Certified Project Manager IPMA Level C®
Sample examination/Multiple choice questions (with answers)

<table>
<thead>
<tr>
<th>Guideline time for this section of the exam</th>
<th>50 to 60 minutes</th>
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<tbody>
<tr>
<td>Number of tasks</td>
<td>60</td>
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<tr>
<td>of which</td>
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</tr>
<tr>
<td>Type A (single choice)</td>
<td>30</td>
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<tr>
<td>Type B (multiple choice)</td>
<td>15</td>
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<tr>
<td>Type C (decide whether true or false)</td>
<td>15</td>
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<table>
<thead>
<tr>
<th>Score</th>
<th>Points</th>
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<tbody>
<tr>
<td>Maximum points score per competence area</td>
<td></td>
</tr>
<tr>
<td>PM Technical competences</td>
<td>30</td>
</tr>
<tr>
<td>PM Behavioural competences</td>
<td>15</td>
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<tr>
<td>PM Contextual competences</td>
<td>15</td>
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<tr>
<td><strong>Max. points score</strong></td>
<td><strong>60</strong></td>
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</table>

**Marking of MC questions and Text-based tasks**

<table>
<thead>
<tr>
<th>Areas of competency</th>
<th>MC</th>
<th>Text</th>
<th>Max. points score</th>
<th>Min. %</th>
<th>Points scored</th>
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</thead>
<tbody>
<tr>
<td>PM Technical competences</td>
<td>30</td>
<td>80</td>
<td>110</td>
<td>50%</td>
<td>55</td>
</tr>
<tr>
<td>PM Behavioural competences</td>
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<td>20</td>
<td>35</td>
<td>50%</td>
<td>17.5</td>
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<tr>
<td>PM Contextual competences</td>
<td>15</td>
<td>20</td>
<td>35</td>
<td>50%</td>
<td>17.5</td>
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<tr>
<td></td>
<td>60</td>
<td>120</td>
<td>180</td>
<td>60%</td>
<td>108</td>
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**Permitted aids:** open books

**Note:** For the sake of simplicity masculine pronouns are used throughout this exam.
Notes on the examination

1. How to answer the questions correctly

- Carefully read through the whole question and the choice of answers.
- Answer all questions. No deductions will be made for incorrect answers.
- Each question left unanswered will be treated as an incorrect answer and will be awarded zero points.

Place an “x” by the right answer. Example:

<table>
<thead>
<tr>
<th></th>
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<th>Question</th>
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<tbody>
<tr>
<td>A</td>
<td></td>
<td></td>
<td>Choice 1</td>
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<tr>
<td>B</td>
<td></td>
<td></td>
<td>Choice 2</td>
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<tr>
<td>C</td>
<td></td>
<td></td>
<td>Choice 3</td>
</tr>
<tr>
<td>D</td>
<td></td>
<td></td>
<td>Choice 4</td>
</tr>
</tbody>
</table>

Type A questions

- In the case of **positive formulations**, mark the only correct answer, or the most appropriate answer.
- In the case of **negative formulations**, mark the only exception, the only incorrect answer, or the least appropriate answer.
- Only one answer can be given per question.
- Each correct answer will be awarded **one point**.

Type B questions

- **Two of the four answers** (A) to (D) are **always** correct or most appropriate.
- Assign the **two** correct or most appropriate answers/statements to each question/statement.
- **Two correct answers** will be awarded **one point**. **Zero points** will be awarded for one correct answer or less.
- **If the number of answers ticked is more or less than required, zero points will be awarded for that question.**

Type C questions

- One question is followed by four answers or supplementary statements.
- Assess whether each is true (+) or false (−) and mark them accordingly.
- Regardless of whether the question is in the singular or the plural, there may be one, **two, three, or four correct answers, or even no correct answer at all.**
- **One point** will be awarded for **four correct answers**, **half a point** will be awarded for **three correct answers** and **zero points** will be awarded for **two correct answers or less.**
Type A questions

M3 301 1.01 A company launches a pioneering project (innovative project) with a high degree of technical complexity and a high degree of social-communicative complexity. Which of the challenges below should be rated as the most demanding in such a project?

A. Risk management
B. Project structuring
C. Stakeholder management
D. Project scope

M3 302 1.02 The project environment should be analyzed and subdivided into appropriate sections. It is generally advisable to subdivide on the basis of substantive factors and social factors. Which of the answers below falls under the heading of social factors?

