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1. Which of the following scenarios is the clearest example of a project being out of step with its organisation's strategy?

- A. A project whose deliverables are delayed because of technical problems
- B. A project that produces outputs which do not support the organisation's strategic goals
- C. A project that goes over budget as a result of supplier pricing
- D. A project that encounters opposition from stakeholders

2. A project delivers strong technical results but has poorly defined governance structures. Which risk is most likely to arise?

- A. The team will be incapable of generating technical deliverables
- B. Decisions may be taken without adequate authority or strategic alignment
- C. The project will inevitably overspend its approved budget
- D. Stakeholders will become overly involved in day-to-day delivery

3. After approving the business case, a project sponsor disengages entirely, forcing the project manager to take all significant decisions without support. Which governance weakness does this best illustrate?

- A. There is no clearly defined approach to delivering the project
- B. Active oversight and the exercise of decision-making authority have lapsed
- C. The project manager has handed over too much authority to others
- D. The governance framework is overly complex for a project of this size

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4. A digital transformation effort is characterised as 'continuous, ever-changing, and focused on the perpetual improvement of processes'. Why does this description create a problem when attempting to classify the work as a project?

- A. The description does not clearly define what the outputs will be
- B. It implies that there is no governance structure in place
- C. It is at odds with the requirement that projects must be temporary in nature
- D. It fails to address how stakeholders are being engaged

5. A project carries on even though it has ceased to support the organisation's business objectives. What does this reveal about the success criteria that were set?

- A. The criteria placed too much emphasis on satisfying stakeholders
- B. The criteria failed to align with the organisation's strategic direction
- C. Excessive detail in the criteria made them impractical to use
- D. The criteria were entirely grounded in quality metrics

6. A project is on time and within budget, yet it is unclear who holds the authority to approve a significant change to scope. What governance problem does this most likely indicate?

- A. Poorly defined decision-making authority
- B. Inadequate monitoring of project performance
- C. Insufficient tracking of project benefits
- D. Failure to identify relevant project risks

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7. An IT system implementation project has been held up because of newly introduced government data protection regulations. Which element of the project's context is the primary driver of this delay?

- A. The culture existing within the organisation itself
- B. The regulatory landscape operating outside the organisation
- C. The skills and competence of the project team
- D. How communication is managed with stakeholders



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8. Despite unresolved risks, a project board continues to approve each stage because halting the project would be politically inconvenient. Which governance failure does this most clearly illustrate?

- A. Decisions are being shaped by political avoidance rather than objective assessment
- B. The project manager holds excessive influence over strategic choices
- C. The governance framework is insufficiently connected to the wider organisation
- D. Controls in place are constraining the team's flexibility to deliver

9. Senior managers consider a project to have succeeded, while end users view it as a failure. What does this divergence suggest?

- A. The success criteria were not agreed upon or applied consistently across all stakeholder groups
- B. The technical quality of the project's deliverables was inadequate
- C. The project spent more than its allocated budget
- D. The project's governance arrangements failed to function properly

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10. Which of the following scenarios most clearly demonstrates how internal context can affect a project?

- A. International trade policy shifts that disrupt supply chains
- B. A change in leadership priorities occurring partway through the project
- C. Newly introduced environmental regulations affecting available materials
- D. Exchange rate movements that drive up project costs

11. Despite producing a technically excellent product, a project's stakeholders reject it because it no longer aligns with their changing requirements. What does this situation illustrate?

- A. Technical quality represents the primary measure of project success
- B. Defining success requires stakeholder satisfaction alongside technical quality, not quality alone
- C. Requirements should remain fixed and not evolve once delivery begins
- D. Stakeholders ought to have no role in determining what success looks like

12. Which statement most accurately captures the role of governance within a project environment?

- A. To concentrate all decision-making authority with the project manager
- B. To establish frameworks that ensure oversight, control and clear accountability for decisions
- C. To substitute formal controls with the judgement of senior managers
- D. To eliminate delivery uncertainty by mandating detailed formal reports



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13. During the review of a high-risk project, the project manager pushes for fast approvals to keep things moving, but the board maintains that formal stage-gate reviews are required. What is the most compelling governance reason for the board's stance?

