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APM Project Fundamentals Qualification (PFQ)

APM APM-PFQ

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QUESTION NO: 1

Quality management ensures that _____ are fit for purpose.

- A. processes and outputs.
- B. standards and benefits.
- C. managers and teams.
- D. regulations and requirements.

ANSWER: A

Explanation:

Quality management ensures that **processes and outputs** are fit for purpose. In APM's project-management context, quality is concerned with the extent to which project processes and the resulting outputs satisfy defined requirements and are suitable for their intended use. This means quality management is not limited to checking a finished deliverable: it includes planning the quality approach, assuring that appropriate methods and controls are used throughout delivery, and controlling outputs to confirm they meet acceptance criteria. A fit-for-purpose output fulfils the needs for which it was produced, while fit-for-purpose processes provide a reliable way to create and verify those outputs. Managing both supports stakeholder confidence, enables acceptance, and helps the project deliver the required value. APM describes quality management as the application of processes that establish and achieve the quality policy, objectives, and responsibilities of the project or programme. Further context on APM's project-management body of knowledge is available from [APM Body of Knowledge](#), and ISO's quality-management principles emphasise consistently meeting requirements through effective processes: [ISO 9001 quality management](#).

QUESTION NO: 2

Which of the following is an activity in a typical configuration management process?

- A. Evaluation.
- B. Identification.
- C. Registration.
- D. Justification.

ANSWER: B

Explanation:

Identification. is correct because configuration identification is a core activity in configuration management. It establishes which project products, components, documents, and other items need to be controlled, and gives them clear, unique identities. This includes defining configuration items, their characteristics, versions, relationships, and the applicable configuration baseline. Without identification, a project team cannot reliably determine exactly what is being developed, reviewed, changed, released, or accepted.

In practice, identification provides the foundation for the remaining configuration-management controls. Once an item is identified, its status can be recorded, proposed changes can be assessed and authorised through change control, and audits can verify that the delivered product matches its approved configuration. It also supports traceability throughout the project life cycle: stakeholders can connect requirements and design information to the specific approved versions of deliverables. This disciplined control is especially important where multiple people, suppliers, or teams contribute to related products. APM describes configuration management as the process used to identify and document a product's functional and physical characteristics and to control changes to those characteristics. See APM's overview of [configuration management](#) and the ISO explanation of [configuration-management guidelines](#).

QUESTION NO: 3

Which one of the following statements is true?

- A. Business-as-usual activities cannot be improved.
- B. Business-as-usual activities are more difficult to manage than projects.
- C. Projects are transient endeavours that bring about change to business-as-usual.
- D. A project is always the starting point for operation refinement.

ANSWER: C

Explanation:

Projects are transient endeavours that bring about change to business-as-usual. This reflects the central distinction in APM's project-management terminology: a project is a unique, temporary endeavour undertaken to achieve planned objectives, while business-as-usual comprises the continuing operational work that sustains an organisation's products or services. A project has a defined life cycle: it is initiated to deliver a specified output, outcome or benefit, and it closes once its objectives have been achieved or it is otherwise terminated. Its purpose is commonly to introduce, enable or manage change—for example, implementing a new system, constructing a facility or redesigning a service. Once the change has been delivered and embedded, the resulting capability is typically handed into operational, business-as-usual activity for ongoing use and management. This temporary, change-oriented nature is therefore a defining characteristic of projects, rather than simply a possible feature of them. APM's glossary defines a project as a "unique, transient endeavour undertaken to achieve planned objectives"; its introductory guidance also distinguishes projects from ongoing operations. See the [APM overview of project management](#) and the [APM glossary of project management terms](#).

QUESTION NO: 4

Which of the following are phases in an iterative project life cycle? 1) Concept 2) Feasibility 3) Deployment 4) Development

- A. 3 and 4 only
- B. 1, 2 and 3
- C. 1 and 2 only
- D. 2, 3 and 4

ANSWER: D

Explanation:

2, 3 and 4 is correct because an iterative project life cycle progresses through feasibility, development and deployment in repeated cycles. Early iterations test whether the proposed solution is viable and clarify requirements through feasibility work. Development then produces and refines usable parts of the solution, while deployment releases, integrates or makes those parts available for use. Feedback and learning from each cycle inform the next iteration, allowing the solution to evolve incrementally rather than being fully specified and delivered in one pass.

This reflects APM's description of iterative life cycles: the work is undertaken in repeated cycles, with each cycle developing the solution further and enabling review, learning and adaptation. The lifecycle approach should be selected to suit the nature of the work, especially where requirements may emerge or need refinement as delivery proceeds. APM's overview of project life cycles is available in its [project lifecycle guidance](#), and its [project management glossary](#) provides related terminology used across APM practice.

QUESTION NO: 5

An extended project life cycle can be defined as:

- A. an approach that adds operational and termination phases to a linear life cycle.
- B. an approach that adds adoption and benefits realisation phases to a linear life cycle.

- C. a framework for conducting a cost-benefit analysis once a project has closed.
- D. a framework for ensuring the re-deployment of assets post project.

ANSWER: B

Explanation:

The correct definition is “**an approach that adds adoption and benefits realisation phases to a linear life cycle.**” A linear project life cycle generally takes work through the stages needed to define, develop and deliver an output. However, delivery alone does not guarantee that the intended organisational change is embedded or that the anticipated value has been achieved. An extended life cycle explicitly follows the project beyond delivery to include adoption, where users and the organisation take up and integrate the deliverables, and benefits realisation, where the planned improvements and value are monitored, assessed and sustained.

This perspective is important because a project’s success is linked not only to producing outputs within agreed constraints, but also to enabling the outcomes and benefits set out in the business case. Including these post-delivery phases supports transition into business-as-usual operations, allows ownership of benefits to be established, and provides the basis for measuring whether the investment has delivered its intended strategic value. APM describes the project life cycle as a framework for managing work from the beginning to its end, while its benefits-management guidance emphasises identifying, tracking and realising benefits throughout and beyond delivery. See [APM: What is a project?](#) and [APM: What is benefits management?](#).

QUESTION NO: 6

From the project sponsor's viewpoint, which of the following is not an important aspect of the project communication plan?

