

Sample Exam

Certified Project Management Associate, IPMA Level D®



international
project
management
association

Contents

1. Multiple-Choice Questions
2. Multiple-Choice Answer Sheet
3. Multiple-Choice Answers
4. Short-Essay Questions
5. Short-Essay Sample Answers

IPMA-USA Level D Exam: Multiple Choice Questions

*Instructions: Read both the question and all four alternatives carefully before choosing your answer. If in doubt, choose the **one best answer**. Your score is determined by the number of correct answers: there is no deduction for incorrect answers. If you do not answer a question, it will be marked as incorrect.*

1. All of the following would generally be considered to be a characteristic of a project except:
 - a. An established objective
 - b. A definite end
 - c. Interrelated tasks
 - d. Performed by internal staff
2. Project management is most appropriate for any group of activities that:
 - a. exceeds 160 hours of effort.
 - b. requires planning and control.
 - c. requires specialized scheduling tools.
 - d. is intended to accomplish something new.
3. Which of the following is most important for most project managers?
 - a. To take care to operate within the law.
 - b. To know more than one legal system.
 - c. To have good knowledge of contract law.
 - d. To have good knowledge of commercial law.
4. An effective project manager should be able to:
 - a. write an exciting recruiting ad.
 - b. manage conflict.
 - c. design a career ladder.
 - d. criticize team members without hurting their feelings.
5. Which of the following statements about project management success is true?
 - a. It is equivalent to product success.
 - b. It is possible even if the project is canceled.
 - c. It is defined by the project team.
 - d. It is defined by the project customer.

6. Efficiency means to:
 - a. do things the right way.
 - b. have fewer meetings in order to have more time for work.
 - c. do the right things.
 - d. expedite the schedule by working overtime.
7. The IPMA-USA Code of Ethics requires you to:
 - a. accept reasonable compensation for your work.
 - b. be honest in representing your professional capabilities.
 - c. be committed to proven techniques in project management.
 - d. treat all persons the same.
8. Project managers use written correspondence (i.e., delivered on paper or via email rather than spoken) to ensure their message is:
 - a. grammatically correct.
 - b. memorable.
 - c. clearly conveyed.
 - d. delivered promptly.
9. A good listener:
 - a. restates some of the things said to confirm understanding.
 - b. finishes the speaker's sentences to save time.
 - c. takes copious notes to demonstrate the importance of what the speaker is saying.
 - d. nods frequently to show interest and enthusiasm.
10. Which characteristic is generally the most important for a project manager?
 - a. Has supervisory experience
 - b. Is an expert in the product's subject matter area
 - c. Is profit oriented
 - d. Works well with others
11. Which type of behavior from the project manager is most likely to help produce a successful project?
 - a. Shows confidence in team members.
 - b. Blames team members for problems.
 - c. Makes decisions independently.
 - d. Uses the same leadership style in all situations.

12. During which stage of team development is the team fully functional?
- Forming
 - Storming
 - Norming
 - Performing
13. During which stage of team development do team members typically feel both excitement and anxiety?
- Forming
 - Storming
 - Norming
 - Performing
14. If there is a conflict between two team members, the best thing to do is to:
- wait for the conflict to resolve itself.
 - release one of the team members from the project.
 - release both of the team members from the project.
 - start by talking to each person individually.
15. In identifying possible solutions to problems, you should do all of the following except:
- Involve only those team members with relevant expertise
 - Stimulate as many ideas as possible
 - Define metrics to evaluate the merits of ideas
 - Rely as much on intuition as on logic
16. Negotiation is when two or more parties are trying to reach an agreement that:
- satisfies both their interests, at least to some extent.
 - minimizes project delays.
 - ensures a clear win for one of them.
 - exceeds their goals.
17. Negotiations are generally most effective when the parties:
- alternate between friendly and hostile.
 - are cordial and cooperative.
 - continue without a break until agreement is reached.
 - take a tough stand from the start.

