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APM Project Management Qualification (PMQ) Exam

APM APM-PMQ

Version Demo

Total Demo Questions: 6

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Topic Break Down

Topic	No. of Questions
Topic 1, Context	12
Topic 2, Organisation	5
Topic 3, People	12
Topic 4, Process	30
Topic 5, Mix Questions	1
Total	60

QUESTION NO: 1

A project has agreed acceptance criteria for a new manufacturing line. During installation, the project team carries out inspections and tests to determine whether the completed equipment conforms to those criteria. Separately, an independent team reviews whether the project is following its agreed quality-management processes.

Which activity is quality control?

A. Reviewing whether agreed quality-management processes are being followed.

B. Defining measurable acceptance criteria for the manufacturing line.

C. Inspecting and testing the completed equipment against acceptance criteria.

D. Correcting a defect identified during commissioning.

ANSWER: C

Explanation:

Inspecting and testing the completed equipment against acceptance criteria. Quality control focuses on examining outputs to determine whether they meet specified requirements. The inspections and tests provide evidence that the manufacturing line conforms before acceptance.

The independent review of processes is quality assurance: it provides confidence that appropriate quality arrangements are being applied. Defining acceptance criteria is quality planning, while correcting a discovered defect is an action that may follow quality control rather than the control activity itself.

QUESTION NO: 2

During a project review, which of the following would be the best indicator of how the project outputs are progressing?

A. Earned value – measuring the value of work completed against planned work.

B. Benefits realisation - tracking whether the project has achieved the business case.

C. Resource management - tracking whether the project team is meeting utilisation targets.

D. Budget tracking - monitoring actual spend against planned spend.

ANSWER: A

Explanation:

Earned value – measuring the value of work completed against planned work is the best indicator because it provides an objective, integrated measure of delivery performance. In earned value management, the value of completed work is represented by earned value, which can be compared with the planned value of work scheduled by the review date. This shows whether the project's authorised outputs are being produced at the rate expected in the baseline plan. It therefore focuses on tangible progress in delivering the defined scope, rather than relying only on activity completion or expenditure.

The measure is especially useful at a project review because it connects progress to the approved work breakdown and schedule, enabling the team to assess delivery status consistently and identify whether corrective action may be necessary. Earned value can also be used alongside actual cost to derive cost and schedule performance indicators, but its core contribution to this question is that it quantifies the budgeted value of work actually performed. APM identifies earned value management as a technique for assessing project performance through planned value, earned value and actual cost. See the APM earned value management resource and the PMI overview of earned value management.

QUESTION NO: 3

Which of the activities below would provide final assurance of a project?

A. Troubleshooting a technical fault.

B. Allocation and approval of the project budget.

C. Testing of a product.

D. Developing organizational policies.

ANSWER: C

Explanation:

Testing of a product provides final assurance because it is the structured activity used to confirm that the completed deliverable performs as required and satisfies its specified acceptance criteria before handover or use. A project's outputs may have been planned, funded, designed and built, but assurance that the intended product is fit for purpose depends on objective evidence. Testing supplies that evidence by checking the product against defined requirements, expected performance, safety, reliability and user or customer acceptance needs. Test results, including the resolution and retesting of any defects, enable the sponsor or authorised customer to make an informed acceptance decision. In APM practice, quality management is concerned with ensuring that project outputs meet the needs and requirements for which they were created. Testing is a key quality-control technique within that work: it verifies the actual product rather than merely reviewing plans or arrangements. When testing demonstrates compliance with agreed criteria and the resulting evidence is accepted, it gives the final confidence needed to close the product-delivery aspect of the project. See APM's overview of project quality management and its quality management resource.

QUESTION NO: 4

A project has four remaining activities. Activity A takes 5 days and must finish before B can start. Activity B takes 4 days and must finish before D can start. Activity C takes 10 days and must also finish before D can start. Activity D takes 3 days.

Which sequence represents the critical path?

A. Activity A, Activity B and Activity D.

B. Activity A and Activity C.

C. Activity C followed by Activity D.

D. Activity A, Activity B, Activity C and Activity D.

ANSWER: C

Explanation:

Activity C followed by Activity D. The A–B sequence takes 9 days before D can start. Activity C takes 10 days before D can start, so it is the longer predecessor path and determines the earliest possible start of D. Adding D gives a total project duration of 13 days.

The A–B–D path takes 12 days and therefore has one day of float. Delaying C will delay completion unless corrective action changes the network logic or durations.

QUESTION NO: 5 - (SIMULATION)

You start mentoring a junior team member who is new to the project profession. In the first month of mentoring them, you notice their attitude towards stakeholders is poor.

State two impacts this lack of professionalism and knowledge could have on the project's performance.

ANSWER: See the explanation for the answer

Explanation:

Two impacts are:

Stakeholder disengagement and loss of support: Poor or unprofessional interactions can reduce stakeholders' trust, willingness to provide input, and commitment to the project. This can weaken buy-in and make approvals, decisions, and access to resources more difficult.
Delays and poorer project outcomes: Inadequate stakeholder knowledge and communication can result in missed or misunderstood requirements, unresolved issues, and late changes. This may cause rework, schedule delay, increased costs, and failure to deliver the expected benefits.

QUESTION NO: 6 - (SIMULATION)

Quality control activities help to prevent problems being passed on to customers. State two quality control checks that may be carried out during a project:

ANSWER: See the explanation for the answer

Explanation:

Two quality control checks are:

Inspection/review of deliverables against the defined requirements, specification and acceptance criteria to identify defects or non-conformances.
Testing of deliverables (for example, functional, performance or user-acceptance testing) to verify that they operate as required before release to the customer.

These are quality control activities because they check completed work/products, detect defects, and enable corrective action before the customer receives the deliverable.