- A. How issues are to be escalated from project manager to project sponsor.
- B. Understanding stakeholders' power and influence.
- C. When project workshops are to be held.
- D. Reference to higher level corporate policies.

ANSWER: C

Explanation:

“When project workshops are to be held.” is the appropriate answer because the detailed timing of workshops is normally an operational coordination matter managed by the project manager and project team. Although workshops can be useful communication events, their individual scheduling is not usually a principal concern for a sponsor when considering whether the project communication plan provides the necessary governance, oversight, and decision-support arrangements.

From a sponsor’s perspective, the communication plan should provide confidence that material information will reach the right people at the right time, that reporting and escalation routes support timely decisions, and that communications align with the organisation’s established governance framework. The sponsor needs sufficient visibility of progress, risks, issues, benefits, and decisions requiring senior-level action. The plan should therefore establish effective channels and responsibilities without requiring the sponsor to focus on the calendar detail of each team-level workshop. Workshop dates may be included in a supporting schedule or delivery plan and adjusted as project circumstances change.

APM describes communication management as the planned and systematic handling of project information and engagement. Its PFQ syllabus also places projects within governance and organisational contexts: [APM Body of Knowledge, 7th edition](#) and [APM Project Fundamentals Qualification](#).

QUESTION NO: 7

Which of the following would be considered as a valid objective for the post project review?

- A. Plan the next project for the project team.

- B. Make proposals for the operation of the project deliverables.
- C. Improve future estimating accuracy.
- D. Plan how to complete the objectives of the project.

ANSWER: C

Explanation:

Improve future estimating accuracy. is a valid objective for a post-project review because the review captures lessons from the completed work and turns actual performance data into improvements for future projects. Comparing original estimates for cost, duration, effort, resources, risks, and benefits with what actually occurred enables the organisation to identify estimating assumptions that were reliable and those that need refinement. This strengthens the evidence base used when forecasting similar work, developing schedules, setting budgets, and assessing uncertainty in subsequent projects.

A post-project review is therefore not merely an administrative closure activity. It supports organisational learning by documenting successes, issues, decisions, and outcomes while information is still available from the project team and stakeholders. The resulting lessons should be made accessible and applied to future planning, including estimation methods, benchmarks, contingency allowances, and risk assessments. Better estimating accuracy is a practical, measurable benefit of this learning process and helps improve the quality of future business cases and project plans. APM describes project closeout as including review and learning activities that support future work; see [APM: Project closeout](#) and the [APM Project Management Glossary](#).

QUESTION NO: 8

If using an iterative life cycle what actions might be necessary for scope items that are NOT considered as 'must have'?

- A. They need to be given a special priority to ensure that they are definitely delivered.
- B. They should have best resort to ensure they efficiently delivered.
- C. The project could be If the delivery of these requirements were proving more difficult than expected
- D. They may be sacrificed if the project is at risk of exceeding its budget or schedule.

ANSWER: D

Explanation:

They may be sacrificed if the project is at risk of exceeding its budget or schedule. In an iterative life cycle, work is planned and delivered in repeated increments, allowing the team to review progress and make informed decisions at iteration boundaries. Scope items that are not essential to achieving the minimum viable or agreed outcome can therefore be deferred, reduced, or removed when delivery performance indicates that retaining them would threaten a fixed deadline, available funding, or delivery of the essential requirements. This reflects the practical use of prioritisation: the most important requirements are protected first, while lower-priority scope provides flexibility to manage uncertainty and change. Such decisions should be made transparently with the appropriate sponsor, customer, or governance authority, because they affect the agreed scope and expected benefits. APM describes project life cycles as providing the framework for managing work through delivery phases, while effective requirements management includes prioritising requirements and controlling changes throughout the project. See the [APM Body of Knowledge](#) and the [APM project management lexicon](#).

QUESTION NO: 9

Which one of the following statements is true?

- A. Business-as-usual activities cannot be improved.
- B. Business-as-usual activities are more difficult to manage than projects.
- C. Projects are transient endeavours that bring about change to business-as-usual.

D. A. project is always the starting point for operational refinement.

ANSWER: C

Explanation:

Projects are transient endeavours that bring about change to business-as-usual. This reflects the fundamental distinction between project work and operational, or business-as-usual, work. A project is a temporary undertaking with a defined beginning and end, established to create a unique output, capability, or beneficial change. Once its objectives have been achieved and its outputs handed over, ongoing use, support, and repeatable delivery normally become part of business-as-usual operations. The change may involve introducing a new product, service, process, system, facility, or organisational capability; the project provides the structured means of moving from the current state to the desired future state. APM describes a project as a unique, transient endeavour undertaken to achieve planned objectives, which may be defined in terms of outputs, outcomes, or benefits. This transient and change-oriented nature is central to project management: it coordinates people, resources, plans, risks, and governance to deliver the intended change in a controlled way. Further detail is available in APM's [What is a project?](#) guidance and its [What is project management?](#) overview.

QUESTION NO: 10

Which one of the following is the correct definition of an issue?

- A. A problem or concern that has arisen and requires attention or resolution.
- B. A. problem that is the responsibility of the Project Manager.
- C. An uncertain event that should it occur would have an effect on project objectives.
- D. A. threat to project objectives that cannot be resolved by the Project Manager.

ANSWER: A

Explanation:

An issue is a problem, concern, or situation that has already arisen during the project and requires attention, a decision, or resolution. It is therefore something current and tangible that must be actively managed, rather than a possible future occurrence. Issues can affect any aspect of delivery, including scope, schedule, cost, quality, resources, stakeholders, or governance. They should be recorded, assessed for their impact and urgency, assigned to an appropriate owner, and tracked through to resolution or closure. This provides visibility of matters requiring action and helps ensure that they are escalated at the appropriate time when decisions or support are needed. The APM's project management glossary provides the profession's terminology and supports the use of issue management as a control activity within projects: [APM Project Management Glossary](#). APM guidance also identifies the importance of managing project controls and responding to matters that affect delivery: [APM project controls resources](#). Therefore, the definition describing a problem or concern that has arisen and needs to be addressed correctly captures the meaning of an issue.

QUESTION NO: 11

Which of the following disadvantages applies to video conferencing?