18. Which of the following would be least likely to be managed using a project management approach?
- An undertaking to support a strategic initiative.
 - An undertaking that is routine and frequently performed by the organization.
 - An undertaking with a high degree of interdependence among the activities.
 - An undertaking with an unusually complex scope.
19. The series of steps used to help ensure proper definition of the product-of-the-project is generally referred to as the:
- project execution cycle.
 - project funding cycle.
 - project implementation cycle.
 - project life-cycle.
20. Project objectives should be defined through consultation with the:
- customer.
 - board chair.
 - project engineer.
 - senior team lead.
21. What is the main purpose of a post-project evaluation?
- To determine if the project met its objectives.
 - To test the product-of-the-project.
 - To obtain acceptance of the result from the sponsor.
 - To measure the performance of the project management team.
22. All of the following describe an aspect of product-scope except:
- Cost
 - Functionality
 - Features
 - Characteristics
23. Scope creep is most likely to result from:
- too many levels in the WBS.
 - unclear product characteristics.
 - highly detailed specifications.
 - unskilled team members.

24. Out-of-scope work refers to:
- activities not included the project.
 - project management assignments.
 - project progress reporting.
 - changes which reduce benefits realized.
25. Gantt charts (bar charts) are generally better than network diagrams for showing:
- activity dependencies.
 - logical relationships.
 - project progress.
 - resource tradeoffs.
26. "Fast-tracking" is a method for:
- monitoring the state of the network logic.
 - reducing the project's duration.
 - increasing stakeholder participation.
 - linking project communications.
27. Under normal circumstances, if an activity is on the critical path, the activity's total float, will be:
- greater than zero.
 - zero.
 - less than zero.
 - unknown.
28. The range of time between an activity's early finish date and its late finish date is called:
- expected duration.
 - non-productive time.
 - the most likely delay.
 - float or slack.
29. Resource leveling will often:
- increase the most likely project cost.
 - increase the most likely duration of the project.
 - have little or no effect on individual activity durations.
 - have little or no effect on the overall project duration.

30. Effective schedule management requires:
- regular revisions to the project charter.
 - obtaining sponsor approval for all schedule variances.
 - collecting, analyzing, and reporting schedule data.
 - team-wide recognition of schedule constraints.
31. If $ES = 5$, $LS = 8$, and $EF = 9$, then $LF =$:
- 8
 - 9
 - 12
 - 17
32. Which of the following cannot be determined after performing a forward pass and a backward pass on a network logic diagram?
- The critical path
 - The expected duration of the project
 - The effort required for each activity
 - The total float for each activity
33. Which individual or group is most directly responsible for ensuring that the project's results satisfy the customer?
- The project team as a whole
 - Subject matter experts assigned to the project
 - Top management of the project manager's organization
 - The project manager
34. A change control board is a formally defined group of stakeholders responsible for:
- approving changes to the project baseline.
 - approving team work assignments.
 - minimizing the number of changes.
 - reviewing the project audit report.
35. A document that is used to clarify roles and responsibilities is called a:
- responsibility clarification table.
 - responsibility identification chart.
 - responsibility assignment matrix.
 - responsibility allocation list.

36. Communication planning involves determining the information needs of the:
- potential contractors.
 - main customer.
 - project planners.
 - key stakeholders.
37. Primary responsibility for quality in a project rests with the:
- executive sponsor.
 - senior project engineer.
 - quality department manager.
 - project manager.
38. ACWP is Actual Cost of Work Performed. BCWS is Budgeted Cost of Work Scheduled. BCWP is Budgeted Cost of Work Performed. If Activity A has ACWP = 400, BCWP = 350, and BCWS = 350, Activity A is:
- complete and under budget.
 - complete and over budget.
 - not yet complete and behind schedule.
 - not yet complete.
39. Estimating the cost of developing a new computer by saying it will cost 10% more than previous models is an example of:
- analogous estimating.
 - bottom-up estimating.
 - grassroots estimating.
 - parametric estimating.
40. The most frequent reason for changing the cost baseline is:
- that the original estimating assumptions were incorrect.
 - because the current baseline is no longer useful.
 - as the result of an approved scope change.
 - in response to a schedule change.
41. Which of the following is the most likely consequence of failing to properly schedule limited resources?
- Activity start-up delays
 - Lower Cost Performance Index (CPI)
 - Inability to take corrective action
 - Breach of contract

