

## CERTIFIED PROJECT MANAGEMENT ASSOCIATE IPMA LEVEL D®

---

### WRITTEN EXAMINATION OPEN QUESTIONS

## SAMPLE EXAMINATION WITHOUT 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
--------------	---	----	----	----------------------	---------

### 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.

### ANSWER

	Affected groups	Communication type
1		
2		
3		

Question No.	2	ID	122	Competence indicator	4.4.6.5
--------------	---	----	-----	----------------------	---------

### QUESTION

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

### ANSWER

1	
2	
3	

Question No.	3	ID	20	Competence indicator	4.5.5.2
--------------	---	----	----	----------------------	---------

### 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.

### ANSWER

Advantages	
1	
2	
Disadvantages	
1	

Question No.	4	ID	15	Competence indicator	4.4.10.5
--------------	---	----	----	----------------------	----------

### QUESTION

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

### ANSWER

--

Question No.	5	ID	27	Competence indicator	4.5.12.1
--------------	---	----	----	----------------------	----------

### 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.

### ANSWER

1	
2	
3	

Question No.	6	ID	123	Competence indicator	4.3.2.2
--------------	---	----	-----	----------------------	---------

### QUESTION

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

### ANSWER

1	
2	
3	

Question No.	7	ID	124	Competence indicator	4.4.3.1
--------------	---	----	-----	----------------------	---------

**QUESTION**

Name three prerequisites for successful project meetings.

**ANSWER**

1	
2	
3	

Question No.	8	ID	14	Competence indicator	4.4.9.2
--------------	---	----	----	----------------------	---------

**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.

**ANSWER**

1	
2	
3	

Question No.	9	ID	125	Competence indicator	4.5.1.4
--------------	---	----	-----	----------------------	---------

**QUESTION**

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

**ANSWER**

1	
2	
3	

Question No.	10	ID	51	Competence indicator	4.5.6.3
--------------	----	----	----	----------------------	---------

**QUESTION**

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

**ANSWER**

1	
2	
3	

Question No.	11	ID	48	Competence indicator	4.5.3.2
--------------	----	----	----	----------------------	---------

**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.

**ANSWER**

1	
2	
3	

Question No.	12	ID	57	Competence indicator	4.5.12.1
--------------	----	----	----	----------------------	----------

**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.

**ANSWER**

1	
2	
3	

Question No.	13	ID	32	Competence indicator	4.3.2.1
--------------	----	----	----	----------------------	---------

**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.

**ANSWER**

1	
2	
3	

Question No.	14	ID	40	Competence indicator	4.4.5.4
--------------	----	----	----	----------------------	---------

**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.

**ANSWER**

1	
2	
3	



Question No.	15	ID	44	Competence indicator	4.4.9.4
--------------	----	----	----	----------------------	---------

**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.

**ANSWER**

1	
2	
3	

Question No.	16	ID	126	Competence indicator	4.5.10.2
--------------	----	----	-----	----------------------	----------

**QUESTION**

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

**ANSWER**

1	
2	
3	

Question No.	17	ID	12	Competence indicator	4.4.7.2
--------------	----	----	----	----------------------	---------

#### 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.

#### ANSWER

Question No.	18	ID	4	Competence indicator	4.3.4.2
--------------	----	----	---	----------------------	---------

#### 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.

#### ANSWER

1	
2	
3	

Question No.	19	ID	13	Competence indicator	4.4.8.2
--------------	----	----	----	----------------------	---------

**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.

**ANSWER**

1	
2	
3	

Question No.	20	ID	121	Competence indicator	4.3.4.1
--------------	----	----	-----	----------------------	---------

**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.

**ANSWER**

1	
2	
3	

Question No.	21	ID	118	Competence indicator	4.5.12.2
--------------	----	----	-----	----------------------	----------

**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?

**ANSWER**

1	
2	
3	

Question No.	22	ID	18	Competence indicator	4.5.3.1
--------------	----	----	----	----------------------	---------

**QUESTION**

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

**ANSWER**

--

Question No.	23	ID	64	Competence indicator	4.5.7.2
--------------	----	----	----	----------------------	---------

**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?

**ANSWER**

1	
2	

Question No.	24	ID	10	Competence indicator	4.4.5.4
--------------	----	----	----	----------------------	---------

**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?

**ANSWER**

--

Question No.	25	ID	127	Competence indicator	4.4.10.3
--------------	----	----	-----	----------------------	----------

**QUESTION**

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

**ANSWER**

1	
2	
3	

Question No.	26	ID	128	Competence indicator	4.5.1.2
--------------	----	----	-----	----------------------	---------

**QUESTION**

Name three possibilities for sharing lessons learned within the organisation.

**ANSWER**

1	
2	
3	

Question No.	27	ID	129	Competence indicator	4.4.6.2
--------------	----	----	-----	----------------------	---------

**QUESTION**

Name three measures for promoting collaboration within a project.

**ANSWER**

1	
2	
3	

Question No.	28	ID	130	Competence indicator	4.5.11.3
--------------	----	----	-----	----------------------	----------

**QUESTION**

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

**ANSWER**

1	
2	

Question No.	29	ID	50	Competence indicator	4.5.5.3
--------------	----	----	----	----------------------	---------

### QUESTION

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

### ANSWER

	Project management process	Tool, approach
1		
2		
3		

Question No.	30	ID	21	Competence indicator	4.5.6.2
--------------	----	----	----	----------------------	---------

### 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?

### ANSWER

1	
2	