

## CERTIFIED PROJECT MANAGEMENT ASSOCIATE IPMA LEVEL D®

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### WRITTEN EXAMINATION OPEN QUESTION

### SAMPLE EXAMINATION WITH ANSWERS

#### Important information

Please write your name on the title page.  
Please use the page numbers displayed at the bottom of each page to check whether you have received the exam paper in full.

#### Resources

You may use all forms of printed documents as well as personal notes.  
Not permitted are items of equipment that facilitate communications beyond the examination room.

#### Exam duration

The specified time is a broad guideline.

**105 minutes**

#### Valuation

The exam has a total of 30 questions.  
A maximum of 3 points are possible for each answer.

**90 points**

Date	First name	Surname	No. of points achieved

Question No.	1	ID	38	Competence indicator	4.4.3.3
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#### QUESTION

In a relocation project, the new offices have been allocated, and now this is to be communicated to the individuals in question. List three groups (stakeholders) affected by the relocation, and indicate a communication type that is appropriate for each group.

#### SUGGESTED ANSWERS

	Affected groups	Communication type
1	Member of the Board of Management	Personal meeting
2	Departmental manager	Information provided by superior/manager at meeting
3	Impacted employees	Information provided by line manager at meeting
4	All employees	In addition, a letter from HR

#### INFORMATION ABOUT POINTS AWARDED

For each correctly identified group, ½ point, for each correct communication type ½ point

Question No.	2	ID	122	Competence indicator	4.4.6.5
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#### QUESTION

Lessons learned support the project leader in deriving insights from past project situations. Formulate three insights.

#### SUGGESTED ANSWERS

1	Avoid errors
2	Reduce risks
3	Use opportunities
4	Increase project quality

#### INFORMATION ABOUT POINTS AWARDED

1 point for each correctly worded insight

Question No.	3	ID	20	Competence indicator	4.5.5.2
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### QUESTION

In a matrix organisation, the members of the project team remain integrated in the line organisation. Use keywords to describe two advantages as well as one disadvantage of this form of project organisation.

### SUGGESTED ANSWERS

Advantages	
1	flexible deployment of personnel is possible
2	specialist further training tends to be ensured
3	Specialist expertise and special experience can be transferred from one project to the next in a targeted manner.
4	Employees are not entirely separated from their permanent (line) organisation. They have an improved sense of security.
Disadvantages	
1	Complex coordination
2	Substantial personnel workload for the project management
3	Risk of conflicts of authority between the line and the project

### INFORMATION ABOUT POINTS AWARDED

1 point for each correct advantage or disadvantage

Question No.	4	ID	15	Competence indicator	4.4.10.5
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### QUESTION

Describe, in 1-2 sentences, referring to a specific situation, a possible cause for a lack of efficiency in a project.

### SUGGESTED ANSWERS

1	Workload for the work packages was not adequately estimated.
2	The checking and assurance of the quality of the results took place too late.
3	Work packages are not clearly differentiated from each other, and interfaces are insufficiently defined.
4	Resources are wasted because of inadequate level of detail
5	Wishes of stakeholders are implemented, without having passed through a defined change process.

### INFORMATION ABOUT POINTS AWARDED

for the correct description of a cause, 3 points

Question No.	5	ID	27	Competence indicator	4.5.12.1
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### QUESTION

Stakeholder analysis is a proven method of taking proper notice of stakeholders and taking account of their interests. In what way does this support the project work? Describe the three support functions, using 1-2 sentences in each case.

### SUGGESTED ANSWERS

1	This helps to define the project objective, by taking account of the various perspectives of the involved parties and affected parties right from the outset.
2	This provides information about the involved parties and affected parties that needs to be considered in conjunction with project marketing measures.
3	It helps to avoid risks and conflicts, by raising awareness of possible factors that could impact the project, thereby helping the project management to implement measures proactively.

### INFORMATION ABOUT POINTS AWARDED

For each correctly described support function, 1 point

Question No.	6	ID	123	Competence indicator	4.3.2.2
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### QUESTION

You are leading a project within a programme. Describe three dependencies between your project and the programme.

