)?

- a. The life cycle phases.
- b. The logical order of tasks.
- c. The scope of the project.
- d. Project costs.

23. Project reporting can best be defined as:

- a. informing stakeholders about the project.
- b. storing and archiving of project information.
- c. gathering stakeholder feedback.
- d. collecting project information.

24. Which one of the following statements best defines an estimate?

- a. An approximation of project time and cost targets, refined throughout the project life cycle.
- b. A prediction of a future condition or event based on information or knowledge available now.
- c. The value of useful work done at any given point in a project to give a measure of progress.
- d. A situation that affects or influences the outcome of the project expressed in time or cost terms.

25. The justification for the investment to be made in a project is documented in the:

- a. Cost Breakdown Structure.
- b. procurement strategy.
- c. business case.
- d. Project Management Plan.

26. Which one of the following is a responsibility of the project steering group/board?

- a. To identify potential problems for the project team to solve.
- b. To provide strategic direction and guidance to the sponsor.
- c. To manage the project team in all daily activities.
- d. To receive and consider daily reports from team members.

27. One of the reasons a project life cycle is split into phases is to:

- a. facilitate formal go/no-go decision making during the project.
- b. balance the costs of work in each phase of project development.
- c. mirror the major deployments of resources throughout the project.
- d. chunk work into time periods of similar durations.

28. Which of the following best describes a project environment?

- a. The type of organisation concerned with implementation.
- b. The structured method used to control the project.
- c. The context within which a project is undertaken.
- d. An understanding of the risks involved in the project.

29. Which one of the following statements best describes a project?

- a. A project is a set of tools and techniques often used when delivering organisational change.
- b. A project is the sum of activities needed to remove uncertainty from a unique piece of work.
- c. A unique transient endeavour undertaken to achieve a desired outcome.
- d. A project is a method of planning work.

30. The document that identifies what information needs to be shared, to whom, why, when and how is called the:

- a. communication management plan.
- b. stakeholder mapping grid.
- c. document distribution schedule.
- d. responsibility assignment matrix.

31. An important aim of a post-project review is to:

- a. validate overall progress to date against the budget and schedule.
- b. capture learning and document it for future usage.
- c. ensure acceptance of all permanent documentation, signed by the sponsor.
- d. establish that project benefits have been identified.

32. The process that evaluates overall project performance to provide confidence is called:

- a. quality assurance.
- b. quality planning.
- c. quality control.
- d. quality audit.

33. Which one of the following statements about the project risk register is false?

- a. It facilitates the review and monitoring of risks.
- b. It facilitates the risk appetite.
- c. It facilitates the recording of risk responses.
- d. It facilitates the recording of risks.

34. Which one of the following statements best defines procurement?

- a. A technique to establish the best approach for obtaining the resources for the project.
- b. A group of interrelated resources and activities that transform inputs into outputs.
- c. The description of the purpose, form and components to support delivery of a product.
- d. The process by which products and services required for the project are acquired.

35. Once a change has been requested what is the next step in the change control process?

- a. Evaluate the change.
- b. Advise the sponsor.
- c. Update the change log.
- d. Update the project plan.

36. A Responsibility Assignment Matrix (RAM) can be used to:

- a. define the terms of reference of the project manager.
- b. define the limits of the project sponsor's responsibilities.
- c. allocate risk management response activities to project personnel.
- d. allocate work packages to those responsible for project work.

37. An Organisational Breakdown Structure (OBS) is used to identify:

- a. the reporting structure and current availability of all individuals in the project.
- b. technical ability and line of communication for all individuals in the project.
- c. lines of communication and responsibility for all the individual managers in the project.
- d. the reporting structure and lines of communication for all individuals in the projects.

38. Which one of the following best describes project success criteria?

- a. Actively seeking some senior management support.
- b. Measures by which the success of the project is judged.
- c. Achievement of milestones.
- d. A motivated project team.

39. Comparative estimating uses:

- a. current data from similar projects.
- b. historic data from all projects.
- c. historic data from similar projects.
- d. current data from all projects.

40. Which one of the following best describes a project stakeholder?

- a. A party who is concerned about the project going ahead.
- b. A party with an interest or role in the project or is impacted by the project.
- c. A party who has a vested interest in the outcome of the project.
- d. A party who has a financial stake in the organisation managing the project.

41. The main purpose of the Project Management Plan is to:

- a. provide justification for undertaking the project in terms of evaluating the benefit, cost and risk of alternative options.
- b. ensure the project sponsor has tight control of the project manager's activity.
- c. document the outcomes of the planning process and provide the reference document for managing the project.
- d. document the outcome of the risk, change and configuration management processes.