- A. A level of technological expertise is required.
- B. Body language can reinforce the message.
- C. It is harder to maintain concentration.
- D. There are increased costs of getting to the meeting.

ANSWER: A

Explanation:

“A level of technological expertise is required.” is the applicable disadvantage. Video conferencing depends on participants being able to use the selected platform and its supporting technology effectively. This can include joining a meeting through the correct link, managing audio and video settings, selecting the appropriate camera or microphone, sharing screens or documents, using chat and collaboration functions, and addressing straightforward connectivity issues. Where these skills are absent or inconsistent, meeting time may be lost to setup and troubleshooting, participation may be reduced, and the intended communication can be disrupted. The project manager should therefore consider participants’ familiarity with the tools, provide clear joining instructions, arrange support or practice where needed, and ensure that the technology is suitable for the meeting’s purpose. This reflects the wider project-management need to select communication methods that are appropriate for stakeholders and that enable clear, reliable information exchange. APM identifies communication as a core project-management topic and provides related terminology in its [project management glossary](#). Guidance on planning and managing project communications is also available through APM’s [communication management overview](#).

QUESTION NO: 12

What is the best way that PESTLE analysis supports the development of a business case?

- A.** It provides A. a powerful way in which the most favourable financial returns are shown from the project options being considered.
- B.** It considers a number of options avoiding over reliance on a single idea, when there may be other more favourable options available.
- C.** It identifies which tools and techniques are necessary in order to arrive at the best group of projects to be considered as valid options.
- D.** It shows which assets, capabilities, processes and functions are required to be included in the business case.
- D.** It identifies external political, economic, social, technological, legal and environmental factors that may affect the project’s rationale, feasibility and benefits.

ANSWER: D

Explanation:

“It identifies external political, economic, social, technological, legal and environmental factors that may affect the project’s rationale, feasibility and benefits” is correct because PESTLE is a structured environmental-scanning technique. It helps those preparing a business case look beyond the immediate project solution and understand the wider context in which the proposed change will be delivered and used. For example, political priorities may affect sponsorship or funding, economic conditions may affect affordability and expected benefits, technological developments may change the preferred solution, and legal or environmental requirements may create constraints, risks or opportunities.

This analysis strengthens the business case by ensuring that its strategic rationale, assumptions, risk assessment and proposed approach reflect relevant external influences. It can also reveal conditions that could alter the viability, timing or value of the investment. APM describes a business case as the justification for undertaking a project, programme or portfolio, and effective justification needs to account for the context and factors that can influence outcomes. PESTLE is therefore particularly useful during early definition and option development, when the organisation needs an informed view of external opportunities and threats. See APM’s [business case guidance](#) and its [PESTLE analysis guidance](#).

QUESTION NO: 13

Quality control consists of:

- 1) improvement
 - 2) inspection
 - 3) measurement
 - 4) testing
- A.** 1, 2 and 4
- B.** 2, 3 and 4

C. 1, 3 and 4

D. 1, 2 and 3

ANSWER: B

Explanation:

2, 3 and 4 is correct because quality control is the operational process used to check whether project outputs meet defined quality requirements and acceptance criteria. It involves measuring characteristics of a product, service or deliverable against specified standards; inspecting outputs to identify defects, omissions or non-conformities; and testing them to confirm that they perform as required. These activities provide objective evidence that the deliverable conforms before it is accepted or released.

In a project setting, quality control is applied to the actual outputs of the work. For example, a completed software feature may be measured against performance thresholds, inspected against documented requirements and tested under expected operating conditions. The findings can be recorded, reported and used to determine whether corrective action is needed. APM describes quality management as ensuring that outputs are fit for purpose and meet relevant requirements; quality-control techniques are a practical means of verifying this conformity. Further guidance is available in APM's [quality management overview](#) and its [quality control glossary definition](#).

QUESTION NO: 14

Scope management in an iterative life cycle would ensure that:

A. the must have' requirements are given the top priority for delivery.

B. the scope is identified at a deeper level in the project.

C. all stakeholders get what they want from the project.

D. areas of the project that will be delivered are fully agreed

ANSWER: A

Explanation:

the must have' requirements are given the top priority for delivery. This reflects how scope is managed in an iterative life cycle: work is progressively defined, refined and delivered in short increments, while requirements are ordered according to their value and criticality. Prioritisation enables the team to concentrate available time, funding and capacity on the minimum essential capabilities first, so that each iteration produces a usable and valuable outcome. It also supports informed decisions when new learning, feedback or change affects the remaining work. A common prioritisation approach is MoSCoW, in which "Must have" requirements represent the essential requirements needed for the solution or increment to be viable. Giving these requirements precedence helps protect the intended benefits and ensures that the most important scope is addressed before lower-priority desirable features. This is particularly important where not every requested feature can be completed within a fixed delivery window. APM describes prioritisation as a means of deciding the relative importance of requirements and notes the use of MoSCoW categories in this process. See [APM: MoSCoW prioritisation](#) and [APM: Scope management](#).

QUESTION NO: 15

In order to be defined as an issue, which of the following conditions must be satisfied?

A. It must result in a set tolerance being exceeded.

B. The project manager must be able to resolve it.

C. It must have happened because of an identified risk.

D. The project team must be able to deal with it internally.

E. It must be a problem, query or concern that needs to be addressed.

ANSWER: E

Explanation:

It must be a problem, query or concern that needs to be addressed. is correct because an issue is a matter that exists now and requires attention, assessment, or action by the project's governance and management arrangements. The defining feature is its present relevance and need for resolution or decision-making, rather than its source, who will handle it, or whether a particular management threshold has been crossed. Issues can emerge from many circumstances during delivery, including a materialised risk, a newly discovered problem, a stakeholder query, a requested change, or an external event. Once identified, they should be recorded, assessed for their effect on objectives and constraints, assigned to an appropriate owner, and tracked through to a decision or resolution. This supports timely control of the project and provides an auditable record of matters requiring attention. APM's glossary describes an issue in terms of a problem, query, or concern needing to be addressed, which directly establishes the required condition. See the [APM definition of an issue](#) and APM's [project management resources](#) for related project-control context.

QUESTION NO: 16

What is a visual representation of a project's planned activities against a calendar called?

