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## Practice Questions

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### 1. What best describes the benefit of conducting a PESTLE analysis at the beginning of a large-scale project?

- A. It clarifies each team member's individual role and responsibilities
- B. It maps out the key milestones on the project timeline
- C. It documents the project's internal strengths and areas for improvement
- D. It supports early identification of external factors that could affect project outcomes

### 2. Which scenario below is the clearest example of a project?

- A. A software company managing a client's existing system throughout the year
- B. A hospital delivering round-the-clock emergency services
- C. An IT team rolling out a new CRM platform over a six-month period
- D. A support desk team responding to user issues on an ongoing basis

### 3. Which statement best captures the main purpose of project management?

- A. To enable organisations to manage change and achieve specific, defined objectives
- B. To bring uniformity to reporting practices across all departments
- C. To take over from business-as-usual activities
- D. To grow the number of permanent staff in operational teams

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### 4. Which option most accurately captures what project management means?

- A. An approach used to track routine ongoing business operations
- B. Using structured processes, techniques, and expertise to achieve defined project goals
- C. A way to delegate work within a permanent organisational department
- D. The review of daily activity records to measure performance



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**5. Which of the following gives the most accurate description of a project?**

- A. A time-limited undertaking established to produce a particular outcome
- B. A continuous activity designed to sustain day-to-day business operations
- C. A workflow dedicated exclusively to handling customer queries
- D. A division with fixed staffing and established responsibilities

**6. Which of the following most clearly describes business-as-usual activity rather than project work?**

- A. Completing a defined scope of work within a fixed schedule
- B. Progressing through a structured series of phases to meet set objectives
- C. Carrying out consistent, repeating tasks and services without interruption
- D. Maintaining a risk register to support short-term delivery goals

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**7. You are managing the rollout of a new logistics system. Part of your role is to ensure the project stays in line with the strategic vision set by the project sponsor. What does this represent?**

- A. Quality assurance
- B. Portfolio management
- C. Business as usual
- D. One of the core purposes of project management

**8. What is the principal difference between a programme and a portfolio?**

- A. Programmes group unrelated projects, whereas portfolios contain only related ones
- B. Portfolios are always smaller in scope than programmes
- C. Programmes follow strategic objectives while portfolios operate independently of strategy
- D. Programmes manage a set of related projects, while portfolios provide oversight of all projects and programmes across the organisation

**9. You are managing a high-risk project with suppliers spread across multiple time zones. Delays in decision-making have arisen because nobody is clear on who has authority to act. Which core purpose of project management is being compromised?**

- A. To keep administrative workloads to a minimum
- B. To deliver the final product without any changes
- C. To put in place a clear structure of control and accountability
- D. To maintain normal business-as-usual operations



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**10. You are running a community-based project in a rural setting. Your team has flagged high unemployment and limited digital skills among local residents as barriers to delivery. Which PESTLE category do these challenges belong to?**

- A. Environmental
- B. Sociological
- C. Technological
- D. Political

**11. Your organisation is running several interconnected projects, all aimed at improving customer service in a coordinated way to maximise value and consistency. What term describes this collection of related projects being managed together?**

- A. A project portfolio
- B. A business case document
- C. A programme
- D. A phase gate checkpoint

**12. A charity is running a time-limited fundraising drive to finance a new building. You have been asked to apply project management principles to lead the campaign. Why is this an appropriate approach?**

- A. Because the campaign will continue indefinitely
- B. Because fundraising is a standard, repetitive task
- C. Because project management is well suited to one-off, goal-driven initiatives
- D. Because the campaign forms part of the charity's core day-to-day operations

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**13. Which statement most accurately describes the relationship between project management, programme management and portfolio management?**

- A. Project management is an operational function; portfolio management drives delivery.
- B. In smaller organisations, programme management serves as a substitute for portfolio management.
- C. Portfolio management ensures all initiatives are strategically aligned, whereas programme management coordinates groups of related change projects.
- D. The three disciplines are entirely separate with no interaction between them.