42. Who has ultimate responsibility for project risk?

- a. Steering group.
- b. Risk owner.
- c. Project sponsor.
- d. Project manager.

43. When a project has completed the handover and closure phase:

- a. the project deliverables are ready for commissioning.
- b. the project deliverables are ready for handing over to the users.
- c. the project documentation must be disposed of.
- d. the capability is now in place for the benefits to be realised.

44. Which one of the following illustrates why effective project management is beneficial to an organisation?

- a. It utilises resources as and when required under direction of a project manager.
- b. It advocates employing a consultancy firm which specialises in managing change.
- c. It recommends using only highly skilled people in the project team.
- d. It ensures that the chief executive is accountable for the achievement of the defined benefits.

45. A key aspect of managing a project involves:

- a. defining which operational systems to put in place.
- b. identifying routine tasks.
- c. ensuring ongoing operations are maintained.
- d. planning to achieve defined objectives.

46. Which one of the following statements best defines teamwork?

- a. People working collaboratively towards a common goal.
- b. Developing skills that will enhance project performance.
- c. Gathering the right people together to work on a project.
- d. Establishing vision and direction towards a common purpose.

47. A review undertaken to decide whether a project should proceed into its next phase is known as a:

- a. gate review.
- b. feasibility study.
- c. milestone review.
- d. evaluation review.

48. Which one of the following statements best describes the use of an issue log?

- a. A summary of all possible alternative resolutions of an issue.
- b. A summary of all the project issues, their analysis and status.
- c. A tool to ensure that a process is in place for capturing all issues.
- d. A tool to ensure that the issue management process is adhered to.

49. The main aim of a project risk management process should be to:

- a. identify project risks and then manage them appropriately.
- b. identify all project risks and transfer them immediately.
- c. identify all the things that are threats or opportunities on a project.
- d. satisfy the organisation's project management process.

50. What is a visual representation of a project's planned activities against a calendar called?

- a. A Gantt chart.
- b. A critical path network.
- c. A product flow diagram.
- d. A Pareto chart.

51. Configuration management is best described as:

- a. control in the implementation of changes to project schedules.
- b. an organisation to review proposed changes to the project deliverables.
- c. quality control of project deliverables and documentation.
- d. creation, maintenance and controlled change of the project deliverables.

52. A Cost Breakdown Structure (CBS) shows costs assigned to:

- a. individual work packages using the Work Breakdown Structure (WBS).
- b. individual resources using the Work Breakdown Structure (WBS).
- c. individual resources using the Responsibility Assignment Matrix (RAM).
- d. individual deliverables using the Responsibility Assignment Matrix (RAM)

53. The accuracy of an estimate should:

- a. decrease as a project progresses through its life cycle.
- b. increase as a project progresses through its life cycle.
- c. stay constant throughout the project life cycle.
- d. vary independently of where the project is in its life cycle.

54. Which one of the following best defines a benefit?

- a. A positive result of stakeholder management.
- b. The successful management of a project.
- c. An improvement resulting from project deliverables.
- d. The successful delivery of project reports and updates.

55. Which one of the following is true for the Project Management Plan (PMP)?

- a. The Project Management Plan is developed by the project manager and team and owned by the sponsor.
- b. A draft of the Project Management Plan is developed by the sponsor at the same time as the business case.
- c. The Project Management Plan is developed by the sponsor and owned by the project manager.
- d. The Project Management Plan is developed by the project manager and team and owned by the project manager.

56. Who are project team members primarily accountable to?

- a. External stakeholders.
- b. The end users.
- c. The finance director.
- d. The project manager.

57. The phases of a project life cycle are:

- a. starting, planning, control and closing.
- b. concept, definition, development, handover and closure.
- c. initiation, definition, planning, monitoring and operations.
- d. concept, definition, implementation and operations.

58. A portfolio can best be defined as:

- a. a group of projects and programmes carried out within an organisation.
- b. a group of programmes carried out under the sponsorship of an organisation.
- c. a group of projects carried out under the sponsorship of an organisation.
- d. a range of products and services offered by an organisation.

59. Which one of the following best describes project management?

- a. Using APM's *Body of Knowledge 6th edition* as a guide to all projects.
- b. Employing a project manager who has undertaken similar projects.
- c. Utilising team members who can work on a project full time.
- d. Application of processes and methods throughout the project life cycle.

60. 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.

Candidate notes

For candidate use – this page will not be marked.

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Association for Project Management

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

Telephone: 0845 458 1944
Facsimile: 0845 458 8807
Email: qualifications@apm.org
Web: apm.org.uk

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BoK 6 Sample Paper
Introductory Certificate - The APM Project Fundamentals Qualification
Answer Key

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