- A. Stage-gate reviews eliminate the requirement for the project manager to exercise judgement
- B. Formal reviews give the board oversight and control before additional resources are committed
- C. The project board is responsible for approving every operational decision
- D. Stage-gate reviews ensure the project will be delivered within agreed tolerances

14. A project team has been asked to roll out a process that has already been used effectively in another part of the organisation, with very little modification required. Which factor most strongly questions whether this work can genuinely be classified as a project?

- A. The fact that the deliverables have already been established
- B. The involvement of stakeholders from multiple divisions
- C. The absence of uniqueness in the work being carried out
- D. The requirement to obtain formal governance sign-off

15. A manager defines a project as 'any piece of work with a beginning and a finishing date'. What is the most valid criticism of this definition?

- A. It makes no mention of the role of stakeholders
- B. It fails to account for the need for governance frameworks
- C. It does not acknowledge that being temporary is not enough on its own — the work must also be unique
- D. It wrongly implies that all business-as-usual work is ongoing with no fixed endpoints

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16. A programme manager argues that an internal reporting initiative qualifies as a project, citing the fact that it required funding approval at the outset and resulted in a new dashboard. The team has since been continuously updating reports and adding small features on a monthly basis. Which assessment most accurately reflects the APM definition of a project?

- A. It still qualifies as a project because its outputs continue to be developed over time
- B. It only counts as a project if the dashboard keeps changing based on feedback from stakeholders
- C. It no longer meets the definition of a project, as the work has become a routine operational activity
- D. It continues to be a project because it had a formal start and secured funding approval at the beginning

17. Which of the following best captures a sophisticated, well-rounded understanding of what project success means?

- A. A project succeeds when it meets its time, cost, and quality targets
- B. Success occurs when all planned outputs have been delivered as expected
- C. True success requires both the realisation of benefits and the satisfaction of stakeholders
- D. The project manager's individual performance determines whether the project succeeds

18. When a project sponsor measures success purely by staying within budget, what is the greatest danger of this narrow definition?

- A. Stakeholder relationships may be neglected by the project team
- B. The project could produce deliverables that never achieve the intended benefits
- C. The project manager's decision-making authority may be undermined
- D. Governance arrangements may grow overly complicated

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19. Which of the following scenarios is most clearly an example of a project, as opposed to business as usual?

- A. Producing monthly financial reports using established standard templates
- B. Carrying out ongoing system maintenance and applying regular patches
- C. Rolling out a new enterprise resource planning system for the first time
- D. Handling customer orders on a daily basis



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20. When a project manager brings a tolerance breach to the attention of the project board rather than handling it independently, which governance principle does this demonstrate?

- A. Delegated authority should be set aside whenever uncertainty is present
- B. The board should retain full control over day-to-day operations
- C. Decisions must be taken at the level that holds the relevant authority
- D. Escalation is only triggered when the business case collapses

21. At the start of a project, a project manager must establish success criteria. Which of the following approaches is most suitable?

- A. Limit the success definition to time, cost, and quality constraints
- B. Concentrate on deliverable outputs rather than outcomes to make measurement more straightforward
- C. Incorporate benefits realisation, stakeholder satisfaction, and strategic alignment into the success criteria
- D. Defer the definition of success criteria until after the project has been delivered

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22. A project is producing its planned outputs on schedule, yet it is eventually shut down because it has fallen out of step with the organisation's current priorities. What does this situation most clearly illustrate?

- A. The critical role of communication with stakeholders
- B. The necessity of maintaining ongoing alignment with organisational strategy
- C. A breakdown in how the project was governed
- D. The effect that external environmental factors can have

23. Which of the following scenarios most clearly demonstrates a disconnect between what was defined as success and what the project actually achieved?

- A. A project is completed on schedule but marginally overspends its budget
- B. A project produces all its planned outputs but fails to deliver the expected organisational benefits
- C. Disagreements among stakeholders arise during the project's execution
- D. The project undergoes additional governance oversight and review meetings



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24. A project finishes within its scheduled time and approved budget, yet the anticipated operational improvements do not materialise and key stakeholders express dissatisfaction. Which assessment of project success is most appropriate?

