

## **CERTIFIED PROJECT MANAGEMENT ASSOCIATE IPMA LEVEL D<sup>®</sup>**

### **WRITTEN EXAMINATION**

### **MULTIPLE CHOICE QUESTIONS**

## **SAMPLE EXAMINATION WITH ANSWERS**

#### **Important information**

Please write your name on the title page.  
Please use the page numbers displayed at the bottom of each page to check whether you have received the exam paper in full.  
Place a cross as clearly and precisely as possible for each answer. Answer all questions. No deductions will be made for incorrect answers.

#### **Resources**

You may use all forms of printed documents as well as personal notes.  
Not permitted are items of equipment that facilitate communications beyond the examination room.

#### **Exam duration**

The specified time is a broad guideline.

**75 minutes**

#### **Valuation**

The exam has a total of 60 questions.  
1 point for each correct answer

**60 points**

Date	First name	Surname	No. of points achieved

Question No.	1	ID	222	Competence indicator	4.3.3.1
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Legal aspects can mean project risks. What must the project leader therefore bear in mind?

A	<input checked="" type="checkbox"/>	Avoidance of legal disputes
B	<input type="checkbox"/>	Clarification of tasks between the line and the project
C	<input type="checkbox"/>	Development of an emergency plan
D	<input type="checkbox"/>	Noting the organisational culture

Question No.	2	ID	223	Competence indicator	4.4.1.4
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Time management helps create a better overview in everyday work and to counter so-called "time thieves". Which of the four answers describes an external disruptor (time thief)?

A	<input checked="" type="checkbox"/>	Regularly receiving new tasks with higher priority
B	<input type="checkbox"/>	A lack of priorities
C	<input type="checkbox"/>	Inadequate delegation
D	<input type="checkbox"/>	Inadequate self-discipline

Question No.	3	ID	93	Competence indicator	4.5.2.2
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How are the needs of stakeholders ascertained?

A	<input type="checkbox"/>	No activities necessary, same needs as in the previous project
B	<input type="checkbox"/>	Adherence to the company specifications
C	<input checked="" type="checkbox"/>	Identify the needs by holding discussions with the relevant stakeholders
D	<input type="checkbox"/>	There is no need to ascertain the needs, the needs are always the same

Question No.	4	ID	37	Competence indicator	4.5.4.4
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What is the goal of planning/scheduling in a project?

A	<input checked="" type="checkbox"/>	To determine when and which processes need to be performed in which order.
B	<input type="checkbox"/>	To define the deadline controlling
C	<input type="checkbox"/>	To plan the financial resources for the project
D	<input type="checkbox"/>	Cost estimation of the individual procedures/work packages

Question No.	5	ID	108	Competence indicator	4.5.9.3
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Which precondition makes the most effective contribution towards the success of a procurement?

A	<input type="checkbox"/>	Good customer relations
B	<input type="checkbox"/>	Trust in the supplier
C	<input checked="" type="checkbox"/>	Negotiating skills and knowledge of contract law
D	<input type="checkbox"/>	Supplier as 'single source'

Question No.	6	ID	60	Competence indicator	4.5.13.1
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There is no change without resistance. What is a possible sign of resistance to change?

A	<input checked="" type="checkbox"/>	Fear of loss and fear of the future
B	<input type="checkbox"/>	Trying out alternatives
C	<input type="checkbox"/>	Identification of new possibilities
D	<input type="checkbox"/>	Playing down the importance of information

Question No.	7	ID	224	Competence indicator	4.4.7.3
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A compromise is often found in a conflict situation. How does this solution look in principle?

A	<input checked="" type="checkbox"/>	Both parties forego parts of their claims in favour of the conflict resolution
B	<input type="checkbox"/>	A third, new solution is developed jointly and accepted
C	<input type="checkbox"/>	One of the parties withdraws from the conflict
D	<input type="checkbox"/>	The minority submits to the majority

Question No.	8	ID	225	Competence indicator	4.3.3.1
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A project leader also has the task of protecting project-specific data from loss, theft or misuse. Which preventive measures should thus be included?