42. Which of the following documents would be most useful in determining when project team members will be available to work on other projects?
- Communications plan
 - Project schedule
 - Product requirements
 - Work breakdown structure
43. Adherence to contractual requirements is the responsibility of the:
- project manager.
 - functional manager.
 - Director of Project Management.
 - contracting team member.
44. Fixed-price (lump-sum) contracts require that the buyer clearly specify:
- what procedures the seller should use to manage the work.
 - what the seller is to provide.
 - when each detailed work-item should be completed.
 - who may be used to perform the work.
45. Which contract type has the greatest cost risk for the buyer?
- Cost-Plus-Fixed-Fee (CPFF)
 - Cost-Plus-Incentive-Fee (CPIF)
 - Firm-Fixed-Price (FFP)
 - Fixed-Price-Incentive-Fee (FPIF)
46. A purchase order represents:
- a commitment.
 - an expense.
 - a cash outflow.
 - a capital investment.
47. All of the following are tools or techniques used in choosing a seller except:
- Bidders conference
 - Contract negotiation
 - Weighting system
 - Independent estimates

48. Screening (scoring) systems used to evaluate potential sellers typically include all of the following except:
- Quantitative criteria
 - Qualitative criteria
 - Weights for each criterion
 - Range estimates
49. All of the following are contract types except:
- Cost reimbursable
 - Make or buy
 - Re-measurable
 - Unit price
50. Project planning includes all of the following except:
- Establishing procedures to support the project
 - Selecting project approaches or strategies
 - Deciding how to monitor and control work
 - Determining which work-items have been completed
51. The project baselines include the original project plan:
- less any rework.
 - less any activities skipped.
 - plus approved changes.
 - plus proposed changes.
52. On most projects, most of the time, the project plan is developed by the:
- senior executives.
 - customer working alone.
 - project manager working alone.
 - project management team.
53. If a project has a 60% chance for a \$50,000 profit, and a 40% chance for a \$20,000 loss, what is the expected monetary value of the project?
- \$8,000
 - \$22,000
 - \$30,000
 - \$38,000

54. All of the following are approaches to mitigating risks except:
- a. Revising scope
 - b. Obtaining insurance against loss
 - c. Identifying project risks
 - d. Developing contingency plans
55. Reviewing problems that occurred on previous projects can be most helpful in:
- a. avoiding risks.
 - b. identifying risks.
 - c. prioritizing risks.
 - d. monitoring risks.
56. Risks are prioritized in order to:
- a. test the team's risk tolerance.
 - b. assign a risk owner to accepted risks.
 - c. decide which risks to respond to.
 - d. calculate the correct values for risk triggers.
57. The main difference between a risk and a problem is that:
- a. risks cause project failures.
 - b. risks are always in the future.
 - c. risks cost more to respond to.
 - d. risks cannot be ignored.
58. Project stakeholders:
- a. are limited to the project manager, the customer, and the sponsor.
 - b. are interested parties outside the performing organization.
 - c. have needs that should be identified and considered.
 - d. all share a common desire to see the project completed successfully.
59. Which of the following stakeholders is least likely to influence a project?
- a. Project funder
 - b. Project manager
 - c. Customer representative
 - d. Labor union president

60. Stakeholder analysis includes:
- a. clarifying product component interactions.
 - b. discovering risk-strategy linkages.
 - c. identifying communications needs.
 - d. documenting contractual requirements.

Signature: _____
Your signature confirms that you answered the entire exam on your own.

