Sample Exam

Edition 202504

Content

Introduction

This is the EXIN Dynamic Project Management Method Project Manager (DPMMPM.EN) sample exam. The Rules and Regulations for EXIN's examinations apply to this exam.

This exam consists of 30 multiple-choice questions. Each multiple-choice question has a number of possible answers, of which only one is correct.

The maximum number of points that can be obtained for this exam is 30. Each correct answer is worth 1 point. You need 20 points or more to pass the exam.

The time allowed for this exam is 90 minutes.

Good luck!

Sample exam

1 / 30
A retail company plans to implement self-checkout terminals in 50 of its stores. The implementation will require hardware installation, software integration with existing systems, and staff training.

During a meeting, two experts discuss whether this change should be classified as a project.

- The first expert argues that this change should be managed as a project because it involves significant investment, coordination across multiple departments, and introduces a new capability to the business.
- The second expert argues that this is just an upgrade to existing operations and should be handled as business as usual. The company has been using checkout systems for years, and adding self-checkout terminals is simply an extension of the current process.

Should this change be classified as a project?

A) Yes, because any change involving a new system that breaks away from the previous business as usual should always be implemented using a project.
B) Yes, because the implementation is a temporary endeavor with a defined goal, involves significant complexity, and requires cross-functional coordination.
C) No, because adding the self-checkout terminals builds on an existing system and should be handled within regular operational processes as business as usual.
D) No, because the company is experienced with using checkout systems and the change does not introduce significant risks or new elements.

2 / 30
The company Buy & Be Happy produces various products for use in the home. However, many customers are increasingly dissatisfied with the quality of the products. The company wants to improve customer satisfaction through a project with the following general conditions:

- Management wants to improve the quality management system, but is unsure of what exactly should be changed.
- Further development of the quality management system requires specialist literature, but the supplier cannot promise a deadline for delivering the literature.
- The company has a well-functioning change management process, which is also used in the company's projects.
- The project has a clearly defined budget.
- Customer satisfaction must be improved as quickly as possible.
- The board of directors makes decisions at different levels, which are then delegated hierarchically. The board of directors is often unavailable.

Does this project have a **good** chance of success?

A) Yes, because the company has a well-functioning change management process that will be used for this project as well.
B) Yes, because the product specifications and other requirements can be handled in an Agile manner during the project.
C) No, because the objective of the project is unclear and the project decisions are unlikely to be made on time.
D) No, because the risk that the materials required in the project cannot be provided by the supplier on time is too great.

3 / 30
A project manager at TechNova leads the development of the GreenCity urban park project. The goals of the project are:

- Enhance urban green space
- Promote sustainable community activities

The project manager must ensure that the project objectives are consistent with the goal dimensions. The following project objective is proposed:

The GreenCity urban park must increase community engagement by 30% within the first year after opening, and establish itself as a leading sustainable urban green space.

Does this project objective stay within the goal dimensions of the project?

A) Yes, because it addresses immediate community impact and positions the park as a leader in sustainability, fitting DPMM®'s strategic goal setting.
B) Yes, because it sets a clear engagement metric (30% increase) and aligns with the strategic goals of the project, fostering community and stakeholder support.
C) No, because focusing on immediate community engagement might overlook the broader, long-term sustainability goals and stakeholder aspirations.
D) No, because the objective lacks specific measurable constraints within the goal dimensions, complicating effective performance monitoring.

4 / 30
A project team is tasked with delivering a new e-commerce platform. The project objectives include (in alphabetical order):

- **Fast time-to-market** to gain a competitive advantage. Time-to-market is seen as desirable but less critical.
- **High system security** to protect customer data. The stakeholders have emphasized that system security is critical and cannot be compromised.
- **Integration with existing systems** to streamline operations. Integration is important for business efficiency, but delays can be tolerated.
- **User-friendly interface** to improve customer satisfaction. The user-friendly interface is highly desired but can be adjusted slightly if necessary.

How should these project objectives be **best** prioritized using MoSCoW?

A) - Must have: Fast time-to-market
- Should have: User-friendly interface
- Could have: High system security
- Won't have: Integration with existing systems

B) - Must have: High system security
- Should have: User-friendly interface
- Could have: Integration with existing systems
- Won't have: Fast time-to-market

C) - Must have: Integration with existing systems
- Should Have: High system security
- Could have: User-friendly interface
- Won't Have: Fast time-to-market

D) - Must have: User-friendly interface
- Should have: Fast time-to-market
- Could have: Integration with existing systems
- Won't have: High system security

E) - Must have: User-friendly interface
- Should have: High system security
- Could have: Integration with existing systems
- Won't have: Fast time-to-market

5 / 30
A business develops a new cloud storage platform. The project is divided into stages, with specific tolerances set for key project dimensions:

- Time: ±10% of the planned completion date for each stage
- Cost: ±5% of the allocated budget for each stage
- Quality: No deviations are allowed; all deliverables must meet predefined quality standards
- Scope: Up to 20% of features can be deferred to later stages if time or cost tolerances are at risk

In the first stage, the project reports the following:

- Completion is expected to take 12% longer than planned.
- Costs are within the allocated budget.
- Quality standards for deliverables are fully met.
- The full scope of planned features for the stage is delivered.