### SUGGESTED ANSWERS

1	The programme specifies common objectives
2	The programme specifies deadlines/milestones
3	You need to report to the programme (costs, deadlines, results)
4	You are involved in the organisation of the programme (leadership team, expert team)
5	Common marketing, internet presence, communication

### INFORMATION ABOUT POINTS AWARDED

1 point for each correctly described dependency

Question No.	7	ID	124	Competence indicator	4.4.3.1
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### QUESTION

Name three prerequisites for successful project meetings.

### SUGGESTED ANSWERS

1	Invitation with agenda, time and location
2	Punctual distribution of minutes of previous meetings
3	Announcement of objectives, focuses at the start of the meeting
4	The meeting starts on time
5	Participants are prepared
6	Visualisation of the topics

### INFORMATION ABOUT POINTS AWARDED

1 point for each correctly named prerequisite

Question No.	8	ID	14	Competence indicator	4.4.9.2
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### QUESTION

Effective chairing of meetings is important for preventing and managing conflicts. Describe three useful communication rules that represent an important foundation for the successful chairing of meetings.

### SUGGESTED ANSWERS

1	Speak using the "first person"
2	Introduce your question with a reason for this question
3	Do not interpret the other party
4	Avoid generalisations (always, never, everywhere...)
5	Listen to the other party, and try to understand him or her
6	Speak directly to those present
7	Be honest with your statements

### INFORMATION ABOUT POINTS AWARDED

For each correct communications rule, 1 point

Question No.	9	ID	125	Competence indicator	4.5.1.4
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### QUESTION

Name three topics which may be relevant for the choice of the project management approach.

### SUGGESTED ANSWERS

1	Content and scope
2	Performance criteria
3	Quality aspects
4	Organisation
5	Communication, documentation
6	Resources
7	Planning and stakeholder approach

### INFORMATION ABOUT POINTS AWARDED

1 point for each correctly named topic

Question No.	10	ID	51	Competence indicator	4.5.6.3
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### QUESTION

Name three techniques used to verify (check) the quality of project results.

### SUGGESTED ANSWERS

1	Checklists
2	Audits
3	Reviews
4	Tests
5	Performance measurement
6	Simulation
7	Walk through
8	Inspection

### INFORMATION ABOUT POINTS AWARDED

For each correctly described technique, 1 point

Question No.	11	ID	48	Competence indicator	4.5.3.2
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#### QUESTION

What is the purpose of drawing up a project structure plan (PSP) or work breakdown structure (WBS)? Use keywords to describe three important reasons.

#### SUGGESTED ANSWERS

1	Effective overview of the scope of the services and deliverables
2	To check that the work packages are properly finished and complete.
3	Basis for drawing up the procedural plan and timetable/schedule

#### INFORMATION ABOUT POINTS AWARDED

For each correct reason, 1 point

Question No.	12	ID	57	Competence indicator	4.5.12.1
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#### QUESTION

The way that stakeholders are treated is important for the success of the project. Specify three procedural steps that clarify who the stakeholders are and how they behave with respect to the project.

#### SUGGESTED ANSWERS

1	Identifying the stakeholders
2	Determining the needs of the stakeholders (stakeholder analysis)
3	Determining the influence of the stakeholders (influence matrix)

#### INFORMATION ABOUT POINTS AWARDED

For each correctly described step, 1 point

Question No.	13	ID	32	Competence indicator	4.3.2.1
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#### QUESTION

There are substantial differences between the permanent (line) organisation in a company and the project organisation. Use keywords to describe three of these differences.

#### SUGGESTED ANSWERS

1	Organisation for a fixed period (project) versus permanent organisation (line)
2	Standard communication channels (line) versus unconventional communication channels (project)
3	Positions and functions (line) versus roles (project)

#### INFORMATION ABOUT POINTS AWARDED

For each correct difference, 1 point

Question No.	14	ID	40	Competence indicator	4.4.5.4
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#### QUESTION

When applying the laissez-faire management style, the project manager intervenes in events only rarely or not at all. Use keywords to describe three advantages of this management style.

#### SUGGESTED ANSWERS

1	Project staff/members have extensive freedoms
2	Promotes the creativity of project staff
3	Promotes motivation
4	Requires the ability to work independently from the project employees

#### INFORMATION ABOUT POINTS AWARDED

For each correctly described advantage, 1 point



Question No.	15	ID	44	Competence indicator	4.4.9.4
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#### QUESTION

A project manager negotiates more than he is aware of. These are often concealed negotiating situations. Use keywords to describe three such situations that occur in projects.