A	<input type="checkbox"/>	Collecting and preparing best practices
B	<input type="checkbox"/>	Promoting the exchange of experience between project leaders
C	<input checked="" type="checkbox"/>	Creating and communicating guidelines for project team members
D	<input type="checkbox"/>	Ensuring an appropriate balance between tension and relaxation

Question No.	9	ID	69	Competence indicator	4.3.5.1
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What behaviour is considered to be the result of a lack of culture and values?  
When someone ...

A	<input type="checkbox"/>	shares insider information with the project team.
B	<input type="checkbox"/>	respects the opinions of the other team members.
C	<input type="checkbox"/>	is interested in cultural differences within the project team.
D	<input checked="" type="checkbox"/>	is only loyal to the management.

Question No.	10	ID	17	Competence indicator	4.4.4.3
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Active listening can save time. What is a further important reason for active listening?

A	<input checked="" type="checkbox"/>	to prevent misunderstandings
B	<input type="checkbox"/>	to contribute one's own ideas and wishes
C	<input type="checkbox"/>	to enable one to justify and defend oneself
D	<input type="checkbox"/>	to be able to interrupt the speaker without good reason

Question No.	11	ID	33	Competence indicator	4.5.2.2
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Project goals should be formulated in a solution-neutral manner. Which of the following answers meets this criterion?

A	<input type="checkbox"/>	The employees can access the current customer data in the system X.
B	<input checked="" type="checkbox"/>	When a customer phones, the current information is available.
C	<input type="checkbox"/>	When a customer phones, the current information can be requested with the function Y.
D	<input type="checkbox"/>	The system X displays the current customer information on the screen when the key C is pressed.

Question No.	12	ID	226	Competence indicator	4.5.4.4
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Which delay to an activity requires greater attention as it can lead to a delay of the entire project?

A	<input type="checkbox"/>	Activities which require expert knowledge
B	<input checked="" type="checkbox"/>	Activities on the critical path
C	<input type="checkbox"/>	Activities which serve "must" objectives
D	<input type="checkbox"/>	Activities with external dependencies

Question No.	13	ID	110	Competence indicator	4.5.10.4
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Which of the following definitions describe the progress of the project?

A	<input type="checkbox"/>	Progress of the customer partial payments
B	<input type="checkbox"/>	Number of project meetings held
C	<input type="checkbox"/>	Size of the project team
D	<input checked="" type="checkbox"/>	Progress in the creation of the delivery objects in relation to the progress of the costs

Question No.	14	ID	227	Competence indicator	4.5.8.3
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Resource planning defines which resources are required at which time. What consequence does planning the resources too late have for the project?

A	<input checked="" type="checkbox"/>	The desired personnel are involved in another project
B	<input type="checkbox"/>	Deadlines and costs are overrun
C	<input type="checkbox"/>	The consistency and feasibility can no longer be guaranteed
D	<input type="checkbox"/>	Formal reviews can no longer be performed

Question No.	15	ID	228	Competence indicator	4.3.1.2
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What possibilities does a project leader have for influencing the strategy of an/their organisation?

A	<input type="checkbox"/>	By defining KPIs (Key Performance Indicators) in the project
B	<input type="checkbox"/>	By defining responsibilities and competences
C	<input checked="" type="checkbox"/>	By setting up a good network of relationships with the relevant functions
D	<input type="checkbox"/>	By ensuring adequate resources in the project

Question No.	16	ID	229	Competence indicator	4.3.3.2
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Which activities encompass health and safety at work in the context of project safety?

A	<input type="checkbox"/>	Health and safety at work encompasses all activities for the protection of the organisation
B	<input type="checkbox"/>	Health and safety at work encompasses all activities for the protection of social sustainability
C	<input checked="" type="checkbox"/>	Health and safety at work encompasses all activities for the protection of the employees
D	<input type="checkbox"/>	Health and safety at work encompasses all activities for collaboration with the organisation's safety officers

Question No.	17	ID	72	Competence indicator	4.4.1.1
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Failure to adhere to regulations and standards generates potential for conflict, and could jeopardise the project. Therefore, which potential for conflict needs to be avoided?