Is the project within tolerances?

A) Yes, because time overruns can be compensated for in later stages if costs and quality are unaffected.
B) Yes, because the cost, quality, and scope tolerances are met, and time tolerances are only slightly exceeded.
C) No, because delivering the full scope unnecessarily increases the pressure on time and costs for future stages.
D) No, because exceeding time tolerances by more than 10% violates the defined limits for this project.

6 / 30
A company starts a project to improve its operational efficiency. An initial analysis from the project manager shows the following:

- The recent reorganization resulted in a new organizational chart.
- The maturity level of existing processes is low.
- Operations suffer from many small disruptions.
- Both operations and HR put in a lot of overtime.
- Managers feel overworked and are calling in sick.
- Most departments are not fully using their training budgets.
- A large annual budget is made available for maintenance contracts.
- The delivery date for the project cannot be exceeded.

Which factors from the McKinsey 7S-model are **most** important for this project?

A) Shared values and style
B) Staff and structures
C) Strategy and skills
D) Sustainability and systems

7 / 30
A construction company builds an office. It is almost finished, but there are consistent delays. The delays are primarily caused by team members receiving unclear or contradictory instructions. The project manager investigates and finds the following problems:

- The team gets conflicting decisions for the construction plans. The architect made changes to the building design but did not tell the site managers. As a result, the necessary materials were not on time.
- Some team members, particularly the subcontractors, feel excluded from key decision-making processes.
- The project sponsor, who is responsible for overseeing the budget, intervenes in operational decisions, which causes confusion and misalignment within the team.

Which DPMM® principle is **most** important for the project manager to apply?

A) The principle of adaptation to the project context, to reduce complexity and improve efficiency
B) The principle of continuous improvement, to streamline processes and prevent delays
C) The principle of defined roles, to prevent conflicting decisions and improve communication
D) The principle of governance, to improve communication within the teams and address conflicts

8 / 30
A technology startup is launching a project to develop a new software application aimed at improving team collaboration. The project faces several issues:

- The project team has no formal roles defined, and members are uncertain about their responsibilities.
- Stakeholders frequently request changes to the application features. This leads to scope creep.
- There is no clear governance structure in place, resulting in delays when decisions need to be made.

One of the DPMM® project management principles must be prioritized to address these issues effectively.

Which principle is that?

A) Continuous improvement
B) Defined roles
C) Governance
D) Ongoing business justification

9 / 30
A telecommunications company is working on a big project to create and introduce a new 5G network optimizing tool. Lisa is the project manager, and Carlos is a senior engineer. They argue if the DPMM® method they are adopting is Agile.

- **Carlos** argues that DPMM® is not exactly an Agile framework, since their current project road map has a fixed timeline and detailed upfront requirements. Both are qualities that he considers to be part of a traditional approach.
- **Lisa** disagrees. She argues that their selected DPMM® approach naturally conforms with Agile ideas. She bases this on the team's iterative sprints and continuous client feedback.

Who is correct?

A) Carlos and Lisa are both correct, because DPMM® can combine non-Agile and Agile techniques.
B) Carlos is correct, because DPMM®'s ability to include traditional aspects makes it not Agile.
C) Lisa is correct, because DPMM® is created to always be Agile in all applications and projects.
D) Neither Lisa nor Carlos is correct, because DPMM® is not created from the Agile manifesto.

10 / 30
A business develops a customer relationship management system (CRM-system) for a retail client. The project initially focused on delivering a set of predefined features, including customer data management, purchase history tracking, and automated e-mail marketing.

Midway through the project, the client requests several additional features. The new requirements are critical for the client's business strategy but were not part of the original scope. The development team struggles to incorporate the changes without impacting the delivery of the project product at the end of the project.

Additionally, the client wants frequent project updates and requests more visibility of the project's progress.

What should the project manager do to increase agility?

A) Adhere more closely to the original stage plans, to maintain continuity and focus on the initial project scope and avoid delays caused by additional features
B) Reinforce the original delivery agreement, emphasizing the exclusion of any additional requirements that were not part of the initial scope
C) Replace the current delivery approach by an iterative delivery approach to enable incremental delivery of features and frequent client feedback
D) Shorten the planning horizon, to allow for frequent reassessment of priorities and incorporate client feedback on new requirements promptly

11 / 30
A business has recently been sued for using copyrighted materials without the author's knowledge. The business sets up a project to avoid future copyright infringements.

The following possible stakeholders are identified (in alphabetical order):

- The **application management team**. This team will develop a security application to implement the changes.
- The **continual improvement team**. This team guides the changes to ensure that project guidelines are followed.
- The **governance team**. This team oversees the organization, the budgets, and the processes of the other departments.
- The **legal team**. This team ensures that legal or contractual violations are avoided.
- The **risk manager**. This person identifies and assesses significant risks in projects.

Two people suggest a distribution of stakeholders over the project roles.

Christine suggests:
- Project customer: head of the legal team
- User representative: head of the legal team (double role)
- Project manager: member of the continual improvement team

Mick suggests:
- Project customer: head of the governance team
- User representative: application management team
- Project manager: risk manager

Who made the **best** suggestion?