#### SUGGESTED ANSWERS

1	"Water cooler chats"/informal discussions that assume a binding nature
2	e-mail enquiries that develop into an agreement
3	Spontaneous telephone calls that go beyond the exchange of information
4	Minor or more substantial requests made to the project manager, to the effect that he should do something for someone (statements/comments/advice)
5	Misuse of e-mails for chats, until the sender achieves his objective with the project manager or has received a concession

#### INFORMATION ABOUT POINTS AWARDED

For each correct description, 1 point

Question No.	16	ID	126	Competence indicator	4.5.10.2
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#### QUESTION

Describe three topics which must be discussed in the kick-off meeting for a new project.

#### SUGGESTED ANSWERS

1	Project objectives
2	Expected results, stakeholder expectations
3	Project organisation, roles and responsibility
4	Timeline, milestone plan
5	Opportunities and risks

#### INFORMATION ABOUT POINTS AWARDED

1 point for each correctly named topic

Question No.	17	ID	12	Competence indicator	4.4.7.2
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#### QUESTION

A conflict is an interaction between persons, groups or organisations, where at least one actor experiences an incompatibility with another. One possible conflict type is a conflict involving resources. Describe in 1-2 sentences the most frequent causes for a conflict involving resources.

#### SUGGESTED ANSWERS

Several projects are being conducted within an organisation, all of which draw upon the same resources. If resources become scarce, then distribution battles may arise.

#### INFORMATION ABOUT POINTS AWARDED

3 points may be awarded only if the answer is correct (no half points).

Question No.	18	ID	4	Competence indicator	4.3.4.2
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#### QUESTION

At the start of the project, its stakeholders are identified and analysed. List three persons or groups of persons in a project who are defined from the outset as stakeholders in every project.

#### SUGGESTED ANSWERS

1	Client/Customer (persons and organisations)
2	Contractor (persons and organisations)
3	Project manager
4	Project staff/employees
5	Users or persons affected by the project result

#### INFORMATION ABOUT POINTS AWARDED

For each correctly specified stakeholder, 1 point

Question No.	19	ID	13	Competence indicator	4.4.8.2
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#### QUESTION

Creativity techniques make use of team synergy effects when developing solution ideas. List 3 creativity techniques that can be applied when solving problems and developing ideas in group settings.

#### SUGGESTED ANSWERS

1	Brainstorming
2	Brainwriting
3	Metaplan technique/card technique/card inquiry
4	Synectics
5	Mindmapping

#### INFORMATION ABOUT POINTS AWARDED

For each correctly specified technique, 1 point

Question No.	20	ID	121	Competence indicator	4.3.4.1
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#### QUESTION

It is an advantage to have knowledge of the stakeholders and their interests at the start of the project. Name three process steps for stakeholder management.

#### SUGGESTED ANSWERS

1	Identifying the stakeholders
2	Analysing the stakeholders
3	Assessing the stakeholders
4	Influencing/managing the stakeholders

#### INFORMATION ABOUT POINTS AWARDED

1 point for each correctly named step

Question No.	21	ID	118	Competence indicator	4.5.12.2
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### QUESTION

The project leader can create a communication plan using some of the details from the stakeholder analysis. Which three details will help the project leader to create the communication plan?

### SUGGESTED ANSWERS

1	1. Why and for what purpose something must be communicated (targeting and/or harmonisation of knowledge, creating/increasing acceptance, discussion of various opinions, presentation of project successes,...)
2	2. What is to be communicated, how much detail is required (what is the object of the communication and to what scope and degree of detail)
3	3. How frequently communications should be made (when, how often to communicate or share information; time, frequency)
4	4. How (in which form) the communication is made (which medium: Orally, reporting system, viewing of the documentation, specific project marketing actions, data exchange via common drives,...)
5	5. Who makes the communication
6	6. Who is to be informed / to whom the communication is addressed (recipient/stakeholder)
7	7. Where (and in what context the information/communication is to be made (e.g. meeting, podium discussion, media conference,...))

### INFORMATION ABOUT POINTS AWARDED

1 point for each detail

For each correctly specified parameter, ½ point, for each correctly formulated question, 1 point

Question No.	22	ID	18	Competence indicator	4.5.3.1
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### QUESTION

Why is it important to define the boundaries of the project with the Client/Customer?  
Formulate your answer in 1-2 sentences.

