IPMA Level D FREE Sample
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Dear Candidate,

Thank you for downloading our sample material with 10 questions. This test is offered for free on our Certify @ PM Wizards platform where you find many options to prepare for IPMA certifications. All questions are based on the Individual Competence Baseline® ICB 4.0. Have a look at the Competence Elements (CE) in these three competences areas: 4.3 Perspective (5 CEs), 4.4 People (10 CEs) and 4.5 Practice (13 CEs) before taking this test. Read the questions with care, preferably twice, because details are very important. In the real exam you have to answer 60 questions in 60 minutes so it is important to have the content fresh and remain calm to understand the questions. Final tip: don't leave unanswered questions, there are no penalties for wrong answers.

Happy preparation !

PM Wizards Team

Q1:The project's communication requirements are most likely to be affected by:

A. which word processing software is used.
B. the installation of engineering workstations.
C. the biases of the stakeholders.
D. the use of computer-aided design tools.

Q2:Which of the following options best describes project management?

A. A large number of related activities grouped into stages.
B. The scheduling of activities that support business objectives.
C. A system of interconnected processes that occur once in each project.
D. A popular approach to developing new products and services.

Q3:Stakeholder analysis includes:

A. clarifying product component interactions.
B. discovering risk-strategy linkages.
C. identifying communications needs.
D. documenting contractual requirements.

Q4:D.The definition of project is "a temporary endeavor undertaken to create a unique product or service". Which statement describes one of the most distinctive characteristics of projects?

A. They are less than a year in duration.
B. They are subject to quality control.
C. They are ongoing in nature.
D. They are time-limited.

Q5:Most programme managers manage by focusing on:

A. the activities of the programme management office.
B. the detailed work-items of the projects in their program.
C. the management styles of the project managers who report to them.
D. selected critical elements of the projects in their programme.

Q6:Which statement best characterizes project portfolio management?

A. An approach to balancing risk, size, and other factors across multiple projects.
B. A management process that emphasizes using subjective project selection criteria.
C. The new term for "managing by objective."
D. An alternative approach to funding project management improvements.

Q7:All of the following would normally be part of the support provided by the (permanent) organization to the project, except:

A. Issuing a policy on project management governance
B. Providing staff to the project
C. Conducting an audit of the project
D. Preparing a detailed plan for the project

Q8:Which behavior from the project manager is most likely to help produce a successful project?

A. Use "business stories" to reinforce important points.
B. Create stress to ensure high productivity.
C. Minimize the importance of cultural differences.
D. Use humor to deflect criticism.

Q9:Which of the following is most likely to be a characteristic of an effective project manager?

A. Avoidance of uncertainty
B. Delegation of major responsibilities
C. Honesty and integrity
D. Panic in response to stress

Q10:"Managing by projects" means that an organization is:

A. applying project management techniques to as much of the organization's work as possible.
B. using project management techniques on any work over eight hours in duration.
C. training all employees to be project team members.
D. outsourcing as much work as possible to achieve improved financial management.

Comments:

Q1: C.Communication inside a project must be planned following the requirements of stakeholders and their expectations. Once the interests and power of each stakeholder is identified, the project manager must understand how the stakeholder see the project, they can support, oppose or remain neutral. One can say these interests are the stakeholders' biases towards the project.

Q2:D. (ICB 4 p.36) "Project management is concerned with the application of methods, tools, techniques and competences to a project to achieve goals. It is performed through processes and includes the integration of the various phases of the project lifecycle." Project deliverables are usually products and services or transformation.

Q3:C. Stakeholders must be identified and analysed by the project manager to understand their power and interests towards the project. This analysis must clarify how stakeholders should be kept informed: what do they need to know, which media should be used to reach them and how frequent should they be contacted.

Q4:D. (ICB 4 p.36) "A project is defined as a unique, temporary, multi-disciplinary and organised endeavour to realise agreed deliverables within predefined requirements and constraints. Achievement of the project objective requires these deliverables to conform to specific requirements, including multiple constraints such as time, cost, resources and quality standards or requirements."

Q5:D. (ICB 4 p.27) "A programme is a temporary organisation of interrelated programme components managed in a coordinated way to enable the implementation of change and the realisation of benefits."

Q6:A. (ICB 4 p.27) "A portfolio is a set of projects and/or programmes, which are not necessarily related, brought together to provide optimum use of the organisation's resources and to achieve the organisation's strategic goals while minimising portfolio risk." Project Portfolio Management is the centralized management of the processes, methods, and technologies used by project managers and project management offices to analyze and collectively manage current or proposed projects based on numerous key characteristics.

Q7:D.Planning is a key responsibility of the Project Manager. The organization can provide the rules for project management governance, tools, resources and staff for the project to help control project execution but project planning cannot be delegated to external parties.

Q8:A.Storytelling is a powerful tool as it conveys messages and values that built trust in the manager's capacity to succeed.

Q9:C.Honesty, Integrity and Transparency are key characteristic of effective leaders to build trust inside the project team.

Q10:A.Organizing the work into projects makes it clear which are the objectives, the constrains (time and budget) and the deliverables. It is a way to organize work by stages transforming routine into clearly delimited, temporary events.

(Update: 10 Feb 2021)