

CERTIFIED PROJECT MANAGEMENT ASSOCIATE IPMA LEVEL D®

SAMPLE QUESTIONS MULTIPLE CHOICE QUESTIONS

Important information	<p>Please write your name on the title page.</p> <p>Please use the page numbers displayed at the bottom of each page to check whether you have received the exam paper in full.</p> <p>Place a cross as <u>clearly</u> and <u>precisely as possible</u> for each answer. Answer all questions. No deductions will be made for incorrect answers.</p>	
Resources	<p>You may use all forms of printed documents as well as personal notes.</p> <p><u>Not permitted</u> are items of equipment that facilitate communications beyond the examination room.</p>	
Exam duration	The specified time is a broad guideline.	75 minutes
Valuation	The examination has a total of 60 questions. 1 point for each correct answer	60 points

Date	First name	Surname	No. of points achieved

Question No.	1	ID	1	Competence indicator	4.4.10.1
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How do you ensure that the success of the project can be judged once the project has been completed?

A	<input checked="" type="checkbox"/>	clearly defined project order with quantifiable project goals
B	<input type="checkbox"/>	oral agreement with the client
C	<input type="checkbox"/>	project planning and project budget
D	<input type="checkbox"/>	project goals drawn up at the kick-off meeting with the team

Question No.	2	ID	2	Competence indicator	4.4.5.1
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Which management style best matches the statement: "Proactively supports project staff with words and deeds"?

A	<input type="checkbox"/>	authoritarian management style
B	<input checked="" type="checkbox"/>	cooperative management style
C	<input type="checkbox"/>	club management style
D	<input type="checkbox"/>	laissez-faire management style

Question No.	3	ID	3	Competence indicator	4.4.7.2
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You notice at project meetings that team members repeatedly issue threats of violence when they do not agree with something. To which escalation level do you attribute this behaviour?

A	<input type="checkbox"/>	is not a conflict
B	<input type="checkbox"/>	beginning of the escalation
C	<input checked="" type="checkbox"/>	intensification of the escalation
D	<input type="checkbox"/>	final stage of the escalation

Question No.	4	ID	4	Competence indicator	4.4.6.1
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You are putting the project team together. Which characteristic of the future team members is the most important to you?

A	<input type="checkbox"/>	team-player
B	<input checked="" type="checkbox"/>	professional skills
C	<input type="checkbox"/>	good communicator
D	<input type="checkbox"/>	flexibility

Question No.	5	ID	5	Competence indicator	4.3.1.4
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Which success factor makes the largest contribution to the success of the project?

A	<input checked="" type="checkbox"/>	good communications
B	<input type="checkbox"/>	effective project controlling
C	<input type="checkbox"/>	high project team motivation
D	<input type="checkbox"/>	extensive know-how of the project manager about the delivery objects that are to be created

Question No.	6	ID	6	Competence indicator	4.3.4.2
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Which interest can be attributed to a stakeholder outside the company?

A	<input checked="" type="checkbox"/>	Competent and prompt customer support
B	<input type="checkbox"/>	monthly information on project progress
C	<input type="checkbox"/>	simple handling of the website of the project
D	<input type="checkbox"/>	reduction of ongoing operating costs at the supplier

Question No.	7	ID	7	Competence indicator	4.3.3.1
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Which measure helps to avoid court cases, in the sense of conflict de-escalation?

A	<input checked="" type="checkbox"/>	mediation
B	<input type="checkbox"/>	regulations concerning an internal or external legal appraisal
C	<input type="checkbox"/>	laws and regulations
D	<input type="checkbox"/>	conducting courses on contract law

Question No.	8	ID	8	Competence indicator	4.3.2.1
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The "Management by Projects" concept cannot be introduced at the push of a button in an organisation. Which measure helps to realise the introduction of "Management by Projects" as quickly as possible?

A	<input checked="" type="checkbox"/>	project management manual
B	<input type="checkbox"/>	bonuses for successful projects
C	<input type="checkbox"/>	line manager with a project management certification
D	<input type="checkbox"/>	project management tools and software

Question No.	9	ID	9	Competence indicator	4.3.1.4
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Factors that have a decisive impact on the success or failure of a project are known as success factors. Which is a universally valid success factor?

A	<input checked="" type="checkbox"/>	a concrete project order
B	<input type="checkbox"/>	a well thought-out concept for a workshop
C	<input type="checkbox"/>	the avoidance of mistakes
D	<input type="checkbox"/>	conducting a cost-benefit analysis

Question No.	10	ID	10	Competence indicator	4.3.2.1
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Which is a typical characteristic of a programme?

A	<input checked="" type="checkbox"/>	It comprises specific projects that are interlinked.
B	<input type="checkbox"/>	It is an overview of all ongoing projects.
C	<input type="checkbox"/>	It makes it possible to assess the planned projects at periodic intervals.
D	<input type="checkbox"/>	It is an effective tool to answer the question of effectiveness.