A) Christine, because the customer and the user representative should be a double role.
B) Christine, because the legal team understands the project and they benefit directly.
C) Mick, because the application management team will implement the changes.
D) Mick, because the head of the governance team is responsible for the budget.

12 / 30
A project manager analyzes four project stakeholders and develops a possible communication strategy for these stakeholders.

Configuration manager
- The first stakeholder is the configuration manager of the company. This manager manages the company's products once they are developed and must be able to provide information about the products to management when requested.
- The project manager plans to involve the configuration manager in the project as a full-time development team member, even though it is unclear what value the configuration manager could add to the development.

Department head
- The second stakeholder is a department head, who decides how employees are placed in the company. The department head is known to re-distribute employees over teams at any time, even during projects.
- The project manager plans to not inform the department head until the project is finished. The project manager has recently had an argument with the department head. The department head feels no need to be informed and does not want to receive updates, because he thinks this is trivial information.

Supplier
- The third stakeholder is a supplier that supplies a few common goods, both for the project specifically and for the company in general. The managing director of the supplier is a good friend of the project manager.
- The project manager plans to closely monitor this stakeholder and regularly inform them about the progress of the project. The project manager is looking forward to having long calls with a friend.

User
- The fourth stakeholder will use some of the products developed in the project, although not the entire project product is useful. The user is a small, but long-time customer, with good ideas on how to use the products.
- The project manager plans to regularly inform the user about the progress of the project and to ask for advice about the products that are developed after iterations that release a new product.

For which stakeholder was an appropriate communication strategy developed?

A) Configuration manager
B) Department head
C) Supplier
D) User

13 / 30
A business develops an e-commerce platform. John is a senior marketing manager with 15 years of experience in customer engagement and branding. He has a strong understanding of customer needs but limited technical knowledge about software development. Since John is very busy, he is available for weekly meetings but must delegate daily decision-making to the project manager.

Is the marketing manager the correct person for the role of product owner?

A) Yes, because delegating daily decision-making to the project manager allows John to focus on important high-level strategic decisions.
B) Yes, because John's extensive experience in customer engagement ensures that the product aligns with user needs and market trends.
C) No, because a product owner must be actively involved in daily decision-making to ensure that priorities and requirements are correct.
D) No, because strong technical knowledge is a requirement for the product owner role to facilitate communication with the developers.

14 / 30
A pharmaceutical company is working on a new medication. The project for new medication has a predictable and systematic value chain in stages:

- Stage 1: Research & development (R&D)
- Stage 2: Clinical trials
- Stage 3: Regulatory approval
- Stage 4: Mass manufacturing
- Stage 5: Distribution
- Stage 6: Market launch

During Stage 2: Clinical trials, an issue emerges: 15% of test subjects experience unanticipated negative effects from the medication. This prompts the relevant regulatory body to temporarily stop the clinical trials.

The project manager must reduce the impact of the issue.

Which stage in the value chain is **most** impacted and what should the project manager do?

A) Stage 1: R&D, because the issue suggests a defect in the original formulation. The project manager should ask the R&D team to change the formulation quickly.
B) Stage 2: Clinical trials, because this phase has been shut down. The project manager should analyze the negative reactions to find a root cause and change the trial protocol.
C) Stage 4: Mass manufacturing, because production planning is already in progress. The project manager should change the manufacturing schedules now.
D) Stage 6: Market launch, because the negative side effects will harm the public image of the product. The project manager must start proactive reputation management.

15 / 30
A digital entertainment company wants to improve the effectiveness of its customer support. The company starts a project to install a new ticketing system for the customer support team. The project will be done in several stages. Stage 2 focuses on **system configuration and testing**.

For Stage 2, the following activities are planned:

- Create user roles and permissions inside the ticketing system.
- Create a customer support team training course.
- Enter the current customer information into the new system.
- Let the customer support team test the system to find and fix problems.

Which additional activity would enhance the effectiveness of Stage 2 the **most**?

A) Create a plan to communicate the changes in the support process to customers
B) Decide on a way for the customer support team to give feedback during testing
C) Plan frequent meetings with stakeholders to discuss the project development
D) Specify the scope and the objectives of the project again after customer feedback

16 / 30
A project team is planning the development of a new employee training portal. They break down the project product into its separate products.

Project product
- Employee training portal

Individual **products**
- User interface
- Course management system
- User authentication module
- Training content

Are the products broken down enough for effective delivery planning?

A) Yes, because each product is small enough to be assigned to a different, independent delivery team.
B) Yes, because the product list creates overview by representing the main technical areas of the portal.
C) No, because the product list should contain more technical system components as the separate products.
D) No, because the products must be broken down further into units that can be completed within a stage.

17 / 30
A software company is developing a mobile banking app. The project team has drafted the following high-level requirements:

- The app should be fast and user-friendly.
- The app should support secure login using biometric authentication.
- The app should allow users to transfer money to any other bank account.

The project manager is reviewing these requirements.

Are these requirements written well enough to start the project?

