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IPMA Level C
Examination Sample Paper

Project Management

General Notes

Time allowed **2 hours**

You <u>must</u> also enter your candidate number and test code on your examination script.

Answer all 12 questions

There are 12 questions, each question carries five 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

Candidate Number	
Exam Date	
Exam Location	
Test Code	
Reference	CS Sample Paper v1.0

Question number	Number of pages	Office use only	Question number	Number of pages	Office use only
			Overall score %		

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 <u>not</u> 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 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:

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UNREGISTERED CANDIDATES MUST ALSO COMPLETE THIS SECTION

*First name		*Last name	
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All are mandatory fields in order to process your examination script and issue your results
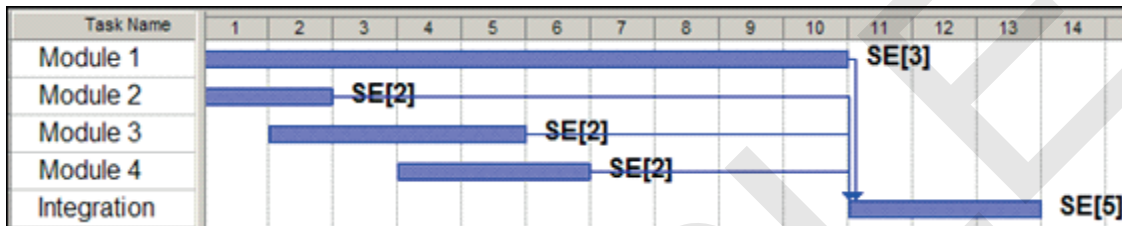
Question 1

To support a culture of continuous improvement, a project manager has been requested to identify best practice for the company's project risk management (PRM) process by benchmarking with the PRM process employed by a sister company.

Illustrate how this benchmarking activity can improve the project management competence within the organisation.

Question 2

The resources for a satellite assembly project have been planned using the chart shown below. The upper timescale is in weeks.

All the work will be carried out by satellite engineers (SEs) as shown against the five tasks. For example, Module 1 requires three SEs for the entire duration of the task (10 weeks). The company has a permanent staff team of <u>five</u> SEs allocated to the project.

Analyse the resource schedule and isolate any weeks where a resourcing issue is likely to arise. Suggest tactics which could mitigate any resourcing difficulties.

Question 3

A project is well underway to deploy a system using established technology. The company strategy now indicates that this project will now deploy a new technology in response to market desires.

Analyse how the project manager could successfully implement this project technology change.

Question 4

A project manager is responsible for the roll out of a complex IT installation project. The project is scheduled to last for two years and will utilise several teams of IT experts at different points in the project. The project manager is aware that the project's organisation structure should continually align to the organisation's strategy. The project manager has chosen to take a reactive approach to these changes.

Discuss whether the decision to take a reactive approach is one which the project manager should take.

Question 5

A company uses many different types of plastics in a variety of products which cannot be easily recycled at 'end-of-life'. The company's new mission is to eliminate all plastic from its products. A project manager within the company has discovered a way of producing a new product which contains just one plastic element. This plastic can be easily removed from the product at end-of-life. Use of this technique and plastic will eliminate the use of a heavy and costly metal case which adds both weight and cost to the product.

In the light of this discovery, discuss how the project manager could influence the company's strategy.

Question 6

A graduate trainee has joined a major project and is rotating between different functional teams in order to understand all the various demands of project management. The project is currently in the concept design and planning stage.

At this point, the trainee is attached to the project finance team who are primarily focused on preparing estimates for all possible costs that will be incurred by the project. The trainee has some general financial knowledge but no actual project experience.

Explain to the trainee, the differences between direct and indirect costs on a project, and the difference between a 'top-down' and a 'bottom-up' approach to budgeting.

Question 7

A project has been set up to improve an organisation's operational productivity. The key stakeholders in this project include operations, finance and human resources. The internal IT department will deliver the systems solution.

Illustrate how a project manager could structure the project to represent the interests of the stakeholders.

Question 8

Project A and Project B are part of a programme to implement new ways of working in an organisation. The programme manager has identified that Project B cannot commence until Project A has defined its requirements and completed its high-level design.

Illustrate how the project manager of Project A engages with the programme manager to ensure that the project's outputs meet the programme's requirements.

Question 9

A project is underway to increase a company's sales by 5% and become the market leader in the sector. There has been a change in the market conditions over the last three months since the project was commissioned, meaning that organisational success will now be measured by an increase in sales of 7%.

Illustrate how the project manager should align the project to the organisations critical success factors.

Question 10

A project is currently being implemented, however allocation of resources to the project has been problematic. The project manager has now been allocated the correct headcount, however, 3 of the 6 new team members are inexperienced.

Illustrate ways in which a project manager could address skills shortages within allocated members of a project team.

Question 11

A project has been set up to deliver a new office building for a client and the project manager will need to monitor and report on the environmental impact of the project (both positive and negative) to the client.

Illustrate how the project manager identifies social and environmental consequences of the project to ensure compliance with sustainability principles.

Question 12

The first execution phase of the project is underway. The project manager has identified that further funding is required. Before this extra funding is approved, the organisation's finance department has asked the project manager to demonstrate that the project's finances are under control.

Illustrate how the project manager should use appropriate financial management and reporting to demonstrate that the project's finances are under control.

End of questions

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