- A. The project should be considered a success as it delivered within time and cost limits
- B. The project must be judged unsuccessful given that intended benefits and stakeholder satisfaction were not realised
- C. The project can be regarded as a partial success since it produced the required outputs
- D. The project is a success on the basis that its governance objectives were fulfilled

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25. A project satisfies all its agreed time, cost, and quality constraints, yet it is shut down early because the anticipated benefits are not materialising. What conclusion can most accurately be drawn?

- A. The project should be considered a success given that its constraints were all satisfied
- B. The project must be regarded as a failure since it did not deliver the expected benefits
- C. Continuing the project would have been the right decision in order to recoup costs incurred
- D. Inadequate scope control by the project manager led to this outcome

26. A project falls behind schedule because suppliers are unable to fulfil orders due to worldwide supply shortages. Which contextual factor is the primary influence?

- A. The organisation's internal governance mechanisms
- B. Economic conditions in the wider external environment
- C. The organisational hierarchy and reporting structure
- D. The method used to plan and schedule the project

27. When selecting a delivery approach, a project team fails to account for the organisation's culture, resulting in significant pushback from staff. Which key principle was neglected?

- A. Effective engagement with stakeholders throughout the project
- B. Ensuring the project aligns with organisational strategy
- C. Adapting the approach to suit the specific organisational context
- D. Making the most efficient use of available resources

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28. A project is fully achievable from a technical standpoint but is rejected because it contradicts the organisation's core values. Which element of context is most applicable?

- A. Pressures arising from the external market
- B. The values and culture of the organisation
- C. The choice of project lifecycle model
- D. The process of identifying and analysing stakeholders

29. A project that is well-aligned with corporate strategy ultimately fails because senior management does not provide sufficient backing. Which aspect of the project's context was given insufficient consideration?

- A. Factors arising from the broader economic environment
- B. The technical difficulty of the work involved
- C. The influence that exists within the organisation
- D. Constraints relating to the project timeline

30. A construction firm consistently builds housing units to an identical design, following the same process each time. Which of the following classifications is most appropriate?

- A. A project, since each individual house has a scheduled completion date
- B. Business as usual, because the work is not unique even though each individual unit is a finite piece of work
- C. A project, given that every house represents a separate, tangible output
- D. A combination of project and BAU, owing to the repetitive nature of the work



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1. B — A project that produces outputs which do not support the organisation's strategic goals

For a project to be strategically aligned, its outputs must actively contribute to the organisation's objectives.

Why the other options are incorrect: • A project whose deliverables are delayed because of technical problems: Being late does not indicate strategic misalignment. • A project that goes over budget as a result of supplier pricing: Exceeding budget does not reflect a lack of strategic alignment. • A project that encounters opposition from stakeholders: Stakeholder opposition does not necessarily indicate misalignment with strategy. • A project that is held up by regulatory requirements: Regulatory delays are an external factor, not a sign of strategic misalignment.

2. B — Decisions may be taken without adequate authority or strategic alignment

Without strong governance, there is a risk that decisions are made by those without adequate authority and that strategic direction is lost. Why the other options are incorrect: • The team will be incapable of generating technical deliverables: Technical delivery can still proceed effectively even where governance is weak. • The project will inevitably overspend its approved budget: Budget overrun is a possible consequence, not an automatic one. • Stakeholders will become overly involved in day-to-day delivery: Excess stakeholder involvement is not the primary risk described. • The project lifecycle will shift to a purely sequential approach: Governance gaps do not dictate the choice of delivery lifecycle.

3. B — Active oversight and the exercise of decision-making authority have lapsed

Effective governance involves ongoing oversight and the exercise of decision-making authority throughout the project, not simply approving documents at the outset. Why the other options are incorrect: • There is no clearly defined approach to delivering the project: The absence of a delivery methodology is not what this scenario highlights; the core issue is a failure of governance oversight. • The project manager has handed over too much authority to others: The problem is not that the project manager has delegated too much, but that the sponsor is failing to remain involved. • The governance framework is overly complex for a project of this size: Nothing in the scenario suggests the governance framework is excessively detailed. • Members of the project team have not correctly understood what the project is trying to achieve: The team's understanding of project objectives is not in question here; the issue is who holds decision-making authority.