A) Yes, because high-level requirements focus on general objectives and leave room for flexibility during implementation.
B) Yes, because the requirements include specific features such as biometric authentication and money transfers.
C) No, because all requirements should include technical details about how features will be implemented to avoid ambiguity.
D) No, because the first requirement that states that the app should be fast and user-friendly is too vague and subjective.

18 / 30
A robotics startup creates an autonomous delivery robot in a project. The project manager must ensure that the project product satisfies consumer expectations and company standards. To do this, the project manager must implement quality control. There are four possible ways to implement quality control:

- **Create a full quality management plan**: Create a complete plan that includes both quality assurance (QA) and quality control (QC) during the whole project. This way of quality control is thorough but costs more time.
- **Do a single final quality check**: Plan a single round of comprehensive quality review meetings right before the project product release. This way of quality control reduces the need for regular meetings.
- **Focus on product testing only**: Focus on the project product testing, to find and correct flaws before the project product is released. This way of quality control skips quality assurance, because the processes are less important.
- **Use the engineering team's skills**: Rely on the experience of the engineering team, who are known for maintaining quality standards even without formal procedures. This approach saves time but lacks structured processes.

What is the **best** way to implement quality control in this project?

A) Create a full quality management plan
B) Do a single final quality check
C) Focus on product testing only
D) Use the engineering team’s skills

19 / 30
A business starts a new project, but also has several other projects running. To avoid surprises for all projects, the business has a risk manager, who oversees the general risk management for the entire business.

The new project will fall under the general risk management, but the project manager wants to be informed about high-probability risks that are relevant to the project.

- The **project manager** wants to treat these risks as issues within the project.
- The **risk manager** wants to oversee all risks and handle all of them.

According to DPMM®, who is correct?

A) The project manager, because high-probability risks may directly impact the project and require immediate action to mitigate.
B) The project manager, because the project manager must inform the risk manager about identified risks and let her manage it.
C) The risk manager, because she is accountable for overseeing all risks and mitigations, which includes those within the project.
D) The risk manager, because she should manage and mitigate all high-probability risks as issues at the program level.

20 / 30
A company for digital payment solutions develops a new mobile payment app in a project. The project manager must ensure effective risk management throughout the project lifecycle.

What is the **best** approach to managing risks in this project?

A) Conduct a one-time risk analysis during project planning to research possible risks and their mitigations
B) Establish a continuous risk management system that frequently monitors risks and updates mitigations
C) Instruct the development team to manage risks informally during development to eliminate formal strategies
D) Prepare for the financial risks associated with digital payment solutions and handle other risks as they arise

21 / 30
A business in the home appliance industry develops a new vacuum cleaner. The project idea for the vacuum cleaner contains the following information:

- Historically, launching new products is part of business-as-usual and has increased sales.
- It is unclear if there is a good business case for a smart vacuum cleaner.
- There are many conflicting requirements for the new vacuum cleaner.
- The implications of these requirements and the resulting costs are unknown.
- The project must be financially self-sustaining and help lower the organization's financial risks.
- The business has a low risk appetite, preferring moderate and manageable risks.

The project manager identifies the following solution options:

- **Zero option**: The business continues producing its current line of vacuum cleaners without introducing any new models. This avoids the costs and risks of new product development but also misses out on potential market expansion.
- **Minimum option**: Develop a basic, cost-efficient robotic vacuum cleaner with essential features such as automatic charging and basic room navigation. This requires moderate investment and aligns with existing production capabilities, offering a new product to attract budget-conscious consumers while maintaining a manageable risk level.
- **Plus option**: Create an innovative smart vacuum cleaner equipped with advanced artificial intelligence (AI) for optimal cleaning patterns, voice control integration, and self-cleaning capabilities. This involves significant investment in research and production, it may position the company as a leader in the premium market segment.

Based only on this information, what should the project manager describe in detail in the business case?

A) The zero option, because the potential benefits are unlikely to exceed the costs and the business' risk appetite is too low for innovation.
B) The minimum option, because it provides a new product with moderate risk, aligning with business-as-usual with low investment levels.
C) The plus option, because it offers the best possibility for reducing the business' existing financial risks by securing a leading market position.
D) All the options, because the decision for a particular solution is made after the design stage and the business case is created earlier.

22 / 30
A business develops a new eco-friendly gadget. The project is completing its design stage. The project board meets to approve the next stage. During the meeting, the project manager presents a project status report containing the following:

- The design stage is successfully completed.
- Several risks are identified and proposed mitigations are listed.
- The overall project plan is expanded with a timeline and resources plan.
- The business case is updated with potential costs and benefits.

The project board cannot approve the next stage, because an important input is missing from this report.

What should be added?

A) A plan for the first delivery stage
B) An exception plan for the risks
C) The delivery agreement document
D) The main products of the project

23 / 30
A software development project has successfully reached the final stage. Following extensive development, testing, and refinement, the software is now ready for deployment. As the project concludes, the project manager must prepare for project closure to secure final approval from the project board.

Which activity is part of the project closure preparation?