A. Cultural environment
B. Technical environment
C. Legal environment
D. Economic environment

M3 303 1.03 When examining project objectives, a distinction is often drawn between outcome objectives (also known as system objectives/task objectives) and procedural objectives (also known as process objectives). Which answer might be part of procedural objectives?

A. Personal objectives
B. Functional objectives
C. Financial objectives
D. Project phases

M3 304 1.04 Quote: "Anyone who runs a project without risk management is engaging in risky management". Which of the risks below should be rated as “very high”, if your analysis has shown such a risk? Four possible impacts are listed.

A. Deviation from budgeted project costs by plus 10%
B. Negligible deviation from project scope (functional scope)
C. Schedule overrun by 10% of project duration
D. Project result not useable
M3 305 1.05 When reviewing quality in the area of project management, the qualifications (skills) of the project staff are an important area. In a project, it is therefore necessary to ensure that the project staff are deployed according to their skills.

A  x  ...are deployed according to their skills
B  ...are familiar with a known method
C  ...are always available
D  ...take effective decisions

M3 306 1.06 A company is conducting environmental projects. In some of the completed projects, Hans Meier has gained a reputation as an expert on public parks. Although Hans Meier is not working on the newest project to redesign a castle's garden, he is often consulted. What (informal) role does Hans Meier have?

A  x  Expert on parks
B  Expert on project management processes
C  The man who knows all the answers
D  Expert on quality management

M3 307 1.07 At a meeting, the project manager takes on the role of a moderator. Which skills are important for this role?

A  Self-confidence
B  A command of negotiating strategies
C  Perseverance
D  x  The ability to visualize and remain neutral

M3 308 1.08 Reliable information is the basis for describing and resolving every problem. What is a typical source for gathering information?

A  Status report
B  x  Interviews
C  Project plan
D  Project mandate
M3 309 1.09  One of the following answers describes a typical attribute of a work package:

A  At least two people should be appointed to take charge of each work package  
B  A work package need not necessarily conclude with a defined result  
C  A work package can be on any structural level – except for the top level  
D  A work package is only differentiated from other work packages in exceptional cases

M3 310 1.10  In project management, a distinction is drawn between the project product and the project process. What is part of the description of the deliverables of the project product?

A  Attributes and functions which characterize a product, a service or some other result  
B  Operations which have to be carried out in order to deliver a product, a service or some other result  
C  All operations which need to be carried out to deliver a product  
D  All tasks required to plan the project

M3 311 1.11  What is meant by the term "project network diagramme"?

A  Detailed description of work packages  
B  Definition of tasks  
C  Protection of the necessary resources  
D  Graphical representation of activities or nodes and the dependencies between them

M3 312 1.12  In resource planning, three main dimensions have key parts to play. However, which of the answers plays no part, or only a secondary part, in resource planning?

A  WHAT; project dimension  
B  WHO; resource dimension  
C  WHEN; time dimension  
D  WHERE; place dimension
M3 313 1.13 In large projects, static methods of calculating cost-efficiency can easily result in the wrong decisions being taken. It is therefore better to use a dynamic method. Which of the answers is a dynamic method only?

A  x  Capital value method
B  Cost comparison calculation
C  Breakeven analysis
D  Profitability calculation

M3 314 1.14 In a project, the project manager has to procure ten notebook computers (regarded as an investment). What type of contract will he conclude?

A  x  Purchase contract
B  Work contract
C  Service contract
D  Rental contract

M3 315 1.15 An investor requires an architect to alter the layout of the apartment. What type of change is this?

A  Product change without any impact on project management
B  x  Product change with an impact on project management
C  Change in project management (contract, plans, etc.) with an impact on the product
D  Change in project management (contract, plans, etc.) without any impact on the product

M3 316 1.16 Which of the definitions below describes “project progress”?

A  Percentage objective attainment at a given point in time
B  x  Description and comparison of the time-, expenditure- and result-related project objectives planned and actually achieved at a certain point in the project (reference date).
C  Percentage planned objective attainment on the reference date
D  Percentage actual objective attainment on the reference date
Paper records seem old-fashioned in the age of electronic media. However, for many purposes a paper document is indispensable. This is particularly true of...

