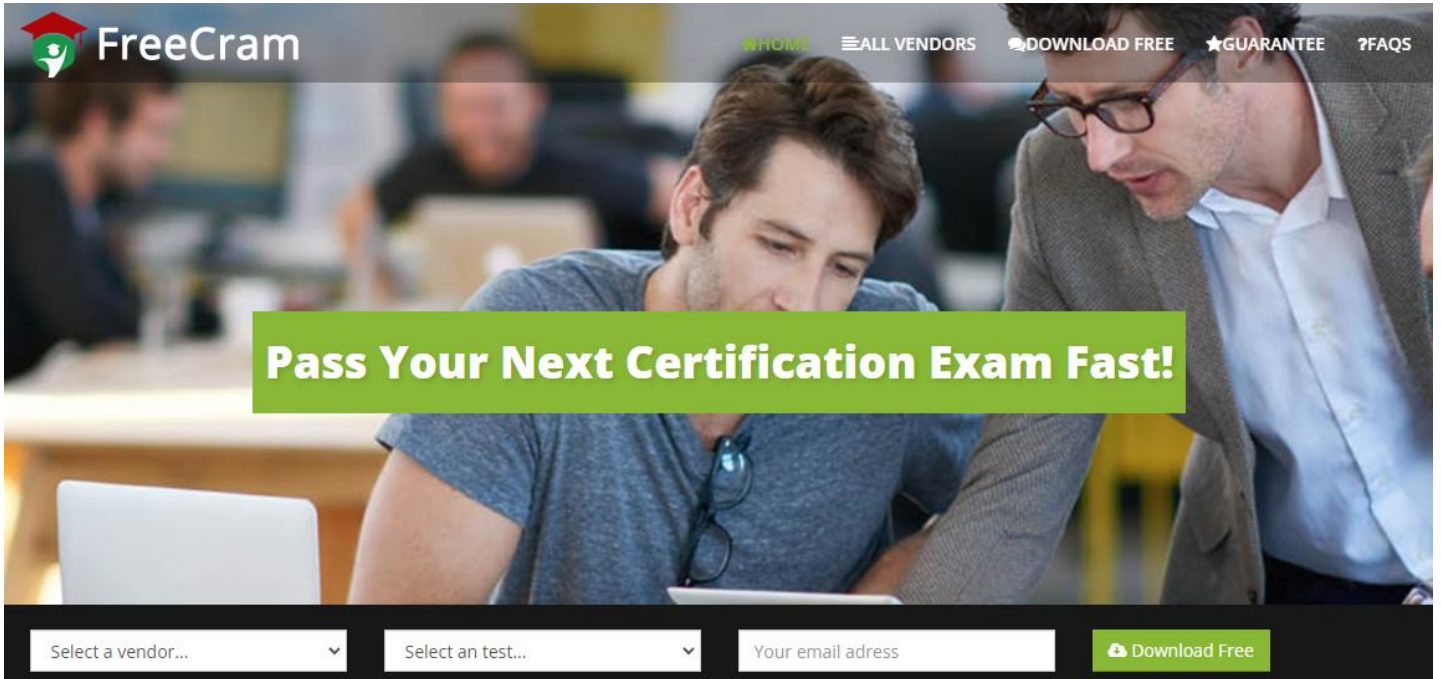


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**Exam** : **APM-PMQ**

**Title** : APM Project Management  
Qualification (PMQ) Exam

**Vendor** : APM

**Version** : DEMO

**NO.1** You are the project manager on a construction project for a client in the defence sector. The client has strict regulatory requirements and expects a high level of control and governance throughout the project. Which life cycle would be most suitable?

- A. Linear
- B. Incremental
- C. Iterative
- D. Hybrid

**Answer:** A

Explanation:

Detailed Explanation: The Linear (or Waterfall) lifecycle is the most suitable for projects that require high levels of governance, control, and strict adherence to regulatory requirements.

\* Applicability: Linear project management focuses on predefined stages (e.g., requirements, design, implementation) that align with regulatory needs.

\* Advantages: It allows detailed documentation, structured review processes, and adherence to pre-approved plans, ensuring compliance with defence sector standards.

\* Alternative Options: Iterative and incremental approaches are less appropriate due to the less structured nature of deliverable evolution in these methods.

**NO.2** 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:**

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:

**NO.3** You are the project manager of a promotional campaign project that's currently in the development phase.

The project sponsor is concerned about the project's financial performance and has asked you to send them an update report.

Which of the three following reports could be used to highlight the project's current financial position?

\* Business case.

\* Cash flow.

\* Benefits forecast.

\* Actual costs versus forecasted costs.

\* Investment appraisal.

\* Earned value analysis.

- A. 2, 3, and 4.
- B. 1, 5, and 6.
- C. 2, 4, and 6.
- D. 3, 4, and 5.

**Answer:** C

Explanation:

The correct reports to highlight the project's current financial position are:

\* Cash Flow (2):

\* Tracks the inflow and outflow of funds during the project, providing a real-time snapshot of liquidity.

\* This is critical for understanding whether the project is financially stable at any given point.

\* Actual Costs vs. Forecasted Costs (4):

\* Compares what has been spent so far to the planned or forecasted budget.

\* Highlights any deviations from the expected financial performance, such as overspending or cost savings.

\* Earned Value Analysis (6):

\* Combines cost, schedule, and scope to measure project performance and progress.

\* Provides insights into cost variances (difference between planned and actual costs) and schedule performance.

Why not the other options?

\* Business Case (1): The business case focuses on the initial justification for the project, not real-time financial tracking.

\* Benefits Forecast (3): Focuses on future benefits, not current financial performance.

\* Investment Appraisal (5): Evaluates long-term financial viability, not ongoing financial performance.

**NO.4** During a project review, which of the following would be the best indicator of how the project outputs are progressing?

A. Earned value - tracking spend to assess delivery progress.

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

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

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

**Answer:** A

Explanation:

Detailed Explanation:

\* Earned Value: This is a key performance indicator (KPI) in project management that integrates cost, scope, and schedule. It provides a clear view of how much progress has been made against the work planned and money spent.

\* Unsuitable Options:

\* B: Benefits realization assesses post-project success, not ongoing progress.

\* C: Resource management is unrelated to deliverables progress.

\* D: Budget tracking only measures financial health without linking to project outputs.