A) Approving the handover for the production teams that must be involved in the final stage
B) Planning the activities that are necessary to take the project product into normal operation
C) Reviewing the quality register to confirm all components of the project product were inspected
D) Verifying if the anticipated benefits of the project product have been realized to the full extent

24 / 30
A project manager oversees a finance startup's software development initiative. The team faces several recurring problems:

- Some deadlines were missed due to incorrect effort estimates.
- A few developers are not motivated, because they get conflicting messages about priorities.
- Some features have a high failure rate and create expensive rework.
- Weak feedback loops create information gaps between cycles.

The project manager wants to guarantee project success, not only for this project, but also for future projects.

What should the project manager do?

A) Give every team member personal key performance indicators (KPIs) to guarantee higher outputs
B) Guarantee consistent execution by creating a strict standard operating procedure (SOP) for activities
C) Increase documentation requirements for defects to have historical data that will help solve problems
D) Set up a series of retrospective meetings with regular intervals to analyze errors and collect team input

25 / 30
A project manager coordinates the work of several delivery teams and their line managers in a complex project. DPMM® requires that the project manager respects the boundaries between project manager responsibilities and those of the teams and managers.

How should the project manager do this?

A) Assign tasks directly to team members and oversee their day-to-day work to ensure alignment
B) Define the delivery agreement and leave the planning of the work to the delivery team and managers
C) Control both project and work planning in detail to ensure consistency across all project activities
D) Focus most on time and budget and leave all product-related decisions to the line managers

26 / 30
A healthcare technology company creates an electronic health record (EHR) system. The project team assigned must choose either a product-based or an Agile delivery method.

What is the **best** delivery method and how should the project manager manage the team accordingly?

A) An Agile delivery method, so that the project manager can minimize modifications throughout development and keep better overview.
B) An Agile delivery method, so that the project manager can use consistent stakeholder feedback, and the team can react to changes fast.
C) A product-based delivery method, so that the project manager can adjust to changing requirements from the development team faster.
D) A product-based delivery method, so that the project manager can keep greater influence over the team's procedures and decisions.

27 / 30
A new project idea was submitted at a healthcare company. The sponsor has provided a document with the following information:

- The background and reason for the project: patient satisfaction should increase
- The proposed high-level objectives
- A rough estimation of the required budget and time
- A list of possible stakeholders and departments involved

What should the project manager do **first**?

A) Start defining detailed product requirements based on the information in the document
B) Approve the start of the first delivery stage since the project's goal is clearly defined
C) Use the document to draft a complete delivery agreement with the delivery team
D) Evaluate whether the document contains enough information to start the concept stage

28 / 30
A project builds a new internal communication platform. The project manager prepares a risk register during the early stages of planning. An excerpt of the current version of the risk register has these entries:

Risk ID	Description	Probability	Impact	Risk owner	Mitigation
R-001	Technical integration between new platform and legacy email systems may fail	Medium	High	IT lead	Perform system compatibility tests before full rollout
R-002	Low employee adoption due to unfamiliar interface	High	Medium	Communica-tions manager	Plan training sessions and early user engagement
R-003	...	...	...	...	...

According to DPMM®, is this risk register complete enough?

A) Yes, because it identifies the risks clearly and includes risk owners and mitigations.
B) Yes, because the included risks cover both technical and organizational dimensions.
C) No, because a column for the necessity of review by the project board is missing.
D) No, because columns for risk status and residual risk after mitigation are missing.

29 / 30
A project is currently in its second delivery stage. The project manager prepares a project status update to present to the project board. The project status update includes:

- Progress on which products are fully delivered
- Overview of spent budget and hours
- Key risks and actions taken

After reviewing the update, the project manager realizes that the project board is uncertain about how to proceed and what decisions need to be made.

What is missing from this project status update?

A) A detailed breakdown of completed tasks, milestones, and individual team member performance
B) A list of changes to the project baseline, their approval reason, and a justification for each change
C) A clear overview of project progress, upcoming decisions, and required project board actions
D) A summary of completed deliverables, their quality assurance results, and actual hours worked

30 / 30
A business develops a new customer onboarding process for a veterinary hospital specializing in cats. The project includes the build of a customer relations management (CRM) system. This system needs a newly developed user interface (UI). A team status update from the Scrum team looks as follows:

Completed
- Workflow automation for document collection and customer record validation
- Initial integration with internal CRM system

Ongoing
- UI design for the onboarding dashboard

Impediments
- Hospital stakeholders have not analyzed the user feedback survey results yet
- Several acceptance criteria for CRM integration remain unclear
- One frontend developer is out sick for the coming week, delaying UI design

Requested support
- Help in escalating the need for feedback analysis and clarifying CRM criteria
- Decision on whether to revise the sprint scope due to limited development capacity

Which actions will address the impediments and support requests **best**?

A) - Ask after the CRM acceptance criteria in a survey
- Address the feedback analysis in the next steering meeting
- Report back to the team after the steering meeting

B) - Escalate the lack of feedback analysis to the project board
- Postpone the UI development
- Delay the CRM work until acceptance criteria are clarified

C) - Facilitate communication with the hospital stakeholders
- Organize a workshop to clarify the CRM acceptance criteria
- Keep the sprint scope as it currently is

D) - Immediately revise the scope of the sprint
- Assign the remaining team members to focus on UI tasks
- Wait until the CRM acceptance criteria are resolved

Answer key

1 / 30
A retail company plans to implement self-checkout terminals in 50 of its stores. The implementation will require hardware installation, software integration with existing systems, and staff training.

