

Certified Project Management Associate IPMA Level D® (Test-)Text-based tasks with answers

Notes

Please check whether this exam is complete and includes all pages from 1 to 11

Guideline time for this section of the exam **60 minutes**

The recommended time for each task is shown

Number of tasks:

9 tasks

Total score

90 points

Score

The number of points that can be scored per task is indicated

Permitted aids

open books

Marking of MC questions and text-based tasks (TA)

Areas of competency	MC questions	Text-based tasks	Maximum points score	Points scored
Technical PM competences	70	50	120	
Behavioural PM competencies	15	20	35	
Contextual PM competencies	15	20	35	
Total	100	90	190	

No certificate will be issued unless the minimum total point score of **114 points** has been achieved.

Note:

For the sake of simplicity masculine pronouns are used throughout this exam.

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Technical PM competences

P03	Stakeholders (interested parties)	A31	1.02
	Guideline time: 10 minutes for tasks A31	9 points	
	Points scored		

Task no. A31

Identifying the project environment means taking a holistic view and systematically listing all environmental factors which can have an influence on the project. In project management, a distinction is drawn between **two** influencing factors.

- a. Organizational-social influencing factors (internal to the company, external to the company)
- b. Factual/content-type influencing factors

In your answer, please list a total of **nine influencing factors** which could be defined in a project, namely:

Three organizational/social influencing factors **internal to the company**

- Management
- Internal project client
- Project Manager
- Departments affected
- Internal users
- Project team members

Three organizational/social influencing factors **external to the company**

- Clients
- External clients
- Suppliers
- Authorities
- Partner companies (consortium)
- External users/operators

Three factual/content-type influencing factors

- Projects running simultaneously
- Routine tasks of the company/day-to-day business
- Technological development
- Legal framework
- Know-how
- Labour market
- Weather conditions (in a construction project)

Scoring: 1 point for each correct influencing factor, **max. 9 points**

Other examples appropriate to the subject should be counted.

P03	Project structure	A32	1.09
	Guideline time: 10 minutes for tasks A32	8 points	
	Points scored		

Task A32

At the heart of every project is the execution of the necessary tasks, i.e. the performance of services.

The primary question is: **what are all the things that need to be done?**

In the project, a project structure plan is therefore prepared which unequivocally lays down the affiliation of the work packages. The project structure plan is thus a structuring of the overall task into plannable and controllable sub-tasks (work packages).

a) At least four goals should be achieved by structuring the project. In your answer list three goals.

- Systematic **recording of all project tasks**
- Structuring of the project as far as **plannable and controllable work packages** with uniform responsibility.
- Readily comprehensible **presentation** of the project content (as a communication tool)
- Definition of a structure which applies to the whole project and forms the **basis for the following project management activities**: schedule planning, distribution of tasks, resource planning, cost planning, meeting planning/agenda, file organization, etc.

b) Which structuring criteria are suitable for the structuring of the project? In your answer describe **two structuring criteria**.

Structuring by project characteristics (task): **function-oriented structuring**:

- Workflow (structuring by phases)
- Functions, discipline, technical subject (structuring by technical skill)
- Responsibility (structuring by task distribution)
- Environment (structuring by target groups)
- Location (structuring by executing units)

Structuring by object characteristics (work object): **object-oriented structuring**:

- Function of the object (structuring of functions)
- Materials (physical structuring)
- Location, place (topological structuring)

Scoring:

a) For each goal listed (subject described approximately, see markings)	2 points	Total of 6 points
b) For each structuring criterion listed (function or object-oriented structuring is evaluated)	1 point	Total of 2 points
		Total of 8 points

P03	Project phases, process and deadlines	A33	1.11
	Guideline time: 5 minutes for task A33	9 points	
	Points scored		

Task A33

In practice, the time taken for a work package (or for the whole project) is derived from the gross hours put in by staff. However, if a serious gross/net personnel expenditure calculation is undertaken, discrepancies can be eliminated through planning from the start or at least addressed in a qualified manner.

On the basis of the information listed, calculate **the project resource time** of project team member XY for one year of the project in working hours. Enter the hours calculated directly in the 'Hours' column (calculate 8 hours per working day).

			Hours
Possible working hours		52 weeks x 40 hours	2080
Factors reducing performance			
- unscheduled public holidays	2 days	16	16
Gross working hours (gross performance time)			2064
Times unavailable for work:			
- illness / accidents	3 days	24	
- military service	15 days	120	
- holiday	20 days	160	
- public holidays	8 days	64	
- further training	10 days	80	
- overtime from previous year	5 days	40	
- additional free working days	3 days	24	
512			
Net working time (percentage workload)			1552
Other tasks:			
- departmental meetings	40 x 2 hours	80	
- other	20 x 2 hours	40	
120			
Extra time available (time spent working on project)			1432

Scoring: 9 points are awarded for correctly calculating the time spent working on the project. No sub-points are possible.

P03	Monitoring, controlling, reporting	A34	1.16
	Guideline time: 10 minutes for task PA34	20 points	
	Points scored		

Task A34

Project reporting serves as the basis for monitoring and control measures and is mainly result-based.

The number of reports required in a project depends on the type of project and company-specific arrangements.