A  ...a presentation for an important meeting
B  ...minutes
C  ...timekeeping
D  **X**  ...documents which need to be taken to the construction site

"An aloof glance", "an amused facial expression", "an unfriendly posture" are descriptions of which level of communication below?

A  Verbal level
B  Paraverbal level
C  Context level
D  **X**  Non-verbal level

One of the answers below describes something which is symptomatic of a project that may have got off to an unsuccessful start.

A  Important stakeholders are involved
B  Conflicts within the project team are sorted out at the beginning of the project
C  **X**  Responsibilities within the project are clarified during the realization of the project
D  Management is giving its attention (support)

What is an important source of data for post-project costing?

A  The decisions taken
B  **X**  The actual data recorded
C  The project deadlines recorded
D  The work packages recorded
How are stakeholders related to the success of a project?

A. After the project has been completed, stakeholders are often the same people who use or are affected by the object created by the project

B. There is little or no relationship

C. The impact of stakeholders is generally overestimated

D. The project manager should concentrate on positions, not on interests

Which of the following questions describes a non-functional requirement?

A. What should the system achieve?

B. What business processes are supported?

C. How to achieve low cost of maintenance of the software?

D. Which interfaces do we need to adapt?

Risks in a project are possible unplanned events or situations with negative repercussions. Systematic risk management is therefore...

A. ...an essential precondition for project planning

B. ...an essential precondition for quality management

C. ...an essential precondition for achieving the project goals

D. ...an essential precondition for project budgeting

In quality management, the project manager also estimates the "costs of prevention". Which costs does this refer to?

A. Costs associated with testing the product’s features

B. Costs arising from activities designed to prevent any faults from occurring as far as possible

C. Costs linked to internal process errors

D. Costs that arise when product faults are only discovered by the customer
### Multiple choice questions

<table>
<thead>
<tr>
<th>M3 325</th>
<th>1.07</th>
<th>What is the basis for good moderation?</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>Description of the task</td>
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</tr>
<tr>
<td>B</td>
<td>Preparation of minutes</td>
<td></td>
</tr>
<tr>
<td>C</td>
<td>Disclosure of information to third parties</td>
<td></td>
</tr>
<tr>
<td>D</td>
<td>Establishing a dialogue between all participants</td>
<td></td>
</tr>
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</table>

<table>
<thead>
<tr>
<th>M3 326</th>
<th>1.08</th>
<th>How can you recognize that you are dealing with a factual problem rather than a conflict?</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>Irreconcilability of two people’s views</td>
<td></td>
</tr>
<tr>
<td>B</td>
<td>Discrepancy between positions in a group</td>
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</tr>
<tr>
<td>C</td>
<td>A project employee feels he has not been understood</td>
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</tr>
<tr>
<td>D</td>
<td>A problem always exists as a real phenomenon</td>
<td></td>
</tr>
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</table>

<table>
<thead>
<tr>
<th>M3 327</th>
<th>1.10</th>
<th>If a large project is subdivided into subprojects, for the project manager this generally means an increase in...</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>...project risk</td>
<td></td>
</tr>
<tr>
<td>B</td>
<td>...coordination effort</td>
<td></td>
</tr>
<tr>
<td>C</td>
<td>...planning work</td>
<td></td>
</tr>
<tr>
<td>D</td>
<td>...financial requirements</td>
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</table>

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<thead>
<tr>
<th>M3 328</th>
<th>1.11</th>
<th>The following definitions are taken from the network planning technique. One of the answers below is a definition of the concept of a “task / activity”.</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>A graphic representation of workflows and their dependencies</td>
<td></td>
</tr>
<tr>
<td>B</td>
<td>Has a defined beginning and a defined end</td>
<td></td>
</tr>
<tr>
<td>C</td>
<td>A process element which describes the occurrence of a certain state</td>
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</tr>
<tr>
<td>D</td>
<td>Has no time dimension</td>
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</tbody>
</table>
M3 329 1.12  Project managers have to face typical issues in relation to resource planning (persons). One of the answers below does not relate to resource planning.

A  What qualifications do I need for my project?
B  In what quantity are these qualifications required?
C  How should the planned personnel costs be recorded?  X
D  How do I ensure that the resources are available?

M3 330 1.19  What is the benefit of having a brainstorming session at the start of a project?