A	<input type="checkbox"/>	Payment of salaries that are well above the national average
B	<input checked="" type="checkbox"/>	Awarding orders to subcontractors who do not adhere to social standards.
C	<input type="checkbox"/>	Equipping all project staff with the same safety clothing
D	<input type="checkbox"/>	Constantly emphasising the performance of the team vis-à-vis the client

Question No.	18	ID	230	Competence indicator	4.3.3.4
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You identify the ecological effects of a construction project. What is important for making the project results sustainable?

A	<input checked="" type="checkbox"/>	Using ecologically responsible materials
B	<input type="checkbox"/>	Avoiding unnecessary travel
C	<input type="checkbox"/>	Employing local workers
D	<input type="checkbox"/>	High employee qualifications to avoid work accidents

Question No.	19	ID	47	Competence indicator	4.5.9.4
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How can the customer protect himself with respect to the supplier in the procurement process?

A	<input type="checkbox"/>	with a specific invitation to tender
B	<input type="checkbox"/>	by initiating legal proceedings
C	<input type="checkbox"/>	by signing a contract for work and services
D	<input checked="" type="checkbox"/>	by establishing penalty clauses

Question No.	20	ID	231	Competence indicator	4.4.7.1
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Some conflict situations in the project can be defused if the following points are kept in mind. Which answer is correct?

A	<input type="checkbox"/>	Awareness of the conflict and allocation to the type of conflict
B	<input checked="" type="checkbox"/>	Clarification of the different roles and responsibilities in the project
C	<input type="checkbox"/>	Analysis of the consequences of the conflict
D	<input type="checkbox"/>	Use of interventions for the conflict

Question No.	21	ID	14	Competence indicator	4.4.2.4
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Reliability is expressed by little things. Which of the following answers relates to reliability?

A	<input type="checkbox"/>	All project staff are willing to learn from each other.
B	<input checked="" type="checkbox"/>	Problems are communicated in good time, including proposed specific measures.
C	<input type="checkbox"/>	There is a positive understanding of the project objectives.
D	<input type="checkbox"/>	There are persistent calls to hold out and keep working hard.

Question No.	22	ID	115	Competence indicator	4.5.13.1
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Project staff can show resistance in a wide variety of ways. This often constitutes concealed resistance. What is a typical symptom of concealed resistance?

A	<input type="checkbox"/>	Open interventions that are aimed against the planned project.
B	<input checked="" type="checkbox"/>	Frequent criticism of the project manager expressed between co-workers
C	<input type="checkbox"/>	Active contributions to project meetings
D	<input type="checkbox"/>	Frequent absences, for which there is no apparent reason, increasing levels of sick leave.

Question No.	23	ID	232	Competence indicator	4.5.2.1
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Project objectives can be illustrated as a hierarchical system. Which three levels are usually shown for this?

A	<input type="checkbox"/>	System objectives, process objectives, value-added objectives
B	<input checked="" type="checkbox"/>	Overall project objective, project objective of a deliverable, measurable results and/or work order
C	<input type="checkbox"/>	Must objectives, can objectives, should objectives
D	<input type="checkbox"/>	Content objectives, process objectives, secondary objectives

Question No.	24	ID	122	Competence indicator	4.5.12.2
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What is the primary objective of a professional communications policy in a project?

A	<input type="checkbox"/>	Defining guidelines for the project management
B	<input checked="" type="checkbox"/>	Acceptance of the general environment and affected parties
C	<input type="checkbox"/>	Forecast for the anticipated benefits for the organisation
D	<input type="checkbox"/>	Avoid escalations during the project

Question No.	25	ID	233	Competence indicator	4.5.4.1
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What is the main purpose of work package descriptions?