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**14. Which of the following activities is most characteristic of portfolio management?**

- A. Making sure related projects are delivered in a synchronised way
- B. Reviewing the risk registers of individual projects
- C. Choosing the appropriate combination of projects to support the organisation's strategic direction
- D. Establishing the scope boundaries for a specific project

**15. While leading an international healthcare project, the team identifies a risk that patients may be unwilling to adopt digital booking systems. Which PESTLE category does this risk best reflect?**

- A. Technological
- B. Legal
- C. Sociological
- D. Economic

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**16. You have been brought in to deliver a six-month IT upgrade across several departments. Your sponsor requires regular visibility of progress and an understanding of current risks. Which key project management function addresses this need?**

- A. Delivering structured monitoring and control
- B. Redistributing resources from other parts of the business
- C. Scaling back the frequency of performance reviews
- D. Redirecting focus toward operational functions

**17. You are involved in a digital transformation effort. Your project sits within a broader business change programme coordinating eight related projects in total. What is the purpose of programme management in this situation?**

- A. To manage only your project's budget and timeline
- B. To prevent the programme from interacting with day-to-day operations
- C. To bring related projects into alignment and coordination for combined benefit
- D. To oversee health and safety matters across the organisation

**18. What is the primary reason a project manager would conduct a PESTLE analysis at the start of a project?**

- A. To review how team members communicate with each other
- B. To structure the project's internal work packages
- C. To recognise outside forces that may affect the project's outcome
- D. To evaluate the technical specifications of the deliverable



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**19. A newly appointed CEO reviews all change activity across the organisation. Following this review, two projects are cancelled, three new ones are commissioned, and a cluster of related initiatives is consolidated under a single business programme. Which type of management is the CEO applying?**

- A. Change control
- B. Project management
- C. Portfolio management
- D. Programme assurance

**20. What is the primary reason a project must have a finite duration?**

- A. So that team members become available for future assignments
- B. To limit the number of people engaged as stakeholders
- C. To prevent expenditure on post-delivery maintenance
- D. Because budgets must align with the financial year

**21. You are overseeing a public infrastructure project when a general election is announced partway through delivery. How does a PESTLE analysis support the project in this context?**

- A. It highlights how a shift in political leadership may affect how the project is governed
- B. It helps break down technical design activities into smaller tasks
- C. It establishes how contractual disputes should be resolved
- D. It provides a more precise calculation of the project's critical path

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**22. A manufacturing firm has been asked to build a prototype for a client, applying a design approach it has not used before. Which of the following correctly identifies the nature of this undertaking?**

- A. It is business-as-usual, given that the company operates in manufacturing.
- B. It is a project, because it is a unique, one-off activity with clearly defined outcomes.
- C. It is business-as-usual, because the company regularly receives client orders.
- D. It is a project, since it forms part of the company's standard production schedule.



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**23. A member of a finance team spends each day updating spreadsheets and processing supplier invoices. How should this work be categorised?**

- A. Project work, because it involves time and cost considerations
- B. Business-as-usual, because it consists of routine, repeatable tasks
- C. Project work, because it is carried out by staff with specialist knowledge
- D. Business-as-usual, because it is overseen by a sponsor with a set budget

**24. A senior executive is responsible for evaluating and prioritising every project running across the organisation, ensuring each one aligns with corporate strategy while balancing the use of available resources. What is this person managing?**

- A. A programme
- B. A risk portfolio
- C. A workstream
- D. A portfolio

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**25. You are leading a project to introduce a new performance review system, which must be handed over to the HR department in six weeks. Which of the following best captures the key distinction between this project and the HR team's regular operations?**

- A. The project places greater emphasis on managing stakeholder relationships.
- B. The project has a fixed completion date and produces a one-off deliverable.
- C. The HR department exercises greater control over its budget.
- D. The HR team is also responsible for documentation and handover activities.