- A. a Gantt chart.
- B. a critical path network.
- C. a product flow diagram.
- D. a Pareto chart.

ANSWER: A

Explanation:

a Gantt chart. is correct because it presents planned project activities on a time-scaled calendar. Activities are usually shown as horizontal bars, with each bar's position and length indicating its planned start date, finish date and duration. This makes the schedule readily understandable: a project team can see which work is planned at a particular time, where activities overlap, and how the planned work is distributed across the project timeline. Gantt charts can also show milestones, dependencies, progress and key dates, making them a widely used schedule communication and monitoring tool. In APM terminology, a Gantt chart is a type of bar chart used to display activities against time; it supports planning by turning the schedule into a clear visual representation that can be shared with stakeholders. The calendar-based time axis is the defining feature described in the question. See APM's glossary entry for [Gantt chart](#) and its overview of [project planning](#).

QUESTION NO: 17

When in the project life cycle should the deployment baseline be formed?

- A. Deployment phase.
- B. Concept phase.
- C. Definition phase.
- D. Transition phase.

ANSWER: C

Explanation:

The deployment baseline should be formed during the **definition phase**. This phase develops the selected solution sufficiently to establish an agreed and controlled basis for proceeding. It brings together the information needed to define how the project will be delivered, including the scope, plans, resources, costs, timescales, risks, governance arrangements and the intended approach to deployment. Once agreed, the baseline provides the reference point against which delivery performance and changes can be managed.

Forming this baseline in definition gives the sponsoring organisation an informed basis for authorising the project's subsequent work and committing resources. It also ensures that teams entering delivery have a common understanding of what is to be produced and how progress will be controlled. The baseline is not simply a record created at the point the product is deployed; it is an approved foundation established beforehand to enable deployment to be planned and managed effectively. APM describes the project life cycle as progressing through phases that provide increasing definition and control of the work; see [APM: What is a project life cycle?](#). Further context on baselines and control is available in [APM: Baseline management](#).

QUESTION NO: 18

Which of these is a key aspect of Programme Management?

- A. Business as usual reporting
- B. Strategic direction
- C. Benefits management
- D. Managing the project schedules

ANSWER: C

Explanation:

Benefits management is a key aspect of programme management because programmes are established to coordinate related projects and other change activities so that an organisation achieves outcomes and benefits that would be difficult to realise through isolated projects. Programme management maintains a clear focus on the benefits expected from the combined change, including defining them, assigning ownership, planning how they will be realised, monitoring progress, and ensuring the organisation is ready to adopt and sustain the resulting capabilities. This perspective extends beyond delivering individual project outputs: a project may deliver a product or capability successfully, while the programme ensures that those deliverables collectively contribute to measurable organisational improvement and strategic objectives. Benefits can emerge during the programme and may continue after constituent projects have closed, so active benefits management provides continuity from the original business case through transition into operational use. APM describes programme management as coordinating related projects and activities to achieve beneficial change, and identifies benefits management as central to ensuring the intended value is realised. See APM's overview of [programme management](#) and its guidance on [benefits management](#).

QUESTION NO: 19

A project is approaching a gate review. New market information indicates that the expected benefits are now substantially lower than those set out in the approved business case. What should the project manager do?

- A. Continue delivery because the project has already passed an earlier gate.
- B. Revise the benefit targets so that the current forecast appears acceptable.
- C. Present the updated business case implications for a governance decision.
- D. Close the project immediately without consulting the sponsor.

ANSWER: C

Explanation:

The project manager should present the updated information and its implications for the business case to the sponsor or appropriate governance body. A business case is a continuing justification for investment, so a material reduction in expected benefits may mean that the project should be changed, paused or stopped. The project manager is responsible for reporting the evidence and managing the project within agreed authority; the decision to continue investment rests with the authorised sponsor or governance body. Continuing unchanged would bypass the required review of whether the project remains justified.

QUESTION NO: 20

A member of your team has described being involved in a risk event. Which one of the following would best describe such an event?

- A. An action or set of actions to reduce the probability or impact of a threat, or to increase the probability or impact of an opportunity.
- B. The plan of the response to risks.
- C. An uncertain event or set of circumstances that if realised would have an effect on project objectives.
- D. A risk identification workshop.

ANSWER: C

Explanation:

An uncertain event or set of circumstances that if realised would have an effect on project objectives is correct because it reflects the APM definition of a risk. In project management, a risk exists before the event or circumstances occur: it is characterised by uncertainty and by its potential to affect one or more objectives, such as time, cost, quality, scope, benefits or performance. The effect can be adverse, creating a threat, or beneficial, creating an opportunity. Calling it a risk event focuses attention on the possible future occurrence or situation that may materialise and then influence delivery of the project's objectives. This definition is important because it gives the team a common basis for identifying, assessing, recording and managing uncertainty. Once identified, the risk can be analysed for likelihood and impact, assigned an owner, and managed through proportionate responses and monitoring. APM's glossary defines risk as an uncertain event or set of circumstances which, if it occurs, will have an effect on achievement of objectives; its risk-management guidance also treats both threats and opportunities as part of disciplined project control. See the [APM glossary definition of risk](#) and [APM risk analysis and management guidance](#).

QUESTION NO: 21

A project is using an iterative life cycle to develop a service for a group of users. After each increment is released for trial use, the users provide feedback that changes the priority of features for the next increment. What is the main advantage of this approach?

- A. It allows feedback to refine the solution as development progresses.
- B. It removes the need to define project objectives at the outset.
- C. It guarantees that every requested feature will be delivered.
- D. It prevents changes to requirements after development starts.

ANSWER: A

Explanation:

An iterative life cycle enables feedback and learning from earlier increments to inform the development and prioritisation of later work. This is particularly valuable where requirements are expected to emerge or be refined through use of the developing solution. The approach does not remove the need for governance, scope control or agreed objectives; changes still need to be managed appropriately. Its principal advantage is adaptability based on evidence gained during delivery, rather than attempting to fix all detailed requirements before any usable output is available.

QUESTION NO: 22

Risk management should be initiated...

- A. when the Project Management Plan is initiated.
- B. at the time the Work Breakdown Structure is developed.
- C. at the start of the project.
- D. once the project concept is understood.