A	<input type="checkbox"/>	To list tasks for the creation of the network diagram
B	<input type="checkbox"/>	To define the dependencies between the tasks
C	<input checked="" type="checkbox"/>	To record and clarify the detailed tasks
D	<input type="checkbox"/>	To define the logical order of the tasks

Question No.	26	ID	73	Competence indicator	4.4.2.4
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What should the project manager do to make sure that the client regards him as reliable?

A	<input type="checkbox"/>	Contact the client on a daily basis
B	<input type="checkbox"/>	Ride out problems, and hope that they will eventually solve themselves
C	<input checked="" type="checkbox"/>	Keep the client informed honestly and in good time
D	<input type="checkbox"/>	If problems arise, look around for someone to blame

Question No.	27	ID	234	Competence indicator	4.5.4.2
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Procedures for estimating effort in projects: What is required for an analogy-based estimation?

A	<input type="checkbox"/>	The weighted means from three estimates must be available
B	<input type="checkbox"/>	The effort per unit (e.g. number per application) must be available
C	<input type="checkbox"/>	The average distribution of effort per project phase from previous projects is used
D	<input checked="" type="checkbox"/>	The figures from an analogous project must be available

Question No.	28	ID	13	Competence indicator	4.4.2.5
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Reliability means that the guaranteed service is delivered timely and in the required quality with the agreed effort. How is reliability achieved in this context?

A	<input type="checkbox"/>	by delegating tasks and competencies
B	<input type="checkbox"/>	by actively managing the stakeholders
C	<input type="checkbox"/>	through active change management
D	<input checked="" type="checkbox"/>	through realistic estimates and good controlling



Question No.	29	ID	50	Competence indicator	4.5.10.3
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The degree of completion is the measure for work progress. This is usually expressed as a percentage. Which of the following answers describes the 0/100 method?

A	<input checked="" type="checkbox"/>	Work packages that just have been started are given a 0% rating, and once they have been completed they are given a 100% rating.
B	<input type="checkbox"/>	Work packages that just have been started are given a 50% rating, and once they have been completed they are given a 100% rating.
C	<input type="checkbox"/>	This constitutes a subjective assessment of the degree of completion of the work packages.
D	<input type="checkbox"/>	The hours worked to date are divided by the workload performed to date and the estimated remaining workload.

Question No.	30	ID	235	Competence indicator	4.3.1.4
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To determine the relevant success factors, the project leader analyses ....

A	<input type="checkbox"/>	The business processes, to generate the least possible additional effort
B	<input checked="" type="checkbox"/>	The project, to determine which factors will significantly affect the development of the project
C	<input type="checkbox"/>	The flow of data between the projects and project management
D	<input type="checkbox"/>	The project portfolio, to determine the priority of their project

Question No.	31	ID	236	Competence indicator	4.5.8.2
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What is one possible advantage from using internal resources on the project?

A	<input checked="" type="checkbox"/>	Employees know the company
B	<input type="checkbox"/>	They are experts in specific topics
C	<input type="checkbox"/>	They bring experience from various projects
D	<input type="checkbox"/>	The reintegration back to the line is simple after a long project

Question No.	32	ID	107	Competence indicator	4.5.9.2
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Which criterion is best suited for the supplier assessment?

A	<input type="checkbox"/>	supply volume
B	<input checked="" type="checkbox"/>	delivery reliability
C	<input type="checkbox"/>	supplier distance (geographic)
D	<input type="checkbox"/>	complexity of the items that are to be delivered

Question No.	33	ID	46	Competence indicator	4.5.8.2
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A workload of 15 days is planned for a project work package. The duration is 60 working days. What is the workload of the responsible project employee required for the work package to be made available to the project so that no deadline delay occurs?

A	<input checked="" type="checkbox"/>	Workload of 25%
B	<input type="checkbox"/>	Workload of 35%
C	<input type="checkbox"/>	Workload of 50%
D	<input type="checkbox"/>	Workload of 60%

Question No.	34	ID	237	Competence indicator	4.5.8.1
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Which resources are considered to be critical success factors in the context of the project?