During a meeting, two experts discuss whether this change should be classified as a project.

- The first expert argues that this change should be managed as a project because it involves significant investment, coordination across multiple departments, and introduces a new capability to the business.
- The second expert argues that this is just an upgrade to existing operations and should be handled as business as usual. The company has been using checkout systems for years, and adding self-checkout terminals is simply an extension of the current process.

Should this change be classified as a project?

A) Yes, because any change involving a new system that breaks away from the previous business as usual should always be implemented using a project.
B) Yes, because the implementation is a temporary endeavor with a defined goal, involves significant complexity, and requires cross-functional coordination.
C) No, because adding the self-checkout terminals builds on an existing system and should be handled within regular operational processes as business as usual.
D) No, because the company is experienced with using checkout systems and the change does not introduce significant risks or new elements.

A) Incorrect. Not all changes qualify as projects. The classification depends on factors like complexity, uniqueness, and the need for cross-functional coordination, not merely the introduction of a new system.
B) Correct. A project is defined as a temporary, unique undertaking aimed at achieving specific goals. The implementation of self-checkout terminals fits this definition. (Literature: A, Chapter 1.1)
C) Incorrect. While some changes can be handled as business as usual, this scenario involves new challenges, significant coordination, and a defined timeline, which are hallmarks of a project.
D) Incorrect. Even if the company has experience with using checkout systems, the introduction of self-checkout terminals across multiple stores requires project management due to its scale and coordination demands.

2 / 30
The company Buy & Be Happy produces various products for use in the home. However, many customers are increasingly dissatisfied with the quality of the products. The company wants to improve customer satisfaction through a project with the following general conditions:

- Management wants to improve the quality management system, but is unsure of what exactly should be changed.
- Further development of the quality management system requires specialist literature, but the supplier cannot promise a deadline for delivering the literature.
- The company has a well-functioning change management process, which is also used in the company's projects.
- The project has a clearly defined budget.
- Customer satisfaction must be improved as quickly as possible.
- The board of directors makes decisions at different levels, which are then delegated hierarchically. The board of directors is often unavailable.

Does this project have a **good** chance of success?

A) Yes, because the company has a well-functioning change management process that will be used for this project as well.
B) Yes, because the product specifications and other requirements can be handled in an Agile manner during the project.
C) No, because the objective of the project is unclear and the project decisions are unlikely to be made on time.
D) No, because the risk that the materials required in the project cannot be provided by the supplier on time is too great.

A) Incorrect. The lack of an objective for the project and the lack of decision speed cannot be replaced by a proven change management process.
B) Incorrect. The problem is in the failing objective of the project and the lack of decision speed.
C) Correct. There is no clear objective for the project, and decisions required in the project probably cannot be provided in time. This reduces the chances for success dramatically. (Literature: A, Chapter 1.4)
D) Incorrect. The materials are not the largest problem for this project. The problem is in the failing objective of the project and the lack of decision speed.

3 / 30
A project manager at TechNova leads the development of the GreenCity urban park project. The goals of the project are:

- Enhance urban green space
- Promote sustainable community activities

The project manager must ensure that the project objectives are consistent with the goal dimensions. The following project objective is proposed:

The GreenCity urban park must increase community engagement by 30% within the first year after opening, and establish itself as a leading sustainable urban green space.

Does this project objective stay within the goal dimensions of the project?

A) Yes, because it addresses immediate community impact and positions the park as a leader in sustainability, fitting DPMM®'s strategic goal setting.
B) Yes, because it sets a clear engagement metric (30% increase) and aligns with the strategic goals of the project, fostering community and stakeholder support.
C) No, because focusing on immediate community engagement might overlook the broader, long-term sustainability goals and stakeholder aspirations.
D) No, because the objective lacks specific measurable constraints within the goal dimensions, complicating effective performance monitoring.

A) Incorrect. While focusing on both immediate community engagement and long-term sustainability is important, DPMM® emphasizes goal trade-offs. Prioritizing both without clear prioritization may create conflicts.
B) Incorrect. An engagement metric alone does not align the objective with all goal dimensions. Stakeholder alignment requires more than community increase. Sustainability, risk management, and feasibility must be explicitly defined.
C) Correct. The project objectives should be balanced across competing goal dimensions (scope, time, cost, and quality). The first-year engagement increase may not be realistic given the strategic focus on long-term sustainability. A more suitable objective would balance short-term feasibility with long-term sustainability. (Literature: A, Chapter 2.1, 2.2 and 7.5)
D) Incorrect. Although measurable constraints are crucial, the conflict between short-term community engagement and long-term sustainability goals makes the objective misaligned with DPMM® best practices.

4 / 30
A project team is tasked with delivering a new e-commerce platform. The project objectives include (in alphabetical order):

- **Fast time-to-market** to gain a competitive advantage. Time-to-market is seen as desirable but less critical.
- **High system security** to protect customer data. The stakeholders have emphasized that system security is critical and cannot be compromised.
- **Integration with existing systems** to streamline operations. Integration is important for business efficiency, but delays can be tolerated.
- **User-friendly interface** to improve customer satisfaction. The user-friendly interface is highly desired but can be adjusted slightly if necessary.