ANSWER: C

Explanation:

“at the start of the project” is correct because risk management is a continuous discipline that should begin as early as possible and continue throughout the project life cycle. Starting early enables the project team and key stakeholders to identify uncertainty, threats, and opportunities while the project’s objectives, assumptions, constraints, approach, and stakeholder expectations are being established. This gives the team time to assess potential effects, assign risk ownership, plan proportionate responses, and include appropriate contingencies in plans, estimates, schedules, and governance arrangements.

Early initiation is especially important because risks can influence fundamental decisions about whether the project is viable, how it should be delivered, and what controls are required. Risk information should then be reviewed regularly as the project develops, since new risks may emerge and existing risks may change in probability, impact, or urgency. APM describes risk management as a structured process for identifying and assessing risks and developing responses, supporting informed decision-making from the outset and across delivery. See the [APM overview of risk management](#) and the [APM Body of Knowledge](#).

QUESTION NO: 23

Which one of the following is NOT a function of leadership?

- A. Reinforcing positive relationships.
- B. Inspiring the individual.
- C. Maintaining constant tight control.
- D. Promoting the project vision.

ANSWER: C

Explanation:

Maintaining constant tight control. is not a function of leadership. In project work, leadership is concerned with setting direction, creating a shared sense of purpose, influencing and motivating people, and enabling a team to work effectively toward agreed objectives. It requires an appropriate balance of direction, support, trust and delegation, tailored to the circumstances and the capability of the people involved. Effective leaders promote an environment in which individuals can contribute, collaborate and take ownership of their work. This supports commitment to the project’s vision and helps the team respond constructively to change, uncertainty and challenges. Constantly exercising tight control is inconsistent with this enabling role because leadership is not primarily about continually directing every activity; it is about influencing people and creating the conditions for successful collective performance. The Association for Project Management describes leadership as the ability to establish vision and direction, influence others and foster commitment. Its competence framework also recognises leadership as a people-focused capability that helps achieve objectives through others. See the [APM leadership resource](#) and the [APM Competence Framework](#).

QUESTION NO: 24

When delivering a project the Project Manager has to balance which one of the following constraints:

- A. definition and delivery.
- B. time, cost and quality.
- C. cost and scope.
- D. budget, spend and contingency

ANSWER: B

Explanation:

Time, cost and quality are the core interdependent delivery constraints a project manager must balance throughout a project. The required completion date and schedule commitments affect the time available; the approved funding and resource requirements determine cost; and the stated acceptance criteria, standards and fitness-for-purpose requirements determine quality. A change in one of these areas normally creates consequences for the others. For example, compressing a delivery timescale may require additional people, specialist resources or overtime, increasing cost; alternatively, it may create pressure on the quality assurance activities needed to ensure that deliverables meet requirements. The project manager therefore monitors these constraints, assesses the impact of proposed changes, and supports informed decisions by the sponsor and stakeholders so that the project remains viable and aligned with its agreed objectives. This balancing activity is fundamental to project control rather than a one-time planning exercise. APM describes project management as the application of processes, methods, skills, knowledge and experience to achieve specific objectives within agreed parameters, including time and budget. Its project-management guidance also identifies the need to manage quality as an integral part of delivery. See [APM: What is project management?](#) and [APM: Project quality management](#).

QUESTION NO: 25

Which of the following can be adjusted in a timebox situation?

- A. Deadline and duration.
- B. Time and cost.
- C. Scope and quality.
- D. Budget and resources.

ANSWER: C

Explanation:

Scope and quality. is correct because a timebox establishes a fixed period in which a defined piece of work must be completed. The end date and duration of that period are therefore not moved simply because all intended work has not been finished. Instead, the team and relevant stakeholders use the timebox boundary to make informed trade-offs about what can realistically be delivered within the available time. This may mean reducing, reprioritising, or deferring lower-value scope, while agreeing the appropriate quality level and acceptance criteria for the work that remains.

Timeboxing supports frequent review, clear prioritisation, and delivery of the most valuable usable outcome by a known date. It requires active management of the work content and of the quality expectations applied to that content, rather than treating the planned scope as immutable. In practice, quality must always remain sufficient for the product's intended use and any applicable standards, but the level of refinement, non-functional requirements, or acceptance threshold can be tailored through informed governance decisions. This reflects the adaptive planning and incremental delivery principles associated with agile project management. See APM's overview of [agile project management](#) and the [Scrum Guide](#) for the use of fixed-length delivery cycles and adaptive scope management.

QUESTION NO: 26

Which of the following estimating techniques utilizes work packages, assigning costs and consolidating to provide a project estimate?

- A. Analytical.
- B. Comparative.
- C. Parametric.
- D. Strategic.

ANSWER: A

Explanation:

Analytical is correct because it develops an estimate from a detailed understanding of the project scope and its component work. The project is broken down through a work breakdown structure into manageable work packages, with the resources, durations, quantities, and associated costs estimated for each package. These individual estimates are then consolidated, or rolled up, to produce the overall project cost estimate. This approach gives the project team a clear trace from the total figure back to the defined work that creates it, supporting review, control, and later refinement as planning matures. It is especially useful when the scope is sufficiently defined to identify the work packages and assess the resources needed to deliver them. APM describes estimating as the process of forecasting the likely costs and resource requirements needed to complete work, and its Body of Knowledge emphasises structuring and managing scope through work breakdown structures. Together, these principles support building a project estimate from the bottom up at work-package level. See APM's guidance on [estimating](#) and its [work breakdown structure](#) resource.

QUESTION NO: 27

What is essential for ensuring the level of stakeholder engagement is maintained throughout the delivery of the project?

- A. Stakeholders communicate with each other.
- B. The project management plan is established.
- C. An effective communication plan is used.
- D. All stakeholders are treated equally.