4. C — It is at odds with the requirement that projects must be temporary in nature

A defining feature of projects is that they are temporary; continuous evolution and improvement points to BAU or programme-level activity instead. Why the other options are incorrect: • The description does not clearly define what the outputs will be: The lack of defined outputs is not the primary concern here. • It implies that there is no governance structure in place: The description does not specifically suggest a governance problem. • It fails to address how stakeholders are being engaged: Stakeholder engagement is not the key issue raised by this description. • It places excessive emphasis on outcomes: Outcomes remain a valid and relevant consideration.

5. B — The criteria failed to align with the organisation's strategic direction

For a project to remain relevant, its success criteria need to reflect and adapt to the organisation's current



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strategic priorities. Why the other options are incorrect: • The criteria placed too much emphasis on satisfying stakeholders: An emphasis on stakeholder satisfaction is not the root cause of this situation. • Excessive detail in the criteria made them impractical to use: The level of detail in the success criteria is not what caused the misalignment. • The criteria were entirely grounded in quality metrics: Basing criteria on quality measures is not the underlying problem here. • The project team was not made aware of the success criteria: Whether the criteria were communicated to the team is not the central concern in this scenario.

6. A — Poorly defined decision-making authority

A core requirement of governance is that it clearly defines who is authorised to make significant decisions; without this, critical choices cannot be made in a controlled way. Why the other options are incorrect: • Inadequate monitoring of project performance: Performance monitoring is working adequately here; the problem is that approval authority is not clearly assigned. • Insufficient tracking of project benefits: The scenario does not point to any issue with tracking benefits. • Failure to identify relevant project risks: Identifying risks more thoroughly would not resolve the question of who can approve scope changes. • Project controls that are excessively restrictive: The concern is that controls are ambiguous, not that they are too tight.

7. B — The regulatory landscape operating outside the organisation

Changes in government regulation fall within the external environment, which is directly affecting the project's progress. Why the other options are incorrect: • The culture existing within the organisation itself: Organisational culture is an internal factor and is not what is causing this delay. • The skills and competence of the project team: The team's capabilities are not responsible for the delay in this scenario. • How communication is managed with stakeholders: Stakeholder communication is not what is driving this delay. • The governance framework applied to the project: The project's governance structure is not the source of this delay.

8. A — Decisions are being shaped by political avoidance rather than objective assessment

Governance should enable objective, evidence-based decisions — including the decision to stop or redirect work — rather than being driven by political considerations. Why the other options are incorrect: • The project manager holds excessive influence over strategic choices: The problem rests with the board's decision-making behaviour, not the project manager's authority. • The governance framework is insufficiently connected to the wider organisation: The evidence does not support a finding that the board is too independent. • Controls in place are constraining the team's flexibility to deliver: Controls are not the source of the problem described. • The board is scrutinising the project too rigorously: The board is applying insufficient challenge, not excessive challenge.

9. A — The success criteria were not agreed upon or applied consistently across all stakeholder groups

When different groups disagree on whether a project succeeded, it points to success criteria that were either poorly defined or applied inconsistently across stakeholder groups. Why the other options are incorrect: • The technical quality of the project's deliverables was inadequate: A lack of technical quality is not implied by this scenario. • The project spent more than its allocated budget: There is no indication in this scenario that the budget was exceeded. • The project's governance arrangements failed to function properly: Ineffective governance is not what this situation primarily illustrates. • The selected project lifecycle was not suited to this project: The choice of project lifecycle is unrelated to the divergence in judgements.



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10. B — A change in leadership priorities occurring partway through the project

A change in leadership priorities originates from within the organisation, making it a clear example of internal context shaping a project. Why the other options are incorrect: • International trade policy shifts that disrupt supply chains: Trade policy changes originate outside the organisation — this is external context. • Newly introduced environmental regulations affecting available materials: New environmental regulations come from external bodies, not from within the organisation. • Exchange rate movements that drive up project costs: Currency fluctuations are driven by external economic conditions. • Actions taken by competitors that alter market demand: Competitor activity is an external factor operating outside the organisation.