**26. In terms of what it produces, which of the following best characterises a project?**

- A. A flexible mechanism that supports varying needs
- B. A specific product, service, or measurable result
- C. An enduring service delivered on a continuous basis
- D. The core duties assigned to a particular department



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**27. You are managing a security systems upgrade project, one of several running across IT, finance and HR. The executive board now wants to review every active project and redistribute funding according to current business priorities. What activity is the board undertaking?**

- A. Programme planning
- B. Change control
- C. Project delivery
- D. Portfolio management

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**28. Which of the following is *not* a component of project management?**

- A. Risk management
- B. Scheduling
- C. Issue resolution
- D. The routine, continuous delivery of an ongoing business service

**29. Your team is working to introduce a product into a foreign market and has flagged recent updates to the country's tax legislation. In a PESTLE analysis, which category does this fall under?**

- A. Technological
- B. Environmental
- C. Legal
- D. Economic

**30. You are coordinating a large-scale city-centre event project. The local council has indicated heightened oversight owing to air quality standards. Which PESTLE dimension does this primarily concern?**

- A. Political
- B. Legal
- C. Environmental
- D. Technological



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## Answer Key & Explanations

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### 1. D — It supports early identification of external factors that could affect project outcomes

A PESTLE analysis surfaces potential external risks and enablers early in the project lifecycle, enabling better-informed planning. Why the other options are incorrect: • It clarifies each team member's individual role and responsibilities: Defining roles and responsibilities is part of organisational planning, not external environment scanning. • It maps out the key milestones on the project timeline: Identifying milestones is a scheduling activity unrelated to macro-environmental analysis. • It documents the project's internal strengths and areas for improvement: Mapping internal strengths and weaknesses is the role of a SWOT analysis, not PESTLE. • It produces cost baseline estimates for procurement purposes: Cost baselines are developed during financial and procurement planning, not through PESTLE.

### 2. C — An IT team rolling out a new CRM platform over a six-month period

Rolling out a CRM system within a set timeframe to meet a defined goal is a classic example of project work. Why the other options are incorrect: • A software company managing a client's existing system throughout the year: Year-round system maintenance is an operational, not project, activity. • A hospital delivering round-the-clock emergency services: Providing emergency care continuously is business-as-usual. • A support desk team responding to user issues on an ongoing basis: Ongoing support desk work is not project-based. • An HR team processing staff payroll every week: Weekly payroll processing is routine operational activity.

### 3. A — To enable organisations to manage change and achieve specific, defined objectives

Project management enables organisations to deliver change in a controlled way, meeting defined goals within agreed time, cost, and quality parameters. Why the other options are incorrect: • To bring uniformity to reporting practices across all departments: Standardising reporting may be useful, but it is not the main purpose of project management. • To take over from business-as-usual activities: Project management works alongside BAU rather than replacing it. • To grow the number of permanent staff in operational teams: Growing operational headcount may be an outcome of some projects, but it is not what project management is for. • To keep a record of internal service costs: Tracking internal costs is a tool within project management, not its overarching purpose.

### 4. B — Using structured processes, techniques, and expertise to achieve defined project goals

Project management involves applying a structured set of methods and knowledge to deliver defined goals within agreed constraints. Why the other options are incorrect: • An approach used to track routine ongoing business operations: This describes operational management rather than project management. • A way to delegate work within a permanent organisational department: Delegating tasks within a department may occur in projects, but it does not define project management. • The review of daily activity records to measure performance: Reviewing daily logs is a feature of routine operations management. • A system designed to forecast resource consumption across an entire business: Business-wide resource forecasting is a strategic planning activity, not specific to project management.