ANSWER: C

Explanation:

An effective communication plan is used. Sustained stakeholder engagement depends on purposeful, two-way communication that is planned, tailored and reviewed throughout delivery. A communication plan identifies what information stakeholders need, the appropriate messages and level of detail, communication methods and channels, timing or frequency, responsibilities, and mechanisms for feedback. This gives the project team a practical basis for keeping stakeholders informed, listening to concerns, responding to changing interests, and maintaining commitment as the project progresses. Engagement is not a one-off activity performed at project initiation: stakeholder influence, information requirements and attitudes can change as decisions are made, risks emerge and deliverables are produced. The communication plan should therefore be applied and adjusted in line with stakeholder analysis and the evolving project environment. APM describes stakeholder engagement as the systematic identification, analysis, planning and implementation of actions designed to influence stakeholders; effective, ongoing communication is central to implementing those actions. APM also treats communication management as planning, implementing, monitoring and controlling communication to meet project needs. See the [APM Body of Knowledge, 7th edition](#) and APM's [project management glossary](#).

QUESTION NO: 28

An Organisational Breakdown Structure (OBS) is used to identify:

- A. the reporting structure and current availability of all individuals in the project.
- B. technical ability and line of communication for all individuals in the project.
- C. lines of communication and responsibility for all the individual managers in the project.
- D. the reporting structure and lines of communication for all individuals in the projects.

ANSWER: D

Explanation:

the reporting structure and lines of communication for all individuals in the projects. is correct because an Organisational Breakdown Structure (OBS) represents the project organisation hierarchically. It shows the people, teams, departments, or other organisational units involved in delivering the project and how they relate to one another. This makes reporting relationships visible, helping everyone understand who reports to whom and where information, decisions, escalation, and coordination should flow.

An OBS is particularly valuable when a project involves several functions, suppliers, locations, or management levels. By clarifying the organisational structure, it supports the assignment of accountability and enables the project manager to establish effective communication arrangements. It can also be used alongside a work breakdown structure to link defined areas of project work to the organisational unit or person responsible for them. This linkage strengthens governance and ensures that work ownership is clear throughout the project lifecycle.

APM describes project management in terms of coordinated roles, governance, communication, and responsibility across the project environment. Further context is available in the [APM Body of Knowledge, 7th edition](#) and the [APM Project Fundamentals Qualification](#) overview.

QUESTION NO: 29

What is the main objective of A. RAM?

- A. To provide a clear and concise summary of tasks or deliverables and the specific responsibilities defined.
- B. To provide an outline of the reporting structure to assist in day-to-day management of the project.
- C. To provide an outline of the scope of the project and the specific deliverables that have been agreed for the project.
- D. To provide an outline of the specific costs of the project and which key deliverables they are allocated to.

ANSWER: A

Explanation:

The main objective of a responsibility assignment matrix (RAM) is to make ownership of project work clear by linking defined tasks, work packages, or deliverables to the people, roles, or organisational units responsible for them. It provides a concise, structured view of who is accountable for delivering particular elements of the scope and, where needed, who must support, be consulted, or be informed. This clarity enables the project manager and team to coordinate work effectively, avoid gaps or duplicated effort, and establish a shared understanding of individual responsibilities.

A RAM is commonly presented using a work breakdown structure on one axis and project roles or resources on the other. RACI is a widely used form of RAM, distinguishing responsibility from accountability and identifying consultation and communication needs. Consequently, the statement describing a clear and concise summary of tasks or deliverables and their defined responsibilities accurately expresses the purpose of the matrix. APM describes responsibility assignment as the allocation of responsibility for work to individuals or groups, while PMI explains how a RAM connects project activities with responsible project participants. See [APM's glossary](#) and [PMI's guidance on responsibility assignment matrices](#).

QUESTION NO: 30

Which one of the following statements about the project life cycle is true?

- A. The phases in the project life cycle are always the same size.
- B. The same processes are used in each of the project life cycle phases.
- C. The project life cycle has a number of distinct phases.
- D. The project budget is divided equally between each phase of the project life cycle.

ANSWER: C

Explanation:

The project life cycle has a number of distinct phases. A project life cycle provides a structured way to progress from the start of a project through to its completion, dividing the work into identifiable stages or phases. The precise names, number, sequence and level of detail of those phases are tailored to the organisation, governance approach, delivery method and nature of the specific project. For example, a life cycle may include concept, definition, development, handover and close-out activities, although different projects may use alternative phase names or arrangements.

Using distinct phases supports effective governance because it enables decision-makers to review progress, assess continuing viability, authorise further investment and confirm that key outputs or criteria have been achieved before proceeding. Phase boundaries are commonly associated with reviews, approval points or gates. The life cycle therefore gives the project a coherent framework for planning and control while recognising that projects differ substantially in their scale, complexity, risk and delivery approach. APM describes the project life cycle as the inter-related phases through which a project progresses from beginning to end. See the [APM overview of projects](#) and APM's [project management glossary](#) for related terminology.

QUESTION NO: 31

The project manager ____ the business case.

- A. is the sole author of.
- B. represents.
- C. implements.
- D. is not involved with.

ANSWER: B

Explanation:

represents is correct because the project manager acts as the link between the approved justification for the work and the practical delivery of the project. The business case establishes why the project should proceed, including its strategic fit, expected benefits, costs, risks and investment rationale. The project manager uses this justification to shape planning, make delivery decisions, communicate priorities and keep the work aligned with its intended objectives. In this sense, the project manager represents the business case through the project's day-to-day management: they ensure that scope, schedule, resources and controls support the value the organisation expects to obtain.

The business case is not merely a document produced at the start of a project. It should remain relevant throughout the life cycle and be reviewed when significant change could affect the project's justification or viability. The project manager therefore needs to understand it thoroughly, communicate its implications to the team and stakeholders, and raise issues that could affect the continuing rationale for investment. APM describes the business case as the justification for undertaking a project, programme or portfolio, while its project-management guidance places delivery within the context of objectives, governance and value. See [APM: What is a business case?](#) and [APM: What is project management?](#)

QUESTION NO: 32

5

A.

--> 5

B.

--> 5D --> 5F

`-->4

C.