A	<input type="checkbox"/>	The necessary infrastructure
B	<input type="checkbox"/>	I.T.
C	<input type="checkbox"/>	Materials
D	<input checked="" type="checkbox"/>	Human resources

Question No.	35	ID	238	Competence indicator	4.5.2.3
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Why should project objectives be assigned a weighting?

A	<input type="checkbox"/>	To calculate the financial resources required
B	<input type="checkbox"/>	For the performance of a feasibility study
C	<input checked="" type="checkbox"/>	As the basis for the assessment of various solutions
D	<input type="checkbox"/>	For the determination of the human resources

Question No.	36	ID	57	Competence indicator	4.5.12.3
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What strategy should be selected when dealing with stakeholders who have little influence over the project, and are also not particularly interested in it?

A	<input type="checkbox"/>	Keep informed and keep in contact
B	<input type="checkbox"/>	Keep informed on an ongoing basis, and take their concerns seriously
C	<input checked="" type="checkbox"/>	Maintain minimum contact, observe, show interest
D	<input type="checkbox"/>	Pay maximum attention, keep closely involved, work closely together

Question No.	37	ID	51	Competence indicator	4.5.10.4
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For deadline and cost control, it is normally sufficient to compare key figures. What current data is necessary in order to make a statement about adherence to the project costs?

A	<input type="checkbox"/>	planned duration
B	<input type="checkbox"/>	planned costs
C	<input checked="" type="checkbox"/>	planned and effective costs
D	<input type="checkbox"/>	planned and effective duration

Question No.	38	ID	239	Competence indicator	4.5.12.2
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Orally (face-to-face) is still the most effective way to communicate in collaborations. However, what is one disadvantage of this form of communication?

A	<input type="checkbox"/>	It also includes non-verbal communication
B	<input type="checkbox"/>	Lobbying is possible
C	<input type="checkbox"/>	Cultural differences can be taken into account
D	<input checked="" type="checkbox"/>	The dialogue partners must be in one location

Question No.	39	ID	49	Competence indicator	4.5.10.5
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The project manager is responsible for the project control. When should appropriate measures be taken?

A	<input checked="" type="checkbox"/>	If the current project data no longer correspond to the target values of the project plan
B	<input type="checkbox"/>	If the client orders them
C	<input type="checkbox"/>	At periodic intervals, for example monthly
D	<input type="checkbox"/>	After each project phase

Question No.	40	ID	18	Competence indicator	4.4.4.4
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Mutual trust has a positive impact on cooperation. What can help to establish a sense of trust?

A	<input checked="" type="checkbox"/>	clear agreements on what form the cooperation is to take
B	<input type="checkbox"/>	delegation of tasks, without the opportunity to clarify matters
C	<input type="checkbox"/>	clear rules and standard operating procedures for the processes
D	<input type="checkbox"/>	excluding project staff from the decision-making process

Question No.	41	ID	24	Competence indicator	4.4.7.2
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Conflicts arise in different situations and for different reasons. For this reason, a distinction is drawn between different types of conflict. Which type of conflict constitutes an organisational conflict?

A	<input checked="" type="checkbox"/>	conflict concerning resources
B	<input type="checkbox"/>	conflict concerning roles
C	<input type="checkbox"/>	conflict concerning values
D	<input type="checkbox"/>	conflict concerning competition

Question No.	42	ID	109	Competence indicator	4.5.10.3
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What procedure can be applied to compare the project performance with the project plan?

A	<input type="checkbox"/>	Determine the difference between budgeted costs and actual costs
B	<input checked="" type="checkbox"/>	Determine the progress of the work and procurement, and compare this with the plan data
C	<input type="checkbox"/>	Comparing the progress of the payments with the payment plan
D	<input type="checkbox"/>	Comparing the state of procurement with the procurement plan

Question No.	43	ID	59	Competence indicator	4.5.13.2
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Changes in the company during the transition phase lead to insecurity among the employees. What is a possible explanation for this?

