

CERTIFIED PROJECT MANAGEMENT ASSOCIATE IPMA LEVEL D®

SAMPLE QUESTIONS OPEN 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>	
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.	105 minutes
Valuation	<p>The examination has a total of 30 questions.</p> <p>A maximum of 3 points are possible for each answer.</p>	90 points

Date	First name	Surname	No. of points achieved

Question No.	1	ID	1	Competence indicator	4.4.7.3
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QUESTION

Two teams from two different departments in your organisation continually blame each other during project meetings: that the solutions proposed by the respective other team are wrong, and that the other team anyway does not have the necessary authority to have a say in solving the problem. You have decided to solve this organisational conflict. Which procedural steps do you consider when it comes to discussing the dispute? Name three procedural steps that might be considered in this situation.

PROPOSED SOLUTION

1	Conflict diagnosis
2	Opening the discussion
3	Limited confrontation
4	Evaluation
5	Possible solutions
6	Monitoring the implementation

Question No.	2	ID	2	Competence indicator	4.4.6.4
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QUESTION

The work packages are described and you now want to delegate these to the project staff. You apply the management model "Management by delegation". Which phases and activities are important for a successful delegation discussion? List three phases of the discussion, and identify two specific activities in each phase.

PROPOSED SOLUTION

1	Discussion introduction	<ul style="list-style-type: none"> a) Building up a positive discussion atmosphere b) Expressing appreciation c) Highlighting the reason for the discussion
2	Conducting the discussion	<ul style="list-style-type: none"> a) Presenting the task to be delegated b) Explaining the content of the task c) Clarifying the authority of the project staff d) Drawing attention to possible problems and risks e) Answering the questions of the project staff f) Agreeing delivery date for the work result
3	Ending the discussion	<ul style="list-style-type: none"> a) Ensuring support b) Agreeing a date for the status meeting c) Summarising the results of the discussion

Question No.	3	ID	3	Competence indicator	4.3.3.3
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QUESTION

It is reported to you that a buyer from your team has been accepting gifts from suppliers, even though this is prohibited by the governance rules of your organisation. You use this as an opportunity to raise the awareness of your team about the relevant issues. List three ethical principles that you demand of your team in your role as the project manager.

ANSWER

1	treating each other with respect
2	mutual trust
3	showing understanding and solidarity for each other
4	adhering to governance rules
5	living the company credo
6	correct moral behaviour
7	loyal behaviour regarding decisions taken

Question No.	4	ID	4	Competence indicator	4.3.5.1
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QUESTION

In village X, powerful thunderstorms regularly cause the village stream to burst its banks, destroying fields and flooding the village. You are the project manager for the construction of the flood relief tunnel. Identify three stakeholders together with their interests, and in each case, derive a necessary activity.

ANSWER

	Stakeholder	Interest	Activity
1	Village residents	Rapid construction of the flood relief tunnel	Provision of information and involvement
2	Municipality	The lowest possible level of investment	Reporting on the project progress and finances
3	Environmental protection organisations	Having a say and taking part in the decision-making	Involvement in the project organisation
4	Construction company	Securing the contract, realising a profit and receiving payment	Agreeing payment deadlines

Question No.	5	ID	5	Competence indicator	4.3.4.1
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QUESTION

It is beneficial to have knowledge of the stakeholders and their interests at the beginning of the project. Which four steps encompass the stakeholder management?

ANSWER

1	Identify the stakeholders
2	Analyse the stakeholders
3	Evaluate the stakeholders
4	Influence/manage the stakeholders

Question No.	6	ID	6	Competence indicator	4.4.9.3
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QUESTION

Projects often also involve conducting negotiations. For this reason, it is conceivable and necessary to conduct negotiations with various partners. Name three potential partners with whom a project manager usually must conduct negotiations.

ANSWER

1	Stakeholders
2	Client or project customer
3	Suppliers
4	Public authorities

Question No.	7	ID	7	Competence indicator	4.5.3.2
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QUESTION

A project structure plan (PSP) also known as work breakdown structure (WBS) can be structured according to various criteria. Name two structuring types, and describe each of these in one or two sentences.

ANSWER

	Structure type	Description
1	object-oriented	The product that is to be realised is the focus of attention. The project object is broken down into its individual components, modules or individual parts.
2	phase/process-oriented	Attention focuses on the phases of the project process. The sub-tasks or work packages are assigned to the respective level.
3	function-oriented	The project is structured in accordance with company functions, for example into the sub-projects 'procurement', 'manufacturing' and 'distribution'. Attention focuses on the nature of the activity that is to be performed.

Question No.	8	ID	8	Competence indicator	4.5.3.3
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QUESTION

List three objectives that the project manager wishes to achieve by forming work packages.

ANSWER

1	the task that is to be completed is defined
2	the effort as well as the start and finishing dates are known
3	resources and responsibilities are allocated
4	controls for the provision of services and adherence to deadlines are agreed

Question No.	9	ID	9	Competence indicator	4.5.7.3
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QUESTION

Your company has agreed a delivery contract with a customer. You are aware that the customer has a solvency problem. What action do you take? In addition to this measure, name two activities with which you can specifically implement this measure.

ANSWER

Measure	Activity for specific implementation
Hedge (secure) the insolvency risk	Delivery to the customer only following payment in advance
	Arrange a bank guarantee to secure the payment obligation
	Instruct the house bank to open a letter of credit
	Apply for an export risk guarantee

Question No.	10	ID	10	Competence indicator	4.5.8.2
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QUESTION

You have received the order to execute a project. You have analysed this, and now are putting your project team together. Show four steps that are necessary to secure the right project personnel.

ANSWER

1	Create a resource plan
2	determine the required personnel resources
3	define the required quantity and quality of the resources
4	recruit the necessary personnel