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**5. A — A time-limited undertaking established to produce a particular outcome**

A project has a clear start and finish and is set up to achieve specific goals within that timeframe. Why the other options are incorrect: • A continuous activity designed to sustain day-to-day business operations: Continuous operations describe business-as-usual, not a project. • A workflow dedicated exclusively to handling customer queries: Customer query handling is an ongoing function, not a project. • A division with fixed staffing and established responsibilities: A standing department with permanent roles is not a temporary initiative. • A risk-management programme running for more than twelve months: Risk management may feature within a project but does not itself define one.

**6. C — Carrying out consistent, repeating tasks and services without interruption**

Business-as-usual involves sustaining routine, repeatable activities and services that keep the organisation running continuously. Why the other options are incorrect: • Completing a defined scope of work within a fixed schedule: Working within a defined scope and schedule is a hallmark of project management, not BAU. • Progressing through a structured series of phases to meet set objectives: Structured, phased life cycles are a feature of project delivery. • Maintaining a risk register to support short-term delivery goals: Risk registers are tools associated with project environments. • Producing one-off results using a dedicated set of resources: Producing unique, one-off outputs is what distinguishes projects from ongoing operations.

**7. D — One of the core purposes of project management**

Ensuring project activities remain aligned with organisational strategy is a fundamental purpose of project management. Why the other options are incorrect: • Quality assurance: Quality assurance focuses on standards and processes, not on strategic alignment. • Portfolio management: Portfolio management operates across multiple projects or programmes, not a single project. • Business as usual: This is not a routine operational task. • A post-project evaluation: Strategic alignment is an ongoing responsibility throughout the project, not something assessed only after completion.

**8. D — Programmes manage a set of related projects, while portfolios provide oversight of all projects and programmes across the organisation**

A programme brings together related projects managed in a coordinated way, while a portfolio encompasses the full collection of change initiatives — related and unrelated — across the organisation. Why the other options are incorrect: • Programmes group unrelated projects, whereas portfolios contain only related ones: It is portfolios that can contain unrelated projects; programmes are specifically concerned with related projects. • Portfolios are always smaller in scope than programmes: Portfolios may be larger or smaller than programmes depending on the size and strategic scope of the organisation. • Programmes follow strategic objectives while portfolios operate independently of strategy: Both programmes and portfolios are aligned to an organisation's strategic objectives. • The two terms are interchangeable: There are clear and meaningful distinctions between a programme and a portfolio in project management practice.

**9. C — To put in place a clear structure of control and accountability**

A primary purpose of project management is to create clear governance structures that define accountability and support timely decision-making. Why the other options are incorrect: • To keep administrative workloads to a minimum: Minimising administration is not a core project management purpose. • To deliver the final product without any changes: Projects frequently accommodate change; delivering without any change is not the goal. • To maintain normal business-as-usual operations: Project management is distinct from and does not aim to sustain BAU activity. • To remove the need for stakeholder involvement: Stakeholder engagement is essential throughout any project.



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### 10. B — Sociological

Sociological factors cover demographic characteristics, social conditions, and community behaviours that can influence how a project is received and delivered. Why the other options are incorrect: • Environmental: Environmental factors are concerned with ecological conditions and sustainability, not population characteristics. • Technological: Technology relates to digital systems and tools, not to the skills or social circumstances of the population. • Political: Political factors address governance and government policy, not social or demographic conditions. • Legal: Legal factors cover regulatory and compliance requirements, not social demographics or community characteristics.

### 11. C — A programme

A programme brings together a group of related projects managed in a coordinated manner in order to realise shared benefits. Why the other options are incorrect: • A project portfolio: A portfolio typically contains projects from across the organisation that may be unrelated; this scenario specifically describes projects that are related to one another. • A business case document: A business case is a document that justifies investment in a single project or programme, not a grouping of projects. • A phase gate checkpoint: A phase gate is a decision-making checkpoint within a project lifecycle, not a structure for grouping or managing projects. • A risk log: A risk log is a tool for recording and tracking risks; it does not describe how projects are grouped or managed together.