Question No.	11	ID	11	Competence indicator	4.3.3.6
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What is a benchmark?

A	<input checked="" type="checkbox"/>	a standard of comparison
B	<input type="checkbox"/>	a service that is available on the market
C	<input type="checkbox"/>	a detailed description of the execution of a task
D	<input type="checkbox"/>	a description of the expectations of the client

Question No.	12	ID	12	Competence indicator	4.3.4.1
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Which is a proven method for the appropriate consideration of stakeholders and their interests?

A	<input type="checkbox"/>	drawing up a risk matrix
B	<input type="checkbox"/>	defining project goals
C	<input checked="" type="checkbox"/>	conducting a stakeholder analysis
D	<input type="checkbox"/>	drawing up a feasibility study

Question No.	13	ID	13	Competence indicator	4.4.5.5
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There are a variety of arguments that speak for "delegation", in particular in the field of project management. Which argument applies?

A	<input type="checkbox"/>	find common understanding of problems and tasks
B	<input checked="" type="checkbox"/>	reducing the workload of the project manager
C	<input type="checkbox"/>	discussing various approaches
D	<input type="checkbox"/>	reducing objectives to a single definition

Question No.	14	ID	14	Competence indicator	4.3.6.1
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When a group of people work together, then on the one hand this has a material or factual level, and on the other a relationship level. Which activity takes place mainly at the relationship level?

A	<input type="checkbox"/>	discussion of analysis results
B	<input type="checkbox"/>	definition of project goals
C	<input checked="" type="checkbox"/>	establishment of standards and values
D	<input type="checkbox"/>	agreement of meetings

Question No.	15	ID	15	Competence indicator	4.4.7.2
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Which is a typical conflict cause in an organisational conflict?

A	<input checked="" type="checkbox"/>	unclear processes or orders
B	<input type="checkbox"/>	different motivation to reach the objectives
C	<input type="checkbox"/>	different roles in different situations
D	<input type="checkbox"/>	project staff are over or under challenged

Question No.	16	ID	16	Competence indicator	4.4.10.5
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A project manager strives to work as effectively as possible. What does "effectiveness" mean? Effectiveness ...

A	<input checked="" type="checkbox"/>	... describes the relationship between the achieved and the defined objective.
B	<input type="checkbox"/>	... means doing things right.
C	<input type="checkbox"/>	... is a parameter for cost-effectiveness.
D	<input type="checkbox"/>	... is primarily understood as efficiency.

Question No.	17	ID	17	Competence indicator	4.5.11.5
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What possibility do you have to reduce the risk potential?

A	<input type="checkbox"/>	identification of risks and opportunities by means of SWOT analysis
B	<input type="checkbox"/>	visualisation of risk classes
C	<input checked="" type="checkbox"/>	measure to reduce the likelihood of its occurrence
D	<input type="checkbox"/>	promotion of existing strengths and utilisation of opportunities

Question No.	18	ID	18	Competence indicator	4.5.3.2
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Estimation of the effort in projects is a difficult task. Which method can be used for this purpose?

A	<input type="checkbox"/>	top-down method
B	<input type="checkbox"/>	feasibility analysis
C	<input type="checkbox"/>	cost-benefit analysis
D	<input checked="" type="checkbox"/>	analogy method

Question No.	19	ID	19	Competence indicator	4.5.12.1
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Why is it important to maintain the relationships between the affected parties and the project team? This relationship is ...

A	<input checked="" type="checkbox"/>	... crucial for success or failure during the introductory phase.
B	<input type="checkbox"/>	... is of importance for controlling in the project.
C	<input type="checkbox"/>	... important for dealing with crises within the project team.
D	<input type="checkbox"/>	... relevant to the development of an appropriate infrastructure.

Question No.	20	ID	20	Competence indicator	4.5.6.1
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Which is an important precondition for quality assurance within the project?

A	<input type="checkbox"/>	detailed project plan with dependencies
B	<input checked="" type="checkbox"/>	precise definition of the project requirements
C	<input type="checkbox"/>	allocated resources for the quality testing
D	<input type="checkbox"/>	defined project management standards

Question No.	21	ID	21	Competence indicator	4.5.3.3
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The scope of work and the objects to be delivered describe the content of a project. What does a work package contain?

A	<input type="checkbox"/>	collection of requirements
B	<input checked="" type="checkbox"/>	description of the work that is to be performed
C	<input type="checkbox"/>	analysis of the stakeholders
D	<input type="checkbox"/>	risks of a project

Question No.	22	ID	22	Competence indicator	4.4.3.3
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The client stops the project because milestones have frequently not been adhered to, and he no longer has faith in the team. Which communication channel should the project manager use to inform the team?

A	<input type="checkbox"/>	by e-mail
B	<input type="checkbox"/>	via social media
C	<input checked="" type="checkbox"/>	in an immediately convened team meeting
D	<input type="checkbox"/>	at the next planned team event