*Mark an "X" on your choice of the **one best answer** to each question.*

1	a.	b.	c.	d.
---	----	----	----	----

2	a.	b.	c.	d.
---	----	----	----	----

3	a.	b.	c.	d.
---	----	----	----	----

4	a.	b.	c.	d.
---	----	----	----	----

5	a.	b.	c.	d.
---	----	----	----	----

6	a.	b.	c.	d.
---	----	----	----	----

7	a.	b.	c.	d.
---	----	----	----	----

8	a.	b.	c.	d.
---	----	----	----	----

9	a.	b.	c.	d.
---	----	----	----	----

10	a.	b.	c.	d.
----	----	----	----	----

11	a.	b.	c.	d.
----	----	----	----	----

12	a.	b.	c.	d.
----	----	----	----	----

13	a.	b.	c.	d.
----	----	----	----	----

14	a.	b.	c.	d.
----	----	----	----	----

15	a.	b.	c.	d.
----	----	----	----	----

16	a.	b.	c.	d.
----	----	----	----	----

17	a.	b.	c.	d.
----	----	----	----	----

18	a.	b.	c.	d.
----	----	----	----	----

19	a.	b.	c.	d.
----	----	----	----	----

20	a.	b.	c.	d.
----	----	----	----	----

21	a.	b.	c.	d.
----	----	----	----	----

22	a.	b.	c.	d.
----	----	----	----	----

23	a.	b.	c.	d.
----	----	----	----	----

24	a.	b.	c.	d.
----	----	----	----	----

25	a.	b.	c.	d.
----	----	----	----	----

26	a.	b.	c.	d.
----	----	----	----	----

27	a.	b.	c.	d.
----	----	----	----	----

28	a.	b.	c.	d.
----	----	----	----	----

29	a.	b.	c.	d.
----	----	----	----	----

30	a.	b.	c.	d.
----	----	----	----	----

31	a.	b.	c.	d.
----	----	----	----	----

32	a.	b.	c.	d.
----	----	----	----	----

33	a.	b.	c.	d.
----	----	----	----	----

34	a.	b.	c.	d.
----	----	----	----	----

35	a.	b.	c.	d.
----	----	----	----	----

36	a.	b.	c.	d.
----	----	----	----	----

37	a.	b.	c.	d.
----	----	----	----	----

38	a.	b.	c.	d.
----	----	----	----	----

39	a.	b.	c.	d.
----	----	----	----	----

40	a.	b.	c.	d.
----	----	----	----	----

41	a.	b.	c.	d.
----	----	----	----	----

42	a.	b.	c.	d.
----	----	----	----	----

43	a.	b.	c.	d.
----	----	----	----	----

44	a.	b.	c.	d.
----	----	----	----	----

45	a.	b.	c.	d.
----	----	----	----	----

46	a.	b.	c.	d.
----	----	----	----	----

47	a.	b.	c.	d.
----	----	----	----	----

48	a.	b.	c.	d.
----	----	----	----	----

49	a.	b.	c.	d.
----	----	----	----	----

50	a.	b.	c.	d.
----	----	----	----	----

51	a.	b.	c.	d.
----	----	----	----	----

52	a.	b.	c.	d.
----	----	----	----	----

53	a.	b.	c.	d.
----	----	----	----	----

54	a.	b.	c.	d.
----	----	----	----	----

55	a.	b.	c.	d.
----	----	----	----	----

56	a.	b.	c.	d.
----	----	----	----	----

57	a.	b.	c.	d.
----	----	----	----	----

58	a.	b.	c.	d.
----	----	----	----	----

59	a.	b.	c.	d.
----	----	----	----	----

60	a.	b.	c.	d.
----	----	----	----	----

IPMA-USA Level D Exam
version: Sample Exam

1 D
2 D
3 A
4 B
5 B
6 A
7 B
8 C
9 A
10 D
11 A
12 D
13 A
14 D
15 A
16 A
17 B
18 B
19 D
20 A

21 A
22 A
23 B
24 A
25 C
26 B
27 B
28 D
29 B
30 C
31 C
32 C
33 D
34 A
35 C
36 D
37 D
38 B
39 A
40 C

41 A
42 B
43 A
44 B
45 A
46 A
47 B
48 D
49 B
50 D
51 C
52 D
53 B
54 C
55 B
56 C
57 B
58 C
59 D
60 C

Be sure to read the instructions before answering the questions!

Answer all of the following questions.