How should these project objectives be **best** prioritized using MoSCoW?

A) - Must have: Fast time-to-market
- Should have: User-friendly interface
- Could have: High system security
- Won't have: Integration with existing systems

B) - Must have: High system security
- Should have: User-friendly interface
- Could have: Integration with existing systems
- Won't have: Fast time-to-market

C) - Must have: Integration with existing systems
- Should Have: High system security
- Could have: User-friendly interface
- Won't Have: Fast time-to-market

D) - Must have: User-friendly interface
- Should have: Fast time-to-market
- Could have: Integration with existing systems
- Won't have: High system security

E) - Must have: User-friendly interface
- Should have: High system security
- Could have: Integration with existing systems
- Won't have: Fast time-to-market

A) Incorrect. Fast time-to-market should not be prioritized as a Must-have, as the stakeholders deem it less critical.

B) Correct. High system security is critical and non-negotiable, aligning with Must have. The user-friendly interface is important but can be adjusted, so it fits Should have. Integration has some flexibility, so it fits Could have. Fast time-to-market is desirable but least critical, fitting Won't have. (Literature: A, Chapter 2)

C) Incorrect. Integration is important but not critical enough to be a Must-have, and high system security cannot be downgraded to a Should-have.

D) Incorrect. High system security is mistakenly deprioritized as a Won't-have, which contradicts the stakeholder input.

E) Incorrect. Prioritizing user-friendly interface as a Must-have undermines the critical importance of high system security.

5 / 30
A business develops a new cloud storage platform. The project is divided into stages, with specific tolerances set for key project dimensions:

- Time: ±10% of the planned completion date for each stage
- Cost: ±5% of the allocated budget for each stage
- Quality: No deviations are allowed; all deliverables must meet predefined quality standards
- Scope: Up to 20% of features can be deferred to later stages if time or cost tolerances are at risk

In the first stage, the project reports the following:

- Completion is expected to take 12% longer than planned.
- Costs are within the allocated budget.
- Quality standards for deliverables are fully met.
- The full scope of planned features for the stage is delivered.

Is the project within tolerances?

A) Yes, because time overruns can be compensated for in later stages if costs and quality are unaffected.
B) Yes, because the cost, quality, and scope tolerances are met, and time tolerances are only slightly exceeded.
C) No, because delivering the full scope unnecessarily increases the pressure on time and costs for future stages.
D) No, because exceeding time tolerances by more than 10% violates the defined limits for this project.

A) Incorrect. Compensating for time overruns is not possible without explicit approval from the project board, especially when tolerances are exceeded.
B) Incorrect. While cost, quality, and scope tolerances are met, exceeding time tolerances by 12% violates the ±10% time limit, requiring an escalation.
C) Incorrect. Delivering the full scope does not violate the tolerances. Scope adjustments are only required if time or cost tolerances are at risk, which is not the case here.
D) Correct. Time tolerances are exceeded beyond the allowed 10%, which violates the project agreement and triggers an exception that must be escalated. (Literature: Chapter 1.5 and 2.6)

6 / 30
A company starts a project to improve its operational efficiency. An initial analysis from the project manager shows the following:

- The recent reorganization resulted in a new organizational chart.
- The maturity level of existing processes is low.
- Operations suffer from many small disruptions.
- Both operations and HR put in a lot of overtime.
- Managers feel overworked and are calling in sick.
- Most departments are not fully using their training budgets.
- A large annual budget is made available for maintenance contracts.
- The delivery date for the project cannot be exceeded.

Which factors from the McKinsey 7S-model are **most** important for this project?

A) Shared values and style
B) Staff and structures
C) Strategy and skills
D) Sustainability and systems

A) Incorrect. No statements can be made about shared values and style from the scenario. Additionally, staff and structures are a much bigger problem.
B) Correct. Personnel development, leadership, knowledge, skills and experience of employees are not sufficient. The processes are immature. This should be seen as extra important when choosing roles in the project. (Literature: A, Chapter 3.2)
C) Incorrect. The recent reorganization has likely solved problems with the structure. Moreover, staff and strategy are a much bigger problem than the skills problem. It seems likely that the skills are good, but the processes are immature.
D) Incorrect. Sustainability does not exist in the model. The cause of the many disruptions in operations is most likely insufficient knowledge, skills, and experience of the employees. Additionally, staff and skills are a much bigger problem.

7 / 30
A construction company builds an office. It is almost finished, but there are consistent delays. The delays are primarily caused by team members receiving unclear or contradictory instructions. The project manager investigates and finds the following problems:

- The team gets conflicting decisions for the construction plans. The architect made changes to the building design but did not tell the site managers. As a result, the necessary materials were not on time.
- Some team members, particularly the subcontractors, feel excluded from key decision-making processes.
- The project sponsor, who is responsible for overseeing the budget, intervenes in operational decisions, which causes confusion and misalignment within the team.

Which DPMM® principle is **most** important for the project manager to apply?