A  It can provide the project with important, innovative stimuli  X
B  Preparation of specific project goals
C  Submission of a tender
D  Identification of project risks
### Type B questions

**M3 331 2.01** The following lists **two** of a project manager’s management tasks:

- A [x] Defining communication channels
- B [x] Monitoring the status of task processing
- C [ ] Approving the project plan
- D [ ] Alignment with the company’s objectives

**M3 332 2.02** **Two** of the characteristics below define the motivation potential of "feedback through work".

- A [ ] The job requires a variety of skills
- B [ ] My work affects other staff
- C [x] I can observe the result of my own work directly
- D [x] I find out from the project manager how well I am doing my job

**M3 333 2.03** **Two** stress factors lead to "eustress".

- A [x] Challenge
- B [ ] Threat
- C [ ] Workload
- D [x] Exciting work

**M3 334 2.04** **Two** steps are important if you wish to secure acceptance for your point of view in the project.

- A [ ] Discarding bad habits
- B [x] Analysing the situation
- C [x] Setting targets
- D [ ] Autogenic training
M3 335 2.05 Project conditions can lead to social problems which project staff interpret as their personal problem. How can this occur? There are two correct answers.

A Planning errors
B Quantitative overburdening
C Budget overruns
D Daily friction and annoyances

M3 336 2.06 I am an extrovert if I (there are two correct answers)...

A ...am sociable
B ...am full of get up and go / thirst for action
C ...more of a quiet type
D ...like working on my own

M3 337 2.07 At a project meeting you decide to use a creativity technique. Which two techniques can you choose from?

A Brainstorming
B Context analysis
C Mind mapping
D Earned-value analysis

M3 338 2.08 Two of the answers below play an important part in results-driven management.

A Group-dynamic processes
B Staff qualifications
C Personal working technique
D Teambuilding
M3 339 2.09  **Two** of the following are key factors that block efficient project management:

A  [x]  Lack of mutual trust between the project participants  
B  [ ]  Lack of or tight project budget  
C  [ ]  Lack of reporting templates  
D  [x]  Lack of orientation in the project

M3 340 2.10  What qualities should a successful (own/personal) goal have? There are **two** correct answers.

A  [x]  Formulated in positive terms  
B  [x]  Achievable yourself  
C  [ ]  Effective  
D  [ ]  Formulated in global terms

M3 341 2.11  There is a simple procedure which has proved effective in a situation where two people need to share a piece of cake between them in such a way that neither can complain afterwards. **Two** of the answers below describe this simple procedure.

A  [x]  One person cuts the cake  
B  [ ]  One person says how much of the cake he would like to have  
C  [x]  The other person chooses the first piece  
D  [ ]  The other person cuts as much of the cake as he wishes to give the first person

M3 342 2.12  There are usually several indicators of conflicts. Which **two** indicators are part of the conflict symptom “impaired communication”?

A  [ ]  Rejection of suggestions  
B  [x]  Choice of words and tone (cynicism, aggressiveness, etc.)  
C  [x]  Retreat to purely factual and formal communications  
D  [ ]  Retreat to working to rule
M3 343 2.13 Reliability is reflected in two of the following behavioural characteristics:
A Speedy decision-making
B Communicative
C Honesty and sincerity
D Engagement

M3 344 2.14 What defines esteem of other people? There are two correct definitions.
A Esteem means being able to respect other people's feelings
B Esteem means being able to recognize projects as a learning resource
C Esteem means being able to deal respectfully with things that have changed
D Esteem means being able to take an interest in other people's opinions

M3 345 2.15 In a construction project, the project manager has two moral (reservations) concerns (forms of morality and ethics which, if disregarded have the potential to generate conflict and therefore to put the project at risk).
A Redundancies in the client’s company as a result of efficiency measures
B Illicit labour
C Too much government
D Corruption in the awarding of projects
**Type C questions**

M3 346 3.01  
When an organization has a project-oriented focus, this normally involves expectations and hopes which can be summed up as follows:

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<table>
<thead>
<tr>
<th></th>
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<tbody>
<tr>
<td>A</td>
<td>×</td>
<td>Teamwork</td>
</tr>
<tr>
<td>B</td>
<td>×</td>
<td>Ability to handle continuity</td>
</tr>
<tr>
<td>C</td>
<td>×</td>
<td>Focus on results</td>
</tr>
<tr>
<td>D</td>
<td>×</td>
<td>Open communication</td>
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</tbody>
</table>

M3 347 3.02  
A programme of projects is an endeavour which...

