

APM APM-PMQ

APM Project Management Qualification (PMQ) Exam

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Question: 1

You are the project manager on a construction project for a client in the defence sector. The client has strict regulatory requirements and expects a high level of control and governance throughout the project. Which life cycle would be most suitable?

- A. Iterative
- B. Hybrid
- C. Incremental
- D. Linear

Answer: D

Explanation:

The Linear (or Waterfall) lifecycle is the most suitable for projects that require high levels of governance, control, and strict adherence to regulatory requirements.

Applicability: Linear project management focuses on predefined stages (e.g., requirements, design, implementation) that align with regulatory needs.

Advantages: It allows detailed documentation, structured review processes, and adherence to preapproved plans, ensuring compliance with defence sector standards.

Alternative Options: Iterative and incremental approaches are less appropriate due to the less structured nature of deliverable evolution in these methods.

Question: 2

You are leading a large-scale information technology project to migrate your company's data to the latest hardware. The delivery is being led by third-party suppliers, who were not involved in the design phase.

The supplier has completed their capacity planning and has raised a potential risk that the current data may exceed the storage capacity of the new hardware purchased.

What type of risk response would you choose to mitigate this risk?

- A. Tolerate the risk as there may be sufficient storage capacity.
- B. Re-forecast the budget to include the likely additional cost.
- C. Use the contingency budget to cover the purchase of additional storage.
- D. Transfer the risk to the supplier.

Answer: C

Explanation:

The best approach is to use the contingency budget because:

Defined Risk Response: Contingency budgets are designed to handle identified risks without impacting the project's main budget.

Stakeholder Agreement: It avoids escalating disputes with suppliers by addressing the issue proactively.

Unsuitable Options:

A: Tolerating the risk is impractical when the risk is confirmed.

B: Re-forecasting creates unnecessary delays and increases costs.

D: Transferring risk to the supplier could damage partnerships.

Question: 3

SIMULATION

You are managing a project to develop and deploy a new finance management software system for a client. The project has been deployed and is now in the post-deployment support phase. This phase requires ongoing technical support and maintenance after the software is deployed. The workload can vary significantly over time, is likely to evolve over time, and quick response times are essential.

Question: Based on the features of different contractual relationships and methods of supplier reimbursement, state the most appropriate contract type for the post-deployment phase. (1 mark)

Question: Explain four reasons why this would be the most suitable. (4 marks)

Answer: See the Explanation for both solutions in detail:

Explanation:

Most Appropriate Contract Type:

Time and Materials (T&M) Contract

The Time and Materials (T&M) contract is the most suitable for the post-deployment support phase of this project. This type of contract allows flexibility and is ideal for scenarios where workload can vary significantly, and the scope of work may evolve over time.

Four Reasons Why T&M is the Most Suitable Contract Type:

Flexibility to Accommodate Changing Workloads:

The nature of post-deployment support often involves unpredictable workloads that may vary significantly based on client issues, system updates, and evolving requirements. A T&M contract enables scaling of resources (both time and effort) up or down as needed, ensuring the flexibility required for such scenarios.

Adaptability to Evolving Scope:

Since post-deployment support tasks often change over time (e.g., addressing newly discovered bugs, implementing requested features, or handling unexpected incidents), a T&M contract is well-suited as it allows for adaptability without the need for renegotiation.

Cost-Effective for the Client:

Clients only pay for the actual time and materials used, making it cost-effective. This ensures that no money is wasted on fixed-price contracts where the estimated scope may not align with the actual effort required.

Enables Quick Response Times:

Post-deployment support often demands immediate attention to critical issues to maintain the software's reliability and performance. A T&M contract facilitates rapid allocation of resources as needed, ensuring prompt resolution of issues without delays caused by scope or cost discussions.

Question: 4

Structure is the most common temporary structure used to manage projects. This allows the balance of authority between the functional line manager and the project manager. In a permanent structure, allocated tasks will match an individual's capability so may be more repetitive and less varied.

- A. Matrix Structure
- B. Functional Structure
- C. Projectized Structure
- D. Hybrid Structure

Answer: A

Explanation:

The Matrix Structure is the correct answer because:

Balanced Authority: It balances control between project managers and functional managers, making it ideal for temporary structures.

Project Alignment: Resources are shared across projects and functions for optimal efficiency.

Permanent Structures: Repetitive tasks align with functional setups, not matrix structures.

Question: 5

A construction company is planning to build a new office complex. The project manager is considering integrating sustainability principles and priorities into the project management process.

How can integrating sustainability principles and priorities into the management of this project positively impact its long-term success?

By fostering innovation and creativity, leading to more resilient solutions that adapt to changing environmental and social conditions in the construction of the office complex.

By requiring additional planning and coordination to integrate sustainability measures seamlessly into existing project timelines and workflows, potentially leading to short-term disruptions in scheduling.

By enhancing stakeholder trust and reputation, which can attract investors and clients committed to sustainable practices in the development of the office complex.

By restricting resource consumption and waste generation during the construction process, to guarantee

cost savings and improved resource efficiency in this phase of the project.

By improving worker safety through sustainable construction practices.

By reducing upfront costs but increasing long-term maintenance expenses due to sustainable building materials.

- A. 3 and 6

- B. 1 and 3
- C. 1 and 5
- D. 2 and 4

Answer: B

Explanation:

Sustainability principles help projects by:

Fostering Innovation (Option 1): Sustainability encourages long-term adaptability and resilience in designs.

Enhancing Stakeholder Trust (Option 3): Sustainable practices attract socially responsible investors and build client trust.

Other Options: While 5 (worker safety) is essential, it's less directly tied to sustainability's core purpose in this context.

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