1. Define “program” and give two (2) examples. **Explain** how each example complies with your definition.
2. **List** two (2) reasons why an organization might want to use a consistent approach for all of its projects. **Explain** how an individual project might benefit from each.
3. **List** and **describe** one (1) way that personal interests can **positively** affect a project. **List** and **describe** one (1) way that personal interests can **negatively** affect a project.
4. **List** two (2) things that can **interfere** with communication on a project. **Describe** one (1) approach to overcoming each.
5. **List** two (2) examples of behaviors that **promote** engagement from the various stakeholders. **Explain** how each behavior can benefit the project.
6. **Describe** the characteristics of a SMART objective and give two (2) examples of SMART project objectives.
7. **List** and **describe** two (2) uses of a Work Breakdown Structure (WBS).
8. **List** and **describe** two (2) topics that would **generally** be addressed in a project status (performance) review for senior management.
9. **List** two (2) **common** causes of cost overruns. **Explain** how each could be minimized.
10. **Identify** and **define** the three (3) input variables used in earned value calculations. **Document** the formulas for CPI and SPI. **Describe** what it means when CPI and SPI are less than 1.0.

Short Essay Questions: Instructions



international
project
management
association

1. Scoring

- Your answers will be evaluated based on how well they demonstrate an understanding of the topic.
- Grammar and punctuation are **not** evaluated, but may be helpful to ensure accuracy in understanding.

2. How to Respond to Key Terms

List	Provide a <u>list</u> of terms or phrases with no description or explanation of what each means. Candidates are not required to use a complete sentence when providing a list. <i>If you are asked for a list, number the items and put them at the top of the answer sheet. Write descriptions and explanations below the list.</i>
Describe	Provide a <u>description</u> of what is understood by a term or phrase. The response to “describe a Gantt chart” should detail what is on the horizontal axis, what is on the vertical axis, and what is displayed inside the chart. A correctly labeled diagram is often acceptable as a “description.”
Explain	Provide an <u>explanation</u> of why or how an idea or concept is applied. Examples or diagrams are often useful. For full credit, the response to “explain how a Gantt chart is used,” would include mention of the following: <ul style="list-style-type: none">• Identifying the project's activities• Determining when each activity begins and ends• Understanding how long each activity is scheduled to last• Establishing where activities overlap with other activities, and by how much• Visualizing schedule progress by comparing planned durations to actual durations

3. Mechanics

- All questions are designed to be answered in **8-12 minutes**.
- Start each question on a **new sheet** of paper.
- Write only on the **front** side of the answer sheets.
- Limit your answers to a maximum of **two** pages per question.
- Sketches and bulleted lists **are** acceptable even when not specifically requested.

4. Reminders

- Read each question carefully. Be sure to answer all parts of the question.
- Don't waste time providing information that wasn't asked for. If the question says, “explain how a Gantt chart is used,” you will not get credit for providing a history of the development of Gantt charts.

Sample Answers

Question (low difficulty)

Define “negative float” and explain how it is created.

High-scoring Answer

Answer Text	Comments
<i>Negative float is the amount of time by which the late start date of an activity <u>precedes</u> its early start date. For example, if the early start is day 10, and the late start is day 8, total float is -2 (negative float).</i>	Definition is clear and complete. Example demonstrates knowledge of how the definition applies.
<i>Negative float is created when constraints that are <u>unrealistic</u> are placed on project activities.</i>	Clear and correct explanation of how negative float is created.

Moderate-scoring Answer

Answer Text	Comments
<i>Negative float is when the late start date of an activity is earlier than its early start date.</i>	Definition is clear and complete.
<i>Negative float is created when the backwards pass calculations produce late finish dates that are <u>earlier</u> than the early finish dates.</i>	This is technically correct, but it fails to show an understanding of why this happens. It would be okay if the question said, “describe” instead of “explain.”

Low-scoring Answer

Answer Text	Comments
<i>Negative float must be eliminated for the project to finish on time.</i>	True, but not a definition.
<i>Negative float is created when constraints such as “start-on” or “finish-no-later-than” are placed on project activities.</i>	Could be true, but the constraints must be unreasonable.