APMG International

IPMA Level D Examination Paper

Short Written Answer Examination

2 Hours Paper

Instructions

1. There are 14 questions, each question carries 5 marks. You must answer 12 out of 14 questions.
2. All answers are to be marked on the answer grid provided.
3. Please use a pencil and NOT ink to mark your answers in the Answer sheet provided.
4. You must score at least one mark in each of the 12 questions attempted.
5. You have 120 minutes for this paper.
6. You must score 60% or more to pass.

Candidate Number: ....…

1   Explain the steps a project manager could take to resolve a conflict of personality between two team members.

2   Explain why it is important to review the project's deliverables to ensure they meet the requirements of the quality management plan

3   Discuss why a project manager should analyse the informal culture and values of an organisation, giving examples where appropriate.

4 Explain how team progress meetings can help a project manager to make, enforce and review decisions.

5 Describe two areas to consider when developing and maintaining a stakeholder strategy and communication plan.

6 Explain how a project's communication plan can help align the project to an organisation's reporting structure

7 Explain why it's important to review the organisation of the project regularly during the project lifecycle.

8 Describe an approach that a project manager might adopt to recognise errors and mistakes and facilitate learning.

9 Explain how using a work breakdown structure will help the project manager to establish the activities needed to deliver the project.

10 Describe how the project manager could use a personal development review with a team member to assess the impact of their personal interests and ambitions on a project.

11 Describe how the project schedule can help the project manager to allocate and distribute project resources

12 Explain how understanding a team member's motivation might help the project manager to encourage collaborative working for the benefit of the project

13 Explain why its beneficial to use a brainstorming session to find a creative solution to a problem

14 Discuss the sources of the cost and financial information required in order for a project manager to identify and correct deviations from the project spending plan