### SUGGESTED ANSWERS

Variant A	The project boundary makes it possible to process the project content in a reliable manner. The definition of the project boundary helps to avoid unrealistic expectations and misunderstandings.
Variant B	As an integral part of the project management (defining the scope of the project), the project definition helps to ensure that the tasks implemented in the project are precisely the tasks that are needed to bring the project to a successful conclusion.

### INFORMATION ABOUT POINTS AWARDED

If a relevant description is provided, 3 points

Question No.	23	ID	64	Competence indicator	4.5.7.2
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**QUESTION**

What is the prerequisite for correct cost planning in the project and what are the two most important cost categories which are normally differentiated?

**SUGGESTED ANSWERS**

1	The prerequisite is a timeline and a resource plan
2	Cost categories: Personnel costs
3	Cost categories: Materials costs

**INFORMATION ABOUT POINTS AWARDED**

1.5 points for each complete answer

Question No.	24	ID	10	Competence indicator	4.4.5.4
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**QUESTION**

When it comes to managing individuals, there is not simply one correct management style. A distinction is drawn between two basic approaches to management behaviour: Objective orientation and relationship orientation. What does the objective management style focus on?

**SUGGESTED ANSWERS**

Focus on the specific technical requirements/objectives
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**INFORMATION ABOUT POINTS AWARDED**

Identification of the correct focus, 3 points

Question No.	25	ID	127	Competence indicator	4.4.10.3
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#### QUESTION

Your team is working to a fixed deadline under stress to meet a milestone. With which three measures can you support your team?

#### SUGGESTED ANSWERS

1	Protect against external influences (organisational, stakeholder, other projects)
2	Have a dedicated project office
3	Clear demarcation of the work packages
4	Provision of the necessary infrastructure

#### INFORMATION ABOUT POINTS AWARDED

1 point for each correct measure

Question No.	26	ID	128	Competence indicator	4.5.1.2
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#### QUESTION

Name three possibilities for sharing lessons learned within the organisation.

#### SUGGESTED ANSWERS

1	Workshops
2	Intranet, knowledge networks, LL database
3	Internal social networks
4	Mail

#### INFORMATION ABOUT POINTS AWARDED

1 point for each correctly named possibility

Question No.	27	ID	129	Competence indicator	4.4.6.2
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**QUESTION**

Name three measures for promoting collaboration within a project.

**SUGGESTED ANSWERS**

1	Common project office
2	Team building event, milestone party
3	Common workshops
4	Kick-off meeting

**INFORMATION ABOUT POINTS AWARDED**

1 point for each correct measure

Question No.	28	ID	130	Competence indicator	4.5.11.3
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**QUESTION**

What are the two most important parameters for calculating the risk potential?

**SUGGESTED ANSWERS**

1	Likelihood of occurring
2	Damage potential (extent, consequences)

**INFORMATION ABOUT POINTS AWARDED**

1.5 points for each correct answer

Question No.	29	ID	50	Competence indicator	4.5.5.3
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### QUESTION

Specify three important project management processes, and in each case, name a tool or deployable approach that can be used in this process.

### SUGGESTED ANSWERS

	Project management process	Tool, approach
1	Planning	Milestone plan, bar chart (GANTT), network plan, project structure plan, milestone trend analysis
2	Communication	Communication plan, meetings, telephone calls, electronic media, exchange of documents
3	Monitoring and controls	Reviews, progress monitoring, reporting, verification and validation, change systems, corrective measures, plan reworking
4	Project completion	Final meeting (internal and with client), final report, demobilisation, closure of the project administration, handover of the project to users and support unit

### INFORMATION ABOUT POINTS AWARDED

For each correctly specified process and tool or approach, ½ point

Question No.	30	ID	21	Competence indicator	4.5.6.2
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### QUESTION

Various assessment techniques are deployed to secure the quality of the project results. Assessment techniques can be broken down into three categories; static assessment, dynamic assessment and simulation. Which two assessment techniques are deployed in the case of the "dynamic assessment" category?

### SUGGESTED ANSWERS

1	Test
2	Performance measurement

### INFORMATION ABOUT POINTS AWARDED

For each correct assessment method, 1.5 points