

APM Project Risk Management Single Subject Certificate – Level 1 Examination Paper

Candidate Number	
Exam Date	
Exam Location	
Test Code	
Reference	Sample Paper v3

General Notes


Time allowed **1 hour**.

Answer all 60 multiple choice questions – sample paper contains 30 questions only

Use the proforma answer sheet provided.

Completing the proforma answer sheet

- The proforma answer sheet must be completed using a HB pencil.
- Provide only one answer per question.
- Each entry is to be made with a HORIZONTAL line in the spaces indicated.
- Errors must be removed using a good quality eraser.
- Enter the Test Code and your Candidate Number (which can be found on your examination card) onto your answer sheet, following the example set out below.



Answer Sheet

TEST NUMBER	CANDIDATE NUMBER (REGISTRATION NUMBER)
<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>
0 0 0 0 0	0 0 0 0 0 0
1 1 1 1 1	1 1 1 1 1 1
2 2 2 2 2	2 2 2 2 2 2
3 3 3 3 3	3 3 3 3 3 3
4 4 4 4 4	4 4 4 4 4 4
5 5 5 5 5	5 5 5 5 5 5
6 6 6 6 6	6 6 6 6 6 6
7 7 7 7 7	7 7 7 7 7 7
8 8 8 8 8	8 8 8 8 8 8
9 9 9 9 9	9 9 9 9 9 9

Marking Instructions:

1. Use a HB pencil
2. Rub out any errors thoroughly
3. Fill in your answers like this NOT like this or like this
4. Mark one and only one box for each question row

Do not open this paper until instructed by the invigilator.

This question paper must not be removed from the examination room.

Question 1

An opportunity is defined as what?

- a. An appropriate option for dealing with a risk.
- b. A positive risk event with a potential beneficial outcome.
- c. Something which may pose a risk.
- d. A way of managing a threat to the project objectives.

Question 2

Quantitative schedule risk analysis using Monte Carlo simulation can be used to calculate what?

- a. Earned value.
- b. Net present value.
- c. Criticality index.
- d. Three-point estimates.

Question 3

A risk management plan should include:

- a. a Monte Carlo simulation.
- b. identified risks and control actions.
- c. the risk management organisation.
- d. an event tree.

Question 4

A benefit of risk management is that:

- a. it discourages the acceptance of financially unsound projects.
- b. risks can be transferred to other people at no cost.
- c. it will justify high contingency.
- d. the risks can all be managed by the project team.

Question 5

Which of the following best describes a project stakeholder?

- a. Any member of the project team.
- b. An individual that could be affected by the outcome of the project.
- c. Anyone who works on the project.
- d. Anyone who works for the organisation that will benefit from the project.

Question 6

The point on a probability distribution with the highest probability of occurrence is called the:

- a. mean.
- b. median.
- c. mode.
- d. quartile.

Question 7

Which of the following is a correct and complete definition of project risk, according to the PRAM Guide? The exposure of:

- a. outcomes to the consequences of variation in risk.
- b. projects to the consequences of variation in stakeholders.
- c. stakeholders to the consequences of variation in outcomes.
- d. risks to the consequences of variation in projects.

Question 8

A risk manager will get buy-in to the process from the project manager:

- a. by providing the appropriate tools.
- b. through training, communication, and allocation of appropriate resources.
- c. by appealing to the managing director and all key stakeholders for support.
- d. by using Monte Carlo simulation.

Question 9

Which of the following is NOT a risk identification technique?

- a. Brainstorming.
- b. Assumptions analysis.
- c. SWOT analysis.
- d. Sensitivity analysis.

Question 10

Most statistical simulations of project risk use which approach?

- a. PERT.
- b. Ishikawa diagrams.
- c. Net present value calculation.
- d. Monte Carlo analysis.

Question 11

The purpose of the risk identify phase is to identify:

- a. only threats.
- b. relevant responses.
- c. only stakeholders.
- d. relevant risk events.

Question 12

Before assessing a risk, you must first:

- a. identify the risk response action.
- b. identify the risk.
- c. manage the risk.
- d. calculate the contingency.

Question 13

To determine whether a risk response is justified, a project manager needs to know what?

- a. How important it is to the client.
- b. The significance of the risk event concerned, relative to the project objectives.
- c. How late the project is.
- d. Whether the sponsor is concerned about the risk.

Question 14

The first sub-phase in the PRAM risk management process is to?

- a. Identify the risks.
- b. Calculate the contingency.
- c. Define the project.
- d. Assess the risks.