A	<input type="checkbox"/>	New rules need to be agreed.
B	<input checked="" type="checkbox"/>	New, unaccustomed tasks need to be taken up.
C	<input type="checkbox"/>	Accusations are exchanged, and attempts at justification are made.
D	<input type="checkbox"/>	Arguments centre on issues that are not important.

Question No.	44	ID	74	Competence indicator	4.4.2.5
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With which team should the project manager conduct the risk assessment?  
With the team that ...

A	<input type="checkbox"/>	conducted the cost assessment.
B	<input type="checkbox"/>	that drew up the specifications.
C	<input type="checkbox"/>	that has the best relationship with the suppliers.
D	<input checked="" type="checkbox"/>	that worked on the risk analysis.

Question No.	45	ID	240	Competence indicator	4.4.7.2
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Which of the listed conflicts is assigned to the level of "personal conflicts" (an involved person)?

A	<input type="checkbox"/>	Resource conflict
B	<input checked="" type="checkbox"/>	Role conflict
C	<input type="checkbox"/>	Divisional conflict
D	<input type="checkbox"/>	Communication conflict

Question No.	46	ID	241	Competence indicator	4.3.1.4
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Why are KPIs (Key Performance Indicators) useful?

A	<input checked="" type="checkbox"/>	They make the project success measurable
B	<input type="checkbox"/>	They indicate the opportunities and risks in the project
C	<input type="checkbox"/>	They show the project leader's potential to negotiate
D	<input type="checkbox"/>	They document the stakeholder requirements

Question No.	47	ID	116	Competence indicator	4.5.13.2
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People are creatures of habit, and tend to be sceptically opposed to change. What is the reason behind this statement?

A	<input type="checkbox"/>	Employees like practising new rules of behaviour.
B	<input type="checkbox"/>	Changes bring more interesting tasks.
C	<input checked="" type="checkbox"/>	Changes are associated with uncertainty about the future.
D	<input type="checkbox"/>	Changes reduce ambiguity.

Question No.	48	ID	242	Competence indicator	4.5.12.4
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What is important for the collaboration with suppliers in a project?

A	<input checked="" type="checkbox"/>	Regular exchanges to recognise deviations as early as possible
B	<input type="checkbox"/>	Recording of specifications in the form of a specifications list
C	<input type="checkbox"/>	Creation of a model and testing acceptance
D	<input type="checkbox"/>	Definition of user stories by the end users

Question No.	49	ID	78	Competence indicator	4.4.4.3
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Changes within the company often lead to uncertainty and discussions within the project. How should the project manager handle a vigorously conducted discussion?

A	<input type="checkbox"/>	Those who do not share my view will be ostracised.
B	<input type="checkbox"/>	He should always justify his own actions.
C	<input type="checkbox"/>	He should always escalate the problem to a higher level of seniority.
D	<input checked="" type="checkbox"/>	He should find answers that are not hurtful, while nevertheless defending his own point of view.

Question No.	50	ID	48	Competence indicator	4.5.9.3
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The supplier submits a written offer to the potential customer. The potential customer finds the offer acceptable, but wants a different dimension for a particular part of this offer. What contractual situation does this represent?

A	<input type="checkbox"/>	Binding offer is on the table.
B	<input type="checkbox"/>	A contract has come into legal effect.
C	<input checked="" type="checkbox"/>	Original offer is deemed to have been rejected.
D	<input type="checkbox"/>	The supplier can begin working on the order.

Question No.	51	ID	11	Competence indicator	4.4.1.4
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Private life is part of the work-life balance. Which of the following terms relates to private life?

A	<input type="checkbox"/>	Self-fulfilment
B	<input type="checkbox"/>	Prosperity
C	<input checked="" type="checkbox"/>	Family
D	<input type="checkbox"/>	Exercise

Question No.	52	ID	9	Competence indicator	4.3.5.1
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It is important for project teams to work together not merely at the virtual level. When is a physical encounter particularly recommendable?

