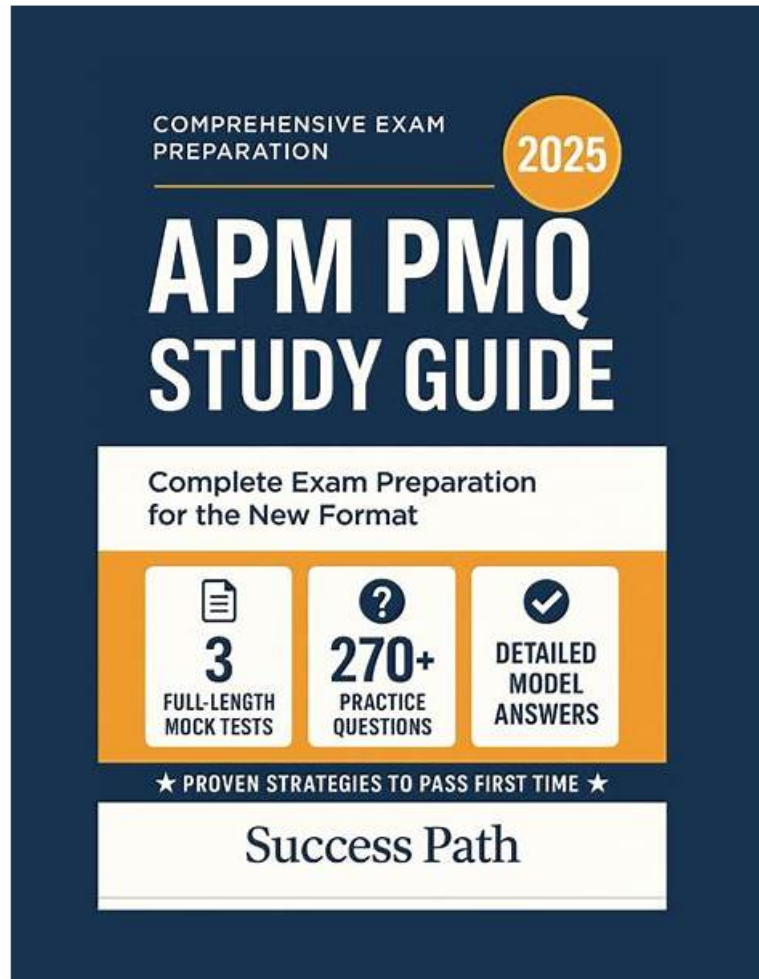


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APM APM-PMQ Exam Syllabus Topics:

Topic	Details
Topic 1	<ul style="list-style-type: none"> Preparing for Change: Project professionals are guided through procurement strategies, reviews to assess progress, and assurance mechanisms to maintain standards. The topic also covers transition management for smooth operational shifts and benefits management to align outcomes with organizational goals, ensuring adaptability in dynamic environments.
Topic 2	<ul style="list-style-type: none"> Planning and Managing Deployment: Key operational skills are honed, including requirements management, solutions development, and quality management to meet project needs. Topics like integrated planning, schedule management, and resource management ensure efficient workflows. Additionally, budgeting, risk and issue management, and change control prepare professionals for practical execution challenges.
Topic 3	<ul style="list-style-type: none"> People and Behaviours: This section develops key interpersonal skills like stakeholder engagement and communication management to build trust. It addresses conflict resolution for maintaining harmony, leadership to inspire teams, and diversity and inclusion to foster innovation. Ethics and professional compliance are also discussed, ensuring project professionals uphold high standards.
Topic 4	<ul style="list-style-type: none"> Setting Up for Success: This topic equips project professionals with knowledge of life cycles, essential for structuring projects effectively. It emphasizes governance arrangements to ensure accountability, sustainability for long-term project viability, and business case development to justify investments. These elements collectively prepare professionals to establish a strong foundation for successful project delivery.

APM Project Management Qualification (PMQ) Exam Sample Questions (Q20-Q25):

NEW QUESTION # 20

You are managing a project to transform your organization's ways of working. You are currently in the definition phase, working with team members and stakeholders to establish the project's scope. Because the project impacts the entire organization, it is highly visible. As such, there are many highly invested stakeholders to manage, and the project's budget is under tight scrutiny. Identify two techniques that can be used to gather requirements from stakeholders with limited time:

Answer:

Explanation:

See the Explanation for both solutions in detail:

Explanation:

Workshops and Focus Groups

Detailed Explanation:

* Workshops: Allows gathering insights efficiently from multiple stakeholders at once.

* Focus Groups: Helps gain deep insights from key stakeholders in a time-constrained setting.

Impacts of Failing to Gather Stakeholder Requirements:

* Project Budget: Scope creep can lead to unplanned costs, exceeding the budget.

* Project Success: Deliverables may fail to meet stakeholder needs, leading to dissatisfaction.

NEW QUESTION # 21

You are the project manager for a construction company tasked with building a new housing development.

Conflicts have arisen between the architects and builders regarding construction methods. Additionally, the health and safety team is concerned about reported incidents.

Explain five impacts that conflict within this project could create.

Answer:

Explanation:

See the Explanation for both solutions in detail:

Explanation:

- * Project Delays: Decisions are delayed, impacting timelines.
- * Reduced Morale: Conflict decreases team motivation.
- * Improved Solutions: Constructive conflict can lead to innovative ideas.
- * Safety Risks: Conflicts divert focus from safety.
- * Budget Overruns: Conflict consumes resources and time.

Detailed Explanation:

NEW QUESTION # 22

Which of the following statements does not describe the importance of linking projects to an organisation's objectives?

- A. Projects not aligned with organisational objectives are typically less likely to secure adequate funding.
- B. Aligning projects with organisational objectives ensures that resources are allocated efficiently and effectively.
- C. Projects unrelated to organisational objectives are typically more successful due to their independence from organisational constraints.
- D. Linking projects to organisational objectives facilitates better decision-making and prioritisation of initiatives.

Answer: C

Explanation:

Detailed Explanation:

NEW QUESTION # 23

You are appointed as project manager on a major project that started several months earlier. The project has many diverse stakeholders, and you discover that a stakeholder communications plan has not been completed.

State two possible negative effects of not having an effective stakeholder communications plan for the project:

Answer:

Explanation:

See the Explanation for both solutions in detail:

Explanation:

- * Misaligned stakeholder expectations leading to conflicts or dissatisfaction.
- * Delays in decision-making due to lack of timely and accurate communication.

Detailed Explanation:

* Misaligned Stakeholder Expectations:

* Without a clear communication plan, stakeholders may have unrealistic or conflicting expectations about the project's progress, outcomes, or deliverables.

* This can lead to dissatisfaction, loss of trust, and conflicts that derail project progress and require additional time to resolve.

* Delays in Decision-Making:

* A stakeholder communications plan ensures that stakeholders are informed of key decisions, updates, and progress in a timely manner.

* Without it, critical information may not reach the right stakeholders at the right time, causing delays in approvals, problem resolution, or adjustments to the project scope or timeline.

Additional Insights:

* Impact on Project Schedule: A lack of communication increases the likelihood of missed deadlines due to unclear priorities or delayed approvals.

* Impact on Resource Allocation: Stakeholders may not provide necessary resources or support without regular updates, leading to resource shortages or inefficiencies.

* Mitigation: Develop a stakeholder communication plan immediately, including stakeholder mapping, preferred communication channels, and key milestones for updates.

NEW QUESTION # 24

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