11. B — Defining success requires stakeholder satisfaction alongside technical quality, not quality alone

Meeting stakeholder needs is an essential measure of success that goes beyond simply achieving technical quality standards. Why the other options are incorrect: • Technical quality represents the primary measure of project success: Technical quality by itself is not sufficient to guarantee a successful project outcome. • Requirements should remain fixed and not evolve once delivery begins: Adapting requirements during a project is frequently necessary and should not be avoided. • Stakeholders ought to have no role in determining what success looks like: Stakeholders play a vital role in shaping what constitutes a successful project. • Achieving high quality ensures that stakeholders will accept the outcome: High-quality outputs do not automatically result in stakeholder acceptance.

12. B — To establish frameworks that ensure oversight, control and clear accountability for decisions

Governance puts in place the structures needed for oversight, control and accountable decision-making across the project. Why the other options are incorrect: • To concentrate all decision-making authority with the project manager: Governance distributes authority appropriately rather than channelling all decisions through the project manager. • To substitute formal controls with the judgement of senior managers: Governance relies on and supports controls; it does not replace them. • To eliminate delivery uncertainty by mandating detailed formal reports: Governance helps manage uncertainty but cannot eliminate it entirely. • To guarantee that all stakeholders share identical levels of decision-making power: Different stakeholders hold different levels of authority based on their roles.

13. B — Formal reviews give the board oversight and control before additional resources are committed

Formal stage-gate reviews are a governance mechanism that ensures further investment is only committed after informed, structured assessment, protecting the organisation from uncontrolled escalation. Why the other options are incorrect: • Stage-gate reviews eliminate the requirement for the project manager to exercise judgement: Good governance complements the project manager's judgement rather than replacing it. • The project board is responsible for approving every operational decision: Project boards are responsible for strategic oversight, not every operational decision. • Stage-gate reviews ensure the project will be delivered within agreed tolerances: While stage-gates strengthen control, they cannot guarantee that delivery will stay within tolerance. • Formal reviews stop stakeholders from introducing changes to requirements: Governance frameworks do not, and are not designed to, prevent all changes to requirements.

14. C — The absence of uniqueness in the work being carried out

A project must involve unique work; simply reproducing an established process significantly undermines this requirement. Why the other options are incorrect: • The fact that the deliverables have already been established: Defined deliverables are common to both project work and BAU activity. • The involvement of



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stakeholders from multiple divisions: The involvement of stakeholders is not limited to projects. • The requirement to obtain formal governance sign-off: Governance requirements are not exclusive to project environments. • The expectation that the work is completed within a fixed timeframe: Having a deadline does not, by itself, make something a project.

15. C — It does not acknowledge that being temporary is not enough on its own — the work must also be unique

Being time-bound is not sufficient to define a project — it must also involve work that is unique. Why the other options are incorrect: • It makes no mention of the role of stakeholders: The involvement of stakeholders is not what fundamentally defines a project. • It fails to account for the need for governance frameworks: Governance structures are not part of the essential definition of a project. • It wrongly implies that all business-as-usual work is ongoing with no fixed endpoints: The primary gap in this definition is the absence of the uniqueness criterion. • It places too much focus on outputs at the expense of outcomes: The distinction between outputs and outcomes is not the core problem with this definition.

16. C — It no longer meets the definition of a project, as the work has become a routine operational activity

When work becomes routine and repetitive, it transitions from a temporary endeavour to business as usual, regardless of how it started. Why the other options are incorrect: • It still qualifies as a project because its outputs continue to be developed over time: Continued enhancement does not preserve project status; repeated activity is a sign of BAU. • It only counts as a project if the dashboard keeps changing based on feedback from stakeholders: Ongoing evolution is not what defines a project; the defining characteristic is that it is temporary. • It continues to be a project because it had a formal start and secured funding approval at the beginning: What the work looked like at the start does not determine how it should be classified now. • It qualifies as a project because it engages stakeholders and provides value to the organisation: Delivering value is not enough on its own to differentiate a project from BAU activity.

17. C — True success requires both the realisation of benefits and the satisfaction of stakeholders

A mature view of success looks beyond time, cost, and quality to focus on the value delivered and the satisfaction of those affected. Why the other options are incorrect: • A project succeeds when it meets its time, cost, and quality targets: Limiting success to time, cost, and quality targets provides an incomplete picture. • Success occurs when all planned outputs have been delivered as expected: Delivering outputs as planned is not enough to constitute true project success. • The project manager's individual performance determines whether the project succeeds: Project success cannot be reduced to the performance of a single individual. • A project is successful when its risk exposure has been reduced to a minimum: Minimising risk is part of good project management but does not in itself constitute success.