### 12. C — Because project management is well suited to one-off, goal-driven initiatives

Project management is designed for temporary, goal-focused work — exactly what a time-limited fundraising campaign represents. Why the other options are incorrect: • Because the campaign will continue indefinitely: The campaign has a defined end point and is therefore not ongoing. • Because fundraising is a standard, repetitive task: This is a distinct fundraising goal rather than a recurring operational activity. • Because the campaign forms part of the charity's core day-to-day operations: The campaign is a standalone initiative and sits outside the charity's normal operations. • Because every member of staff needs to participate: The level of staff involvement is not what makes project management the right tool here.

### 13. C — Portfolio management ensures all initiatives are strategically aligned, whereas programme management coordinates groups of related change projects.

Portfolio management aligns the full set of projects and programmes with the organisation's strategic goals, while programme management coordinates and integrates related projects to realise combined benefits. Why the other options are incorrect: • Project management is an operational function; portfolio management drives delivery.: Project management is focused on delivering specific outputs, not on supporting business-as-usual operations. • In smaller organisations, programme management serves as a substitute for portfolio management.: Programmes and portfolios serve different purposes and can coexist in organisations of any size. • The three disciplines are entirely separate with no interaction between them.: The three disciplines are closely interdependent, with strong links and interactions between them. • Individual projects always operate in isolation, outside of any portfolio or programme framework.: Projects frequently exist within programme and portfolio structures and are rarely managed in complete isolation.

### 14. C — Choosing the appropriate combination of projects to support the organisation's strategic direction

Portfolio management determines which projects should be undertaken and how they should be prioritised in order to best support the organisation's strategic objectives. Why the other options are incorrect: • Making sure related projects are delivered in a synchronised way: Synchronising the delivery of related projects is a



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programme management function, not a portfolio management one. • Reviewing the risk registers of individual projects: Risk registers are owned and managed at the project level by individual project managers. • Establishing the scope boundaries for a specific project: Defining the scope of a specific project is a project management responsibility, not a portfolio management function. • Managing dependencies between two separate project teams: Managing interdependencies between project teams falls within the remit of programme management.

### 15. C — Sociological

Sociological factors capture public attitudes, cultural norms, and people's readiness to accept new ways of doing things. Why the other options are incorrect: • Technological: Technology covers the systems and tools themselves, not attitudes towards using them. • Legal: Legal factors are concerned with laws and regulatory requirements. • Economic: Economic factors relate to financial conditions such as costs, income levels, and market pressures. • Political: Political factors deal with governance and policy, not end-user behaviour or attitudes.

### 16. A — Delivering structured monitoring and control

Providing structured monitoring, transparent reporting, and active risk control are essential project management functions that give sponsors the visibility they need. Why the other options are incorrect: • Redistributing resources from other parts of the business: Project management does not arbitrarily divert resources away from business-as-usual areas. • Scaling back the frequency of performance reviews: Performance oversight typically increases in a well-run project, not decreases. • Redirecting focus toward operational functions: Projects are distinct from operations and should not be redirected toward them. • Treating scope boundaries as working assumptions: Scope must be defined and formally controlled; treating it as an assumption undermines delivery.

### 17. C — To bring related projects into alignment and coordination for combined benefit

Programme management aligns and coordinates related projects so that together they deliver greater business benefits than they would achieve independently. Why the other options are incorrect: • To manage only your project's budget and timeline: Managing budget and schedule at the individual project level is a project management responsibility, not a programme-level function. • To prevent the programme from interacting with day-to-day operations: Programmes frequently need to integrate with business-as-usual operations rather than avoid them. • To oversee health and safety matters across the organisation: Health and safety oversight is an operational concern and falls outside the remit of programme management. • To take over the role of individual project sponsors: Programme management works alongside project sponsors; it does not assume their role.