A	<input checked="" type="checkbox"/>	at the start of the project, for example at the kick-off meeting
B	<input type="checkbox"/>	at the end of the project, for example at the final meeting
C	<input type="checkbox"/>	at the weekly project meetings
D	<input type="checkbox"/>	at the meetings of the decision-making committee

Question No.	53	ID	243	Competence indicator	4.5.4.3
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The now standard method for critical path analysis for scheduling in projects differentiates four possible dependencies: Finish to start, start to start, finish to finish and start to finish. Which answer describes start to start?

A	<input type="checkbox"/>	The activity can start if the predecessor activity is finished
B	<input type="checkbox"/>	The activity finishes if the predecessor activity is finished
C	<input type="checkbox"/>	The activity can finish if the predecessor activity has started
D	<input checked="" type="checkbox"/>	The activity can start if the predecessor activity has started

Question No.	54	ID	244	Competence indicator	4.4.1.1
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The term work-life-balance encompasses the balance of work, private and individual spheres. Which terms are allocated to the private sphere?

A	<input type="checkbox"/>	Performance and career
B	<input checked="" type="checkbox"/>	Relationships and contacts
C	<input type="checkbox"/>	Sport and hobbies
D	<input type="checkbox"/>	Health and nutrition

Question No.	55	ID	245	Competence indicator	4.4.7.2
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What is one important rule for behaviour in conflict situations?

A	<input type="checkbox"/>	Black and white thinking
B	<input checked="" type="checkbox"/>	Not to discuss conflict situations in a highly emotional state
C	<input type="checkbox"/>	To close down the discussion as quickly as possible and take it up again later
D	<input type="checkbox"/>	Not to forget the belief that "not talking helps"

Question No.	56	ID	246	Competence indicator	4.3.1.1
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Which connections exist between (corporate) strategy and projects?

A	<input type="checkbox"/>	The projects are classified into A, B and C projects
B	<input type="checkbox"/>	There are advantages for the employees involved in the projects
C	<input type="checkbox"/>	The project timelines are shortened through common critical path analyses
D	<input checked="" type="checkbox"/>	The strategic orientation of a company is implemented in the form of projects

Question No.	57	ID	10	Competence indicator	4.3.5.1
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An IT company in Macedonia is developing software for a project in Switzerland. The project manager draws up the orders in writing. He does not get a reply to his mails enquiring about how the development is progressing. What reason caused this situation?

A	<input type="checkbox"/>	Nobody feels that they are responsible for answering the mail enquiry.
B	<input checked="" type="checkbox"/>	Developers in Macedonia are not accustomed to receiving orders exclusively in writing.
C	<input type="checkbox"/>	There are school holidays in Macedonia. Fewer persons are working on the administrative side during this period.
D	<input type="checkbox"/>	The developers are running behind schedule, and are working hard to complete the order.

Question No.	58	ID	77	Competence indicator	4.4.4.4
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What characteristic is indicative of the openness of a project manager?

A	<input type="checkbox"/>	waits for the initiative of others
B	<input checked="" type="checkbox"/>	encourages minorities to express their opinions
C	<input type="checkbox"/>	prevents discussions at team meetings
D	<input type="checkbox"/>	focuses on the existing power structures

Question No.	59	ID	70	Competence indicator	4.3.5.1
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What behaviour by a project team member should the project manager disapprove of? The team member ...

A	<input type="checkbox"/>	is familiar with the corporate governance rules, and adheres to these.
B	<input checked="" type="checkbox"/>	criticises the work of the team members because of their cultural background
C	<input type="checkbox"/>	dresses in accordance with the standards and customs of the country.
D	<input type="checkbox"/>	behaves during discussions in accordance with established cultural norms.

Question No.	60	ID	58	Competence indicator	4.5.12.3
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What does the project manager develop when he has to identify the internal and external stakeholders who are relevant for the project?

A	<input checked="" type="checkbox"/>	a project environment analysis
B	<input type="checkbox"/>	a communication plan
C	<input type="checkbox"/>	a project plan
D	<input type="checkbox"/>	a meeting plan