18. B — The project could produce deliverables that never achieve the intended benefits

When success is measured solely by cost, there is a real risk of overlooking whether the project creates value or achieves its intended benefits. Why the other options are incorrect: • Stakeholder relationships may be neglected by the project team: While stakeholder engagement could be affected, the primary concern is whether benefits are delivered. • The project manager's decision-making authority may be undermined: The project manager's authority is not inherently impacted by this definition. • Governance arrangements may grow overly complicated: The complexity of governance structures has no direct connection to this issue. • The project's lifecycle approach may require revision: The choice of project lifecycle is not the central concern here.



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**19. C — Rolling out a new enterprise resource planning system for the first time**

Deploying a new ERP system is a one-time, time-limited effort, which aligns with the characteristics that define a project. Why the other options are incorrect: • Producing monthly financial reports using established standard templates: Generating regular reports on a fixed schedule is a BAU activity. • Carrying out ongoing system maintenance and applying regular patches: System maintenance carried out on an ongoing basis is BAU. • Handling customer orders on a daily basis: Processing customer orders day-to-day is a BAU function. • Making routine updates to employee data held in HR systems: Keeping HR records up to date is a routine, BAU task.

20. C — Decisions must be taken at the level that holds the relevant authority

Governance establishes defined authority levels and requires issues to be escalated when those delegated boundaries are breached. Why the other options are incorrect: • Delegated authority should be set aside whenever uncertainty is present: Delegated authority is not abandoned; escalation is the mechanism for respecting its limits. • The board should retain full control over day-to-day operations: Boards should not be involved in every operational decision. • Escalation is only triggered when the business case collapses: Escalation may be needed for any breach of tolerance, not only business-case failure. • The project manager should deflect responsibility for underperformance: Escalation reinforces accountability rather than helping someone avoid it.

21. C — Incorporate benefits realisation, stakeholder satisfaction, and strategic alignment into the success criteria

A well-rounded set of success criteria should encompass benefits realisation, stakeholder satisfaction, and alignment with organisational objectives. Why the other options are incorrect: • Limit the success definition to time, cost, and quality constraints: The traditional time, cost, and quality constraints do not provide a complete picture of success. • Concentrate on deliverable outputs rather than outcomes to make measurement more straightforward: Focusing only on outputs ignores outcomes, which are essential to genuine project success. • Defer the definition of success criteria until after the project has been delivered: Success criteria need to be established at the beginning of the project, not after delivery. • Rely exclusively on financial metrics to maintain objectivity in measurement: Using only financial indicators does not capture the full scope of what makes a project successful.

22. B — The necessity of maintaining ongoing alignment with organisational strategy

Even a well-performing project can be cancelled if it no longer supports the organisation's shifting strategic priorities — continuous alignment is essential. Why the other options are incorrect: • The critical role of communication with stakeholders: Stakeholder communication was not what led to this project's cancellation. • A breakdown in how the project was governed: While governance could play a role, it is not the primary lesson illustrated here. • The effect that external environmental factors can have: No external environmental factors are mentioned as contributing to the cancellation. • Poor planning around the allocation of resources: Resource planning was not identified as a contributing factor in this scenario.

23. B — A project produces all its planned outputs but fails to deliver the expected organisational benefits

Genuine project success means achieving intended benefits, not merely producing deliverables. Why the other options are incorrect: • A project is completed on schedule but marginally overspends its budget: A minor budget overrun relates to constraint management rather than a fundamental success criteria mismatch. • Disagreements among stakeholders arise during the project's execution: Stakeholder disagreements during



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delivery do not in themselves indicate that success criteria have not been met. • The project undergoes additional governance oversight and review meetings: Requiring additional governance reviews is unrelated to whether success criteria have been achieved. • The project consumes a greater volume of resources than originally forecast: Higher-than-planned resource consumption does not directly reflect a mismatch with defined success criteria.