### 18. C — To recognise outside forces that may affect the project's outcome

PESTLE analysis is a tool for scanning the broader external environment for macro-level factors that could shape or disrupt the project. Why the other options are incorrect: • To review how team members communicate with each other: Assessing how individuals communicate is handled through tools such as stakeholder analysis or team profiling models. • To structure the project's internal work packages: A Work Breakdown Structure is a scope-management technique with no connection to PESTLE. • To evaluate the technical specifications of the deliverable: Technical specifications and product design sit in the delivery or design phase, not in an external environment scan. • To set out contractor payment timelines: Contractor payment arrangements fall under cost or procurement management.



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**19. C — Portfolio management**

Portfolio management encompasses the authority to initiate, terminate and reprioritise projects and programmes based on their alignment with the organisation's current strategic direction. Why the other options are incorrect: • Change control: Change control is a project-level process for managing alterations to an agreed scope; it does not govern strategic decisions about which projects to start or stop. • Project management: Project management is concerned with delivering specific outputs within agreed constraints, not with making organisation-wide decisions about which initiatives to pursue. • Programme assurance: Programme assurance verifies that a programme is being executed effectively; it does not involve selecting or deselecting projects at a strategic level. • Operational leadership: Operational leadership guides day-to-day business activities; the CEO's actions here are clearly an exercise in strategic portfolio management.

**20. A — So that team members become available for future assignments**

Having a defined end point ensures that a project's goals are pursued efficiently and delivered within agreed constraints. Why the other options are incorrect: • So that team members become available for future assignments: Team reallocation is an incidental benefit, not the core reason for a project's finite duration. • To limit the number of people engaged as stakeholders: Stakeholders remain actively engaged throughout the entire project lifecycle. • To prevent expenditure on post-delivery maintenance: Post-delivery maintenance is a separate consideration and not the reason projects are time-limited. • Because budgets must align with the financial year: Financial year alignment is an accounting concern, not a defining reason for project temporariness.

**21. A — It highlights how a shift in political leadership may affect how the project is governed**

PESTLE equips project managers to evaluate risks arising from political change or policy shifts that could affect project continuity. Why the other options are incorrect: • It helps break down technical design activities into smaller tasks: Breaking down tasks is a planning activity unrelated to external political analysis. • It establishes how contractual disputes should be resolved: Dispute resolution mechanisms are addressed through contractual and legal frameworks, not PESTLE. • It provides a more precise calculation of the project's critical path: The critical path is a scheduling concept and is not influenced by external environmental scanning. • It assists in generating the project's issue log: While PESTLE findings may feed into an issue log, generating that log is not the function of the tool itself.

**22. B — It is a project, because it is a unique, one-off activity with clearly defined outcomes.**

Developing a unique prototype with defined deliverables using a novel design approach meets the definition of a project. Why the other options are incorrect: • It is business-as-usual, given that the company operates in manufacturing.: Although the firm works in manufacturing, a bespoke prototype is a one-off activity, not routine BAU. • It is business-as-usual, because the company regularly receives client orders.: Receiving orders frequently is irrelevant; it is the uniqueness of each output that determines classification. • It is a project, since it forms part of the company's standard production schedule.: Forming part of a production schedule does not prevent an activity from being a project when it is genuinely one-off. • It is neither a project nor BAU, as the work is still in its planning phase.: The classification of an activity as a project or BAU is unaffected by whether it is still in the planning phase.

**23. B — Business-as-usual, because it consists of routine, repeatable tasks**

Repetitive day-to-day tasks that sustain existing services are classified as business-as-usual, not project work. Why the other options are incorrect: • Project work, because it involves time and cost considerations: Projects are defined by unique, non-routine outputs—not simply by having time or cost constraints. • Project

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work, because it is carried out by staff with specialist knowledge: Specialist skills are required in both project and operational contexts and are not a distinguishing factor. • Business-as-usual, because it is overseen by a sponsor with a set budget: Sponsors and budgets exist in both operational and project settings and do not determine the classification. • Project work, because it generates new outputs each day: The daily outputs here are routine and repetitive, not new or unique deliverables.