Four project reports are given below. **For each of the four reports describe:**

- Report recipient
- Report contents

1. Status report (list one recipient and four content items)

Recipient: **client** and decision-making body

Content:

- General project status (traffic light report)
- State of progress on project (expenditure, phase, successes)
- Work completed during past reporting period
- Staff requirements planning
- Difficulties (problems, risks)
- Action required
- Further action (work planned for next period)

2. Review report (list one recipient and one content item)

Recipient: **client, project manager, decision-making body**

Content:

- The project review is intended to analyse and evaluate the project and reveal "**Deviations** and possible **control measures**".

3. Phase report (list one recipient and six content items)

Recipient: **client, decision-making body**

Content:

- Phase objectives
- Result of phase
- Possible solutions
- Cost-benefit ratio
- Evaluation
- Deviations
- Project status
- Costs and expenditure
- Dates and milestones
- Special project risks
- Further action (next phase)
- Application for decision (approval and authorization of next phase)

4. Test report (list one recipient and four content items)

Recipient: **project manager, subproject manager, client**

Content:

- Scope of test/review
- Test/review results
- Score
- Difference
- Recommendation
- Approval or rejection

Scoring:

Task	Evaluation for	Points
1	Recipient	1
	Content point	4
2	Recipient	1
	Content points	2
3	Recipient	1
	Content points	6
4	Recipient	1
	Content points	4
	Total	20
	Subpoints according to points awarded	

P03	Communication	A35	1.18
	Guideline time: 5 minutes for task A35	4 points	
	Points scored		

Task A35

Exchanging information between project participants, particularly within the project team, is one of the key success factors in project management.

Project communication is concerned with the way in which information is transmitted from the sender to the recipient. We distinguish between written and oral communication/information channels.

One of the possible forms of oral communication in a project is the presentation. This is a special form which makes it possible to use 'words', 'writing' and 'pictures' to bring content closer to participants.

List **four project situations** in which a presentation should be used.

Possible answers:

- When providing information on the project
- When obtaining opinions; presenting variations
- When persuading (to go for a certain solution)
- When arriving at a decision (e.g. end of phase, etc.)

Scoring: 1 point for each appropriate project situation

Behavioural PM competences

P03	Leadership	A36	2.0 1
	Guideline time: 5 minutes for task A36	10 points	
	Points scored		

Task A36

When it comes to management styles, a basic distinction can be drawn between 'authoritarian' and 'cooperative' styles.

What are key attributes of a cooperative management style? List **four attributes** (e.g. a moderate degree of guidance).

Four attributes of a cooperative management style:

- Self-management by staff
- Agreed objectives
- Providing staff with comprehensive information
- Project manager helps with the work
- Mutual recognition as full partners
- Communicating instead of issuing instructions and orders
- Scope to allow staff to gain experience and make mistakes

Scoring:

2.5 points for each correct attribute, max. 10 points

P03	Negotiations	A37	2.11
	Guideline time: 5 minutes for task A37	10 points	
	Points scored		

Task P37

Subject: mistakes in conducting a dialogue

Any dialogue involves the participants alternating between the roles of sender (speaker) and recipient (listener). Each person therefore needs to listen actively and be able to express themselves clearly and directly. Various "mistakes" can be made in this process.

a) What are the most common mistakes on the part of the speaker (sender)? List **two mistakes**.

-
- He fails to organize his thoughts before he speaks.
 - He expresses himself imprecisely.
 - He speaks for too long.
 - His statements consist of a patchwork of many ideas.
 - He carries on talking out of nervousness.
 - He fails to notice important statements in the answers of the person he is talking to.

b) What are the most common mistakes on the part of the listener (recipient)? List **two mistakes**.

-
- He fails to give his undivided attention (doesn't listen).
 - He gets his answers ready early.
 - He only takes in details.
 - He extrapolates the speaker's line of thinking.

Scoring:

- a) 2.5 points for each mistake correctly identified (other answers possible).
- b) 2.5 points for each mistake correctly identified (other answers possible).

Contextual PM competences

P03	Project orientation	A38	3.01
	Guideline time: 5 minutes for task A38	10 points	
	Points scored		

Task A38

A guide to project management in a company consists of a summary of overriding organizational arrangements applicable to project management.

What objectives does a company pursue with a project management guide? List **four objectives**.

Four objectives of a guide to project management

- Basis for the general project management goals such as phase goals and milestones.
- Determining working methods for projects (organizational side of the PM system)
- Binding guidelines for cooperation while the project is in progress.
- Allocation of tasks, powers and responsibility to the units/bodies involved.
- Basis for issuing detailed orders in the context of a project.
- Support in preparing and drafting all necessary contracts.
- Arrangements governing controlling and finance
- Classification of the projects
- Arrangements governing reporting

Scoring:

2.5 points for each appropriate answer

P03	Business	A39	3.06
	Guideline time: 5 minutes for task A39	10 points	
		Points scored	

Task A39

The business case is a basic document which allows project decision-makers and clients to decide on the implementation of the project from a business point of view.

Which of the following describes a business case? List **two content points** of a business case.

- Project scope
- Project management values
- Finance
- Decisions
- Initial situation
- Possible solution
- Cost-efficiency
- Proposals

Scoring: 5 points for each appropriate content point