



APMP – Exam paper	
Candidate Reference Number	
Date of Exam	
Location of the Exam	
Exam Paper	Sample Paper - SPKKAPMP0413v1.0

General Notes

Time allowed **3 hours**

Answer 10 questions

There are 16 questions, each question carries equal 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 information below before inserting this booklet and your answers into the envelope provided

Question number	Number of pages	Office use only

Do not open this paper until instructed by the invigilator.

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

Answering APMP questions**Please take note of the key words in each question**

- List: A simple list of terms or phrases with no description or explanation of what each term or phrase is or means.
Candidates are not required to give a structured sentence.
- State: A coherent single sentence that summarises, for each point, what something is or means.
- Describe: A clear description of what is understood by a term or phrase.
Each point requires a short paragraph made up of more than one sentence.
- Explain: An explanation making clear the meaning and relevance of an idea or concept.
Each point requires a paragraph made up of two or more sentences.
It may be appropriate to provide examples or use diagrams to clarify your explanation. If there are specific marks for examples or diagrams this will be explicitly stated in the question.
- List and Describe: Where a single question asks for a candidate to List and then Describe candidates should either:
- List the number of points needed first and then describe them in separate paragraphs,
 - or
 - Use clearly defined sub-headings in the text to indicate the points listed.

Question 1

Topic Resource Management

Warning This question has two parts, answer both parts

Question part (a) Explain the following approaches to resource scheduling:

- Resource smoothing
- Resource levelling

Ensure that your answer distinguishes between the two approaches.

20 marks (10 marks each)

Question part (b) Explain three approaches/tactics which a Project Manager might consider when optimising the resource allocation for a project. (Identify in your answer any assumptions/implications made).

30 marks (10 marks each)

Question 2

Topic Conflict Management

Question List and describe a source of conflict arising within each of the following parts of the project life cycle:

- Concept
- Definition
- Implementation
- Handover
- Closeout

50 marks (10 marks each)

Question 3

Topic Governance of Project Management

Warning This question has two parts, answer both parts

Question part (a) Explain the overall aim of project governance.

10 marks

Question part (b) Explain what each of the following four components of project governance seek to ensure:

- Portfolio direction
- Project sponsorship
- Project management effectiveness and efficiency
- Disclosure and reporting

40 marks (10 marks each)

Question 4

Topic Project Quality Management

Warning This question has two parts, answer both parts

Question part (a) Explain the difference between continuous improvement and project quality planning.

10 marks

Question part (b) List and describe four aspects of project quality assurance.

40 marks (10 marks each)

Question 5

Topic Business Case

Warning This question has three parts. Answer all parts

Question part (a) Explain the principal purpose of a project business case.

10 marks

Question part (b) State which roles have responsibility for:

- Authorship
- Ownership

10 marks (5 marks each)

Question part (c) List and describe three investment appraisal techniques.

30 marks (10 marks each)

Question 6

Topic Project Management

Question List five characteristics of projects and describe how each is different from business-as-usual activities.

50 marks (10 marks each)

Question 7

Topic Portfolio Management

Warning This question has two parts, answer both parts

Question part (a) Explain three key activities of portfolio management.

30 marks (10 marks each)

Question part (b) Explain two ways that Project Managers contribute to portfolio management activities.

20 marks (10 marks each)

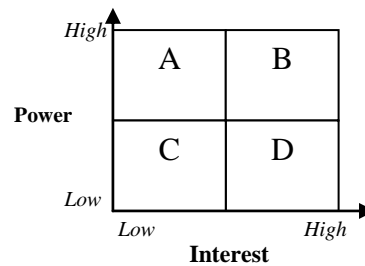
Question 8

Topic Stakeholder Management

Warning This question has two parts, answer both parts

Question part (a) Where stakeholder management is carried out using the grid below, state the meaning of each of the axes:

- **Power**
- **Interest**



10 marks (5 marks each)

Question part (b) With each of the four quadrants of the matrix labelled A, B, C and D, explain:

- the potential implications of the stakeholder actions on the project.
- the Project Manager's approach to managing the stakeholder.

40 marks (10 marks each)

Question 9

Topic Handover and Closeout

Warning This question has two parts, answer both parts

Question part (a) Explain what is meant by the term project "closeout".

10 marks

Question part (b) Explain, making four points, why it is important to conduct effective project closeout.

40 marks (10 marks each)

Question 10

Topic Budgeting and Cost Management

Warning This question has two parts, answer both parts

Question part (a) Within the project context, state the meaning of each of the following:

- **Committed costs**
- **Accrued costs**

10 marks (5 marks each)

Question part (b) List and describe four reasons why it is important that the Project Manager understands committed costs on a project.

40 marks (10 marks each)

Question 11

Topic Project Management Plan

Warning This question has two parts, answer both parts

Question Statement The project management plan (PMP) consists of both strategic (policies and frameworks) and tactical (processes and plans) elements.

Question part (a) **List and describe four processes/plans which are included within the PMP.**
40 marks (10 marks each)

Question part (b) **Explain what is meant by a ‘baselined project management plan’ and how it is used.**
10 marks

Question 12

Topic Methods and Procedures

Question **Explain five advantages to an organisation of adopting a structured method for project management.**
50 marks (10 marks each)

Question 13

Topic Configuration Management

Question **List and describe five elements that would be performed as part of an effective configuration management process.**
50 marks (10 marks each)

Question 14

Topic Programme Management

Question **Explain five distinct benefits to be gained from managing groups of projects as a programme, rather than as individual, unconnected projects. Ensure that for each benefit you identify at least one beneficiary/recipient.**
50 marks (10 marks each)

Question 15

Topic Communications

Question **Explain five distinct aspects which the Project Manager should consider when preparing a project communications plan.**
50 marks (10 marks each)

Question 16

Topic Earned Value Management

Warning This question has three parts. Answer all parts

The table below lists the cumulative values of Project 2079X, a 12 month project, with values to the end of month 8.

Questions From the table provided below, answer the following questions;

Question part (a) What is the Budget at Completion (BAC) and Earned Value at the end of Month 8.
10 marks (5 marks each)

Question part (b) What is the Cost Performance Index (CPI) and Schedule Performance Index (SPI) at the end of Month 8.
20 marks (10 marks each)

Question part (c) Looking at the project as a whole, describe the progress of the project thus far in terms of predicted schedule and cost implications. For each of these predicted implications (schedule and cost) provide a statement describing what might have caused it.
20 marks (10 marks each)

Note There are no marks directly assigned to completing the table, but you may find this helpful. There are no marks directly assigned to drawing a graph, but you may find this helpful. Correct answers will achieve full marks regardless of whether workings are shown. Incorrect answers, where correct workings are shown, will achieve up to 50% of available marks.

Tabulated Summary for Project 2079X

Month	PC	AC	%Comp	EV	CPI	SPI
1	50	50	10%			
2	150	80	20%			
3	260	200	30%			
4	370	300	45%			
5	490	420	55%			
6	590	510	65%			
7	700	635	75%			
8	800	780	80%			
9	870					
10	930					
11	980					
12	1000					
BAC						

Notes:

PC Planned Cost: What you had planned to spend at a point in the project.

AC Actual Costs: What you had actually spent at a point in the project.

%Comp Percentage Complete: What percentage of the total project is complete at a point in the project (based on BAC).

BAC Budget at Completion: What the total planned cost of the project.

EV The Earned Value is calculated based upon the amount of the BAC that has been achieved at the end of each month.

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