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<tbody>
<tr>
<td>A</td>
<td>×</td>
<td>...involves little complexity</td>
</tr>
<tr>
<td>B</td>
<td>×</td>
<td>...is limited in time</td>
</tr>
<tr>
<td>C</td>
<td>×</td>
<td>...aims for a common strategy</td>
</tr>
<tr>
<td>D</td>
<td>×</td>
<td>...involves a series of connected projects</td>
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M3 348 3.03  
The most important stakeholders (interest groups) in project portfolio management are.....

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<tbody>
<tr>
<td>A</td>
<td>×</td>
<td>...the company's management</td>
</tr>
<tr>
<td>B</td>
<td>×</td>
<td>...the project portfolio management</td>
</tr>
<tr>
<td>C</td>
<td>×</td>
<td>...the Controlling department</td>
</tr>
<tr>
<td>D</td>
<td></td>
<td>...the users</td>
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</tbody>
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M3 349 3.03  
If project, programme and portfolio management is introduced in a company, there is resistance among the people affected. Such an endeavour leads to fears among the people affected, including:

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<tbody>
<tr>
<td>A</td>
<td>×</td>
<td>Fear of losing powers and responsibilities</td>
</tr>
<tr>
<td>B</td>
<td>×</td>
<td>Fear of greater control</td>
</tr>
<tr>
<td>C</td>
<td>×</td>
<td>Fear of being made redundant</td>
</tr>
<tr>
<td>D</td>
<td>×</td>
<td>Fear of the transparency of new planning methods</td>
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</tbody>
</table>
Projects provide the parent organization with a great deal of knowledge and experience. In a concluding project analysis, you, as the project manager, therefore ask the following questions:

A. What problems arose in relation to the procedure?
B. What essential changes should be made in the future?
C. Was the payback analysis carried out correctly?
D. What was especially good in term of cooperation?

Which methods of economic / viability calculation are classed as static methods?

A. Cost comparison calculation
B. Scoring model (point scoring models)
C. Annuity method
D. Profit comparison calculation

The project product is the tangible and/or intangible result of the project work. Project products have many facets. The following list describes a couple of products:

A. House
B. Consultancy
C. Application (software)
D. Work contract

Hiring temporary external staff has the following disadvantages:

A. It does not save putting pressure on your own staff reserves
B. No internal company experience
C. Confidentiality problems
D. High costs in the short term
M3 354 3.09 + - The basis for employee protection is the Labour Law. What are key elements of the employee protection law?

A x Regulation of working hours and rest periods
B x Rights and obligations of employers and employees in relation to health protection
C x Protection of health and safety at work for young people under the age of 18.
D x Procedures governing probationary periods and continuing salary payments in the event of illness

M3 355 3.10 + - If a project is debt-financed, we speak of the following forms of finance:

A x Credit financing
B x Loan financing
C x Financing from earnings (reserves)
D x Financing from operating assets

M3 356 3.11 + - What does a work contract normally deal with?

A x Construction of a property
B x Purchase of a notebook computer
C x Advice from a lawyer
D x Delivery and assembly of a production machine

M3 357 3.04 + - What is a project management manual or rather the content of a project management manual?

A x A compilation of information and rules applicable to the planning of a project
B x A general description of how projects are handled in a company
C x Complete set of all documents generated in or belonging to a project
D x Agreements relating to a specific project
Projects include many tasks comparable with those of business organizations (listed below). Projects can therefore be regarded as temporary business organizations because of their...

A \(\times\) ...clear objectives
B \(\times\) ...limited resources
C \(\times\) ...limited duration
D \(\times\) ...frequent high degree of complexity

Knowledge comes from information (not data) and a specific context of experience. In project management, a distinction is drawn between three types of knowledge. Which of the following?

A \(\times\) Ex-post knowledge gained from projects
B \(\times\) Current state of knowledge in projects
C \(\times\) Knowledge of the business organization
D \(\times\) Knowledge of current projects

The distinction according to the size of the projects can be evaluated on the basis of various key variables. Which key variables are obvious choices?

A \(\times\) Internal and external costs
B \(\times\) Resource utilization
C
D \(\times\) Internal or external projects