24. B — The project must be judged unsuccessful given that intended benefits and stakeholder satisfaction were not realised

True project success is measured by the realisation of intended benefits and stakeholder satisfaction — not solely by adherence to time and cost parameters. Why the other options are incorrect: • The project should be considered a success as it delivered within time and cost limits: Staying on time and within budget is necessary but not sufficient evidence of success. • The project can be regarded as a partial success since it produced the required outputs: Delivering outputs is a prerequisite, not proof of success in itself. • The project is a success on the basis that its governance objectives were fulfilled: Meeting governance objectives does not equate to overall project success. • No assessment of success is possible until technical quality has been examined: The shortfall in benefits and the lack of stakeholder satisfaction are already established; further technical review does not change this.

25. B — The project must be regarded as a failure since it did not deliver the expected benefits

Achieving the intended benefits is at the heart of project success; meeting constraints alone is not sufficient. Why the other options are incorrect: • The project should be considered a success given that its constraints were all satisfied: Satisfying time, cost, and quality constraints is not enough to declare a project successful. • Continuing the project would have been the right decision in order to recoup costs incurred: Pressing ahead with the project would risk compounding losses rather than recovering costs. • Inadequate scope control by the project manager led to this outcome: Scope management is not identified as the cause of this project's early termination. • Defining expected benefits at the outset was unnecessary and should have been avoided: Defining expected benefits is an essential part of project planning and should never be omitted.

26. B — Economic conditions in the wider external environment

Worldwide supply shortages are driven by conditions in the broader external economic environment, which is the dominant contextual factor in this scenario. Why the other options are incorrect: • The organisation's internal governance mechanisms: Internal governance arrangements did not cause the delay. • The organisational hierarchy and reporting structure: Organisational hierarchy is an internal factor and is not relevant to this delay. • The method used to plan and schedule the project: The scheduling approach used is not what led to the project falling behind. • The expectations held by project stakeholders: Stakeholder expectations did not contribute to the delay in this scenario.

27. C — Adapting the approach to suit the specific organisational context

A project team should tailor its delivery approach to the specific organisational context, which includes understanding and accounting for culture. Why the other options are incorrect: • Effective engagement with stakeholders throughout the project: Poor stakeholder engagement is a consequence of this oversight, but it is not the root principle that was neglected. • Ensuring the project aligns with organisational strategy: Strategic alignment was not identified as the source of the problem. • Making the most efficient use of available resources: Resource optimisation is not relevant to this particular scenario. • Escalating identified risks through appropriate channels: Risk escalation procedures were not the concern in this situation.



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28. B — The values and culture of the organisation

An organisation's values and culture form part of its internal context, and a project must be compatible with these to gain approval. Why the other options are incorrect: • Pressures arising from the external market: External market forces played no part in the rejection of this project. • The choice of project lifecycle model: The choice of project lifecycle was not relevant to this outcome. • The process of identifying and analysing stakeholders: Stakeholder mapping was not what caused the project to be rejected. • The approach taken to procurement: Procurement strategy has no bearing on the scenario described.

29. C — The influence that exists within the organisation

Support from senior leadership is a key internal organisational factor; underestimating its importance contributed directly to the project's failure. Why the other options are incorrect: • Factors arising from the broader economic environment: This situation is driven by internal factors, not external economic conditions. • The technical difficulty of the work involved: There is no indication in this scenario that technical complexity was a factor. • Constraints relating to the project timeline: Timeline constraints were not identified as the underlying reason for failure. • The capacity and competence of suppliers: No mention is made of supplier involvement in this scenario.

30. B — Business as usual, because the work is not unique even though each individual unit is a finite piece of work

Work that is repeated with little or no variation constitutes BAU, even when each individual output is distinct. Why the other options are incorrect: • A project, since each individual house has a scheduled completion date: A defined end date is not enough on its own to classify work as a project. • A project, given that every house represents a separate, tangible output: The production of discrete outputs is not in itself what makes something a project. • A combination of project and BAU, owing to the repetitive nature of the work: Projects and BAU are defined by their characteristics, not by combining the two classifications. • Business as usual, but only when there are no external stakeholders involved: The presence or absence of external stakeholders does not determine whether work is a project.



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