--> 4E --^

The total float of activity E in the above diagram is:

A. 2

B. 1

C. 0

D. 4

ANSWER: A

Explanation:

2 is the correct total float for activity E. Total float is the amount of time an activity may be delayed from its planned early timing without delaying the project's required completion date. It is obtained through a forward pass and backward pass of the network, using either the difference between late and early start dates or the difference between late and early finish dates. In the diagram, the timing calculated for the route containing activity E shows that its late permissible timing is two time units later than its earliest timing. Therefore, activity E can move by two time units without affecting the finish date established by the critical route. This is a project-level measure: it concerns the effect on overall completion, rather than merely the timing relationship with an immediately following activity. Total float is useful to the project manager because it identifies limited scheduling flexibility and helps prioritise monitoring and corrective action as work progresses. APM describes scheduling as the process of developing and maintaining a plan for when project work will be performed; network analysis and float support that control activity. See [APM Body of Knowledge](#) and [PMI Lexicon](#) for scheduling and float terminology.

QUESTION NO: 33

Which of the following best describes a project environment?

A. The type of organisation concerned with implementation.

B. The structured method used to control the project.

C. The context within which a project is undertaken.

D. An understanding of the risks involved in the project.

ANSWER: C

Explanation:

The context within which a project is undertaken is correct because the project environment comprises the internal and external circumstances that influence how a project is defined, planned, governed, and delivered. It includes such factors as the host organisation's structure, culture, strategy, policies, resources, stakeholders, regulatory setting, commercial conditions, technology, and the wider political, economic, social, and environmental context. Understanding this context enables the project team to tailor its approach and make decisions that are appropriate for the organisation and situation rather than treating the project as isolated from its surroundings. APM's Body of Knowledge describes projects as temporary organisations that operate within wider organisational and external environments; these conditions affect the project's objectives, constraints, governance, and likelihood of success. The project environment therefore provides the setting in which project work takes place, rather than being limited to one specific organisational characteristic, management method, or area of project knowledge. See [APM: What is a project?](#) and [APM Body of Knowledge, 7th edition](#).

QUESTION NO: 34

How would a project manager use an estimating funnel?

- A. Describe the improvement in accuracy in estimations over time.
- B. Narrow down budgetary options.
- C. Eliminate unnecessary costs.
- D. Improve understanding of estimation methods over time.

ANSWER: A

Explanation:

“Describe the improvement in accuracy in estimations over time.” is correct because an estimating funnel illustrates how uncertainty reduces as a project progresses and more reliable information becomes available. Early in the project lifecycle, estimates are necessarily broad because scope detail, requirements, risks, delivery approach, resource availability, and market conditions may not yet be fully understood. As definition and planning develop, the project manager can revisit and refine estimates using the additional information obtained. The funnel therefore provides a visual way to communicate that estimates become increasingly precise over time, rather than being fixed predictions established at the outset.

This supports sound governance and stakeholder expectations: decision-makers can understand the confidence appropriate to an early indicative estimate and recognise when a later estimate is based on more mature evidence. A project manager would use this concept when planning estimation and reporting, explaining the expected progression from high-level ranges to detailed, controlled forecasts. This aligns with APM's treatment of estimating as the development of an approximate calculation using available information and assumptions, and with its wider emphasis on progressively developing project definition and plans. See the [APM guidance on estimating](#) and the [APM project management glossary](#).

QUESTION NO: 35

Which of the following would be considered as the main purpose of a project management plan?

- A. To provide a documented account of the outcomes of the planning process.
- B. To enable agreement between the project sponsor and project manager with regard to project budget, resource requirements and timescale.
- C. To provide A. record of how the project was planned, for archiving in the organisation's lessons learned.
- D. To identify and record the projects intended financial spend over the period of project delivery.

ANSWER: A

Explanation:

The main purpose is “**To provide a documented account of the outcomes of the planning process.**” A project management plan consolidates the decisions made through planning into an authoritative, usable document. It records the agreed management approach for the work, including how the project will be organised, delivered, monitored, controlled and governed. This gives the project team and its stakeholders a common reference point for managing the project consistently throughout its life cycle.

In APM terminology, planning is a structured process that determines how objectives will be achieved, considering areas such as scope, schedules, resources, costs, risks, quality and communications. The project management plan captures the resulting approach and component plans, rather than being limited to one subject such as financial expenditure or to a single approval conversation. It can be updated under appropriate change control as the project develops, ensuring that it remains an effective basis for coordinated management and control.

This aligns with APM's description of project planning and the project management plan as a key planning output. See [APM: What is project planning?](#) and [APM: What is project management?](#).

QUESTION NO: 36

Quality control verifies that:

- A. the project follows appropriate processes.
- B. project outputs are delivered on time.
- C. the project follows appropriate governance.
- D. project outputs meet acceptance criteria.

ANSWER: D

Explanation:

Quality control verifies that **project outputs meet acceptance criteria**. It is the set of inspection, measurement, testing and review activities applied to completed or developing deliverables to establish whether they conform to the requirements, specifications and quality criteria agreed for the project. Acceptance criteria provide the measurable conditions that an output must satisfy before it can be accepted by the customer, sponsor or authorised representative. Quality-control findings enable the project team to identify defects or non-conformities, correct them where appropriate, and retain evidence that the required standard has been achieved before formal acceptance or handover. This focus on checking the characteristics of outputs distinguishes quality control from the broader planning and assurance activities used to establish confidence in the processes that produce those outputs. The APM Body of Knowledge describes quality as the fitness of outputs for their intended purpose and recognises quality control as the techniques used to monitor and record results against quality requirements. See the [APM overview of quality management](#) and the [APM Body of Knowledge](#).

QUESTION NO: 37

Establishing success criteria is important at the start of the project, as they:

- A. indicate how the stakeholder needs will be met.
- B. ensure adequate resource allocation.
- C. indicate what is important in supplier selection.
- D. ensure comprehensive risk analysis.

ANSWER: A

Explanation:

indicate how the stakeholder needs will be met. is correct because success criteria define the measurable conditions that will be used to judge whether a project has delivered the intended value and outcomes. At the outset, they translate stakeholder needs, requirements and expectations into a shared basis for defining what successful delivery means. This gives the project team and stakeholders a clear target for decisions throughout the life cycle, including scope definition, planning, prioritisation, acceptance and final evaluation.

Success is not limited to completing activities or producing outputs; it concerns the extent to which the project's outcomes meet the needs that justified the work. Establishing the criteria early therefore helps ensure that stakeholders have a common understanding of the benefits, performance levels or other outcomes expected from the project. The criteria can then be monitored and reviewed as the project develops, while maintaining traceability to the original stakeholder needs and business justification. This reflects APM's emphasis on aligning projects with stakeholder expectations, requirements and intended benefits. See the [APM Body of Knowledge, 7th edition](#) and APM's [project management glossary](#).