#### 24. D — A portfolio

Portfolio management is the discipline of selecting, prioritising and overseeing all of an organisation's projects and programmes to ensure they collectively support strategic objectives. Why the other options are incorrect:

- A programme: A programme groups related projects together rather than managing all projects across the entire organisation.
- A risk portfolio: Risk portfolio is not a recognised term within standard project governance frameworks.
- A workstream: A workstream is a defined stream of activity within a broader project or programme, not an organisational-level management function.
- A delivery team: Delivery teams are responsible for executing project work, not for making strategic decisions about which projects to prioritise.

#### 25. B — The project has a fixed completion date and produces a one-off deliverable.

Unlike the HR team's ongoing operational duties, this project is defined by its time-bound nature and unique, one-off output. Why the other options are incorrect: • The project places greater emphasis on managing stakeholder relationships.: Managing stakeholder relationships is relevant to both project work and ongoing operations. • The HR department exercises greater control over its budget.: Budget authority is not the key distinction between project and business-as-usual work. • The HR team is also responsible for documentation and handover activities.: Responsibility for documentation and handover does not illustrate the temporary nature of a project. • The project is designed to support the organisation's everyday operational routines.: A project is distinct from—not in support of—everyday operational activity.

#### 26. B — A specific product, service, or measurable result

The purpose of a project is to produce a clearly defined output—whether a product, a service, or a tangible result. Why the other options are incorrect: • A flexible mechanism that supports varying needs: This description is too broad and does not distinctively characterise a project. • An enduring service delivered on a continuous basis: Continuous service delivery is an attribute of business-as-usual, not project work. • The core duties assigned to a particular department: Routine departmental responsibilities are not what define a project. • A contract arrangement with an external provider: Outsourcing arrangements may involve a project but are not its defining feature.

#### 27. D — Portfolio management

Portfolio management provides the strategic framework for reviewing, prioritising and reallocating resources across all of an organisation's initiatives to keep them aligned with business priorities. Why the other options are incorrect: • Programme planning: Programme planning applies to a coordinated group of related projects, not to the entire set of projects spanning the organisation. • Change control: Change control is a project-level process for managing alterations to agreed scope, not a mechanism for strategic investment decisions. • Project delivery: Project delivery refers to the execution of work within a single project, not to strategic oversight across multiple projects. • Configuration management: Configuration management controls versions of assets and deliverables; it is not concerned with the strategic prioritisation of investment.

#### 28. D — The routine, continuous delivery of an ongoing business service

Project management concerns temporary endeavours with defined outputs; continuously running a business service is an operational, not project, activity. Why the other options are incorrect: • Risk management:



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Identifying and mitigating risks is a fundamental part of project delivery. • Scheduling: Planning and managing the project schedule is a core project management discipline. • Issue resolution: Addressing issues that arise during a project keeps it on course. • Stakeholder communication: Keeping stakeholders informed and engaged is central to successful project delivery.

### 29. C — Legal

Tax legislation sits within the Legal dimension of PESTLE and can directly shape how a project is planned and executed. Why the other options are incorrect: • Technological: Technology covers digital tools, platforms, and emerging innovations. • Environmental: Environmental concerns relate to ecological impacts and climate considerations. • Economic: Economic factors encompass things like inflation, exchange rates, or borrowing costs. • Political: Political factors cover governmental stability and broad policy-making, rather than specific enacted laws.

### 30. C — Environmental

Environmental factors encompass pollution control, sustainability obligations, and compliance with ecological standards — all of which are relevant to air quality concerns. Why the other options are incorrect: • Political: Political factors relate to government activity and policy-making, not specifically to environmental quality standards. • Legal: While air quality rules are legally enforced, the underlying concern here is environmental rather than strictly legislative. • Technological: Technology is not relevant to air quality regulatory scrutiny in this context. • Sociological: Sociological factors are concerned with human behaviour and demographic trends, not environmental compliance.



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