Question 15

A beta probability distribution is used to describe:

- a. an asymmetrical, continuous distribution.
- b. a symmetrical, continuous distribution.
- c. an asymmetrical, discrete distribution.
- d. a symmetrical, discrete distribution.

Question 16

Any project where risk management is to be applied should have:

- a. a list of risks that have already been identified.
- b. a well-defined scope.
- c. a member of the project team assigned as responsible for risk management.
- d. a pre-defined and agreed way of managing risks that may occur.

Question 17

When is it most useful to engage in peer review?

- a. During risk assessment.
- b. At a major project decision point.
- c. During risk control.
- d. At the Post-project approval point.

Question 18

What would be a prime consideration, when choosing a particular risk management technique?

- a. The experience or risk maturity of staff involved.
- b. The software available to support the technique.
- c. The number of risks that are likely to be identified in a particular project.
- d. The availability of training courses for staff expected to use the technique.

Question 19

When should the risk management process be applied to a project?

- a. As soon as any significant risks are identified.
- b. When the business case has been approved.
- c. At the discretion of the project manager.
- d. Immediately at the outset of the project.

Question 20

The persistent tendency to feel and behave in a particular way is described as what?

- a. Emotion.
- b. Belief.
- c. Attitude.
- d. Influence.

Question 21

Who is responsible for reporting risk status to senior management on a regular basis?

- a. Sponsor.
- b. Project manager.
- c. Risk manager.
- d. Risk facilitator.

Question 22

Which risk documentation will be used to report the status of risks, actions and progress?

- a. Risk registers.
- b. Risk reviews.
- c. Risk reports.
- d. Risk analyses.

Question 23

What would be considered as an important benefit of undertaking stakeholder analysis as part of the risk management process?

- a. Stakeholders can have a say in what risk management techniques are applicable.
- b. A thorough assessment of stakeholder's individual knowledge and experience of risk management can be conducted.
- c. It can provide an enhanced understanding of the project's aims on the part of all stakeholders involved.
- d. It ensures that the risk of not involving stakeholders in the process can be eliminated.

Question 24

Where would information, about risks identified for the project, the nature of these risks and information concerning their assessment and management, most likely be found?

- a. In the risk register.
- b. As part of the overall risk management plan.
- c. In the risk response report.
- d. As part of an overall sensitivity analysis.

Question 25

What is the main objective of the Implement Responses phase of the PRAM process? The main objective of the Implement Response phase of the PRAM process is to:

- a. plan responses to individual risk events.
- b. assess the degree of appropriateness of particular risk responses.
- c. increase the understanding of individual risk events in order to respond to best effect when problems take place.
- d. To ensure that effective response actions are taken based on the decisions made during previous phases of the process.

Question 26

What might be cited as a problem when using the Delphi technique?

- a. It can only deal with a small amount of information at a time.
- b. It is time consuming.
- c. There is no scope to use the technique for risk identification.
- d. Users need to be trained in the process prior to use.

Question 27

When using Assumptions Analysis, the stability of an assumption describes:

- a. how likely the assumption will have influence over the project.
- b. how the magnitude of the assumption will impact.
- c. the likelihood of the assumption being correct.
- d. the importance of the assumption in relation to project objectives.

Question 28

The three-part structure used to describe risks is known as:

- a. risk meta-language.
- b. standardised risk descriptions.
- c. risk, threat, opportunity descriptions.
- d. simplified language.

Question 29

Which one of the following elements would be considered an important part of the risk management plan?

- a. Project management plan.
- b. Project description.
- c. Business case.
- d. Stakeholder analysis.

Question 30

When considering project risk management, what is the project managers prime role?

- a. Carry out risk responses and ensure that they are optimal.
- b. Own particular risks and ensure that the most appropriate response is administered.
- c. Project risk administration to ensure that all necessary reporting is carried out.
- d. Take accountability for effective risk treatment in the project.

End of Questions

SAMPLE

Answers

Question	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Answer	b	c	c	a	b	c	c	b	d	d	d	b	b	c	a

Question	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30
Answer	b	b	a	d	c	a	c	c	a	d	b	c	a	b	d

SAMPLE

Association for Project Management

Ibis House, Regent Park
Summerleys Road
Princes Risborough
Buckinghamshire HP27 9LE

Tel. (UK) 0845 458 1944
Tel. (Int.) +44 1844 271 640
Email qualifications@apm.org.uk
WeBb. apm.org.uk

SAMPLE