QUESTION NO: 38

Which one of the following statements best defines a portfolio?

- A. A group of related projects, which may include business-as-usual activities, that delivers change.
- B. A timetable of how project activities and project milestones are planned over a period of time.
- C. A group of projects that represent the delivery of all, or a discrete part of a new capability.
- D. A grouping of an organisation's projects, programmes and related business-as-usual activities.

ANSWER: D

Explanation:

A grouping of an organisation's projects, programmes and related business-as-usual activities is the best definition of a portfolio. In the APM context, portfolio management provides a coordinated approach to selecting, prioritising, monitoring and controlling an organisation's change initiatives and relevant ongoing work. The grouping is considered as a whole because its components compete for finite funding, people, capability and management attention. Managing them together enables the organisation to direct investment towards its strategic objectives, balance risk and reward, and make informed decisions about which work should start, continue, pause or stop. A portfolio is therefore not defined merely by shared outputs or by a common delivery timetable. Its defining purpose is strategic alignment and the optimisation of the collective value delivered by projects, programmes and associated operational activity. This strategic, organisation-wide perspective distinguishes portfolio management from the management of an individual project or programme. APM's overview of [portfolio management](#) describes the discipline as the selection and management of projects and programmes to achieve strategic objectives. Further terminology and context are available in the [APM Body of Knowledge](#).

QUESTION NO: 39

Which of the following statements refers to how scope is managed in a linear project but not an iterative project?

- A. Teams can act on new knowledge to change the scope.
- B. Teams can re-prioritise requirements within the scope.
- C. The scope of work is the starting point for the implementation of change control.
- D. Scope definition is assumed to be fixed for the whole project

ANSWER: D

Explanation:

Scope definition is assumed to be fixed for the whole project is correct because a linear (predictive) project lifecycle normally establishes and baselines the scope early. The agreed scope provides the reference point for planning the work, estimating cost and duration, assigning responsibilities, and monitoring delivery. Work is then undertaken through sequential phases against this defined plan. While changes can still occur, they are exceptions that need formal assessment and authorisation so that their effects on time, cost, risk, quality, and benefits can be controlled.

This approach is appropriate where requirements are sufficiently well understood at the outset and where a stable, agreed specification is needed before implementation proceeds. APM describes scope management as the process of identifying and defining the work required to deliver a project's outputs and outcomes, including controlling changes to that definition. In a linear lifecycle, this control operates against a scope baseline that is intended to remain stable throughout delivery. The APM's overview of project lifecycles also distinguishes linear approaches, in which phases progress in sequence, from iterative approaches that use repeated cycles to develop the solution progressively. See [APM: What is scope management?](#) and [APM: What is a project lifecycle?](#)

QUESTION NO: 40

Which of the following is the responsibility of a project manager?

- A. Ensuring a project is aligned to the organisation's strategy.
- B. Focusing on project benefits and aligning priorities.

- C. Achieving the project's success criteria.
- D. Improving process, tools and techniques used in a project

ANSWER: C

Explanation:

Achieving the project's success criteria is the responsibility most directly associated with the project manager. The project manager leads the project on a day-to-day basis, integrating its work and directing the team and other resources so that the agreed objectives can be delivered. This includes planning and controlling scope, schedule, cost, quality, risks, issues, communications and stakeholders, while making decisions or escalating matters through the appropriate governance route. Success criteria provide the measurable basis on which the project's delivery performance is assessed; they may include agreed outputs, time, cost, quality, safety and stakeholder requirements. The project manager must therefore maintain focus on these criteria throughout the life cycle, monitor performance against the approved plan, and take corrective action where needed. APM describes project management as applying processes, methods, skills, knowledge and experience to achieve specific project objectives according to agreed acceptance criteria and parameters. This aligns directly with responsibility for delivering against the project's defined success criteria. See the [APM overview of project management](#) and the [APM Body of Knowledge](#).

QUESTION NO: 41

Which one of the following best describes A. programme?

- A. A group of projects collected together that have a common purpose.
- B. A group of projects collected together for management convenience.
- C. A group of projects collected together because of their use of common resources.
- D. A group of projects collected together because of their relationship to business-as-usual.

ANSWER: A

Explanation:

A group of projects collected together that have a common purpose. is the best description of a programme. In APM practice, a programme brings together related projects and other work so that they can be coordinated to achieve shared outcomes, benefits and strategic objectives. The projects within it are therefore connected by a common purpose that cannot be achieved as effectively by managing each project in isolation. Programme management provides the overarching direction, governance and coordination needed to manage dependencies, align delivery with organisational strategy and ensure that the intended benefits are realised. A programme is more than a simple collection of projects: its unifying purpose is the delivery of beneficial change and outcomes across the combined work. This description captures the essential distinction recognised by APM between programme management and the management of individual projects. See APM's [overview of programme management](#) and its [project management glossary](#) for further terminology and context.

QUESTION NO: 42

The concept that describes how estimating accuracy changes through the project life cycle is termed:

- A. estimating risk.
- B. estimating funnel.
- C. normal values.
- D. parametric estimating.

ANSWER: B

Explanation:

estimating funnel. is correct because it describes the progressive refinement of estimates as a project moves through its life cycle. At the earliest stages, limited definition of the scope, requirements, solution, resources and risks means that forecasts of cost, duration and effort necessarily have a wide range of possible outcomes. As information is developed and decisions are made, uncertainty reduces and the range around an estimate narrows. The resulting visual idea is a funnel: estimates begin broad and become increasingly precise as the project is defined, planned and controlled. This concept is valuable because it helps sponsors and stakeholders use early estimates appropriately, recognising that they are suitable for initial investment or feasibility decisions but should be revisited as better evidence becomes available. It also supports proportionate contingency and clear communication of assumptions, confidence and uncertainty. APM identifies estimating as the process of forecasting the likely cost, time and resource requirements for a project, and notes the need for estimates to reflect the maturity of available information. See APM's guidance on [estimating](#) and its [Body of Knowledge](#) resources.