A) The principle of adaptation to the project context, to reduce complexity and improve efficiency
B) The principle of continuous improvement, to streamline processes and prevent delays
C) The principle of defined roles, to prevent conflicting decisions and improve communication
D) The principle of governance, to improve communication within the teams and address conflicts

A) Incorrect. The problem is the undefined roles, not the complexity of the project.
B) Incorrect. While continuous improvement encourages addressing inefficiencies, streamlining processes does not necessarily solve the clear lack of defined roles. Even if the improvement is to define the roles, the principle of defined roles is a better fit as an answer.
C) Correct. The principle of defined roles emphasizes the importance of clarity in responsibilities and accountability. This solution directly addresses the issue by reducing conflicting messages and improving communication through proper role documentation and regular alignment meetings. (Literature: A, Chapter 4.4)
D) Incorrect. The principle of governance emphasizes structured and formalized processes for decision-making, not informal or ad-hoc communication methods.

8 / 30
A technology startup is launching a project to develop a new software application aimed at improving team collaboration. The project faces several issues:

- The project team has no formal roles defined, and members are uncertain about their responsibilities.
- Stakeholders frequently request changes to the application features. This leads to scope creep.
- There is no clear governance structure in place, resulting in delays when decisions need to be made.

One of the DPMM® project management principles must be prioritized to address these issues effectively.

Which principle is that?

A) Continuous improvement
B) Defined roles
C) Governance
D) Ongoing business justification

A) Incorrect. Continuous improvement focuses on optimizing processes and learning from experience, which is valuable but secondary to resolving governance and decision-making problems in this context.
B) Incorrect. While defining roles is important, the primary issue here is the absence of a clear decision-making structure, which falls under governance.
C) Correct. Governance is crucial to establish a clear structure for decision-making and accountability, addressing delays and ensuring that decisions align with project objectives. (Literature: A, Chapter 4.5)
D) Incorrect. Ensuring ongoing business justification is vital but does not directly resolve the structural and decision-making issues highlighted in this scenario.

9 / 30
A telecommunications company is working on a big project to create and introduce a new 5G network optimizing tool. Lisa is the project manager, and Carlos is a senior engineer. They argue if the DPMM® method they are adopting is Agile.

- **Carlos** argues that DPMM® is not exactly an Agile framework, since their current project road map has a fixed timeline and detailed upfront requirements. Both are qualities that he considers to be part of a traditional approach.
- **Lisa** disagrees. She argues that their selected DPMM® approach naturally conforms with Agile ideas. She bases this on the team's iterative sprints and continuous client feedback.

Who is correct?

A) Carlos and Lisa are both correct, because DPMM® can combine non-Agile and Agile techniques.
B) Carlos is correct, because DPMM®'s ability to include traditional aspects makes it not Agile.
C) Lisa is correct, because DPMM® is created to always be Agile in all applications and projects.
D) Neither Lisa nor Carlos is correct, because DPMM® is not created from the Agile manifesto.

A) Correct. DPMM® is a flexible framework that adapts to project-specific needs. Lisa is correct that DPMM® supports iterative and feedback-driven practices (characteristics of Agile). Carlos is also correct that it allows for structured, traditional methods like fixed timelines and detailed plans. (Literature: A, Chapter 5 and 6)
B) Incorrect. While DPMM® can incorporate traditional elements, this does not preclude it from supporting Agile practices. It is a hybrid framework capable of both.
C) Incorrect. DPMM® is not inherently Agile. It can adopt Agile principles but is not confined to them.
D) Incorrect. DPMM® is related to Agile as it can be customized to include Agile principles like flexibility, adaptability, and iterative progress, depending on project needs.

10 / 30
A business develops a customer relationship management system (CRM-system) for a retail client. The project initially focused on delivering a set of predefined features, including customer data management, purchase history tracking, and automated e-mail marketing.

Midway through the project, the client requests several additional features. The new requirements are critical for the client's business strategy but were not part of the original scope. The development team struggles to incorporate the changes without impacting the delivery of the project product at the end of the project.

Additionally, the client wants frequent project updates and requests more visibility of the project's progress.

What should the project manager do to increase agility?

A) Adhere more closely to the original stage plans, to maintain continuity and focus on the initial project scope and avoid delays caused by additional features
B) Reinforce the original delivery agreement, emphasizing the exclusion of any additional requirements that were not part of the initial scope
C) Replace the current delivery approach by an iterative delivery approach to enable incremental delivery of features and frequent client feedback
D) Shorten the planning horizon, to allow for frequent reassessment of priorities and incorporate client feedback on new requirements promptly

A) Incorrect. Rigid adherence to the original plans contradicts Agile principles and prevents the project from adapting to the client's changing requirements. This approach would likely worsen client dissatisfaction and reduce project success.
B) Incorrect. Reinforcing the initial agreement undermines agility by prioritizing contractual obligations over the client's evolving needs. This approach does not address the dynamic nature of the project.
C) Correct. An iterative delivery approach aligns with Agile principles. This directly addresses the issues in the scenario: changing requirements and client dissatisfaction with infrequent updates. (Literature: A, Chapter 6.3 and 9.3)
D) Incorrect. While shortening the planning horizon can improve agility, it does not directly address the need for iterative delivery or the client's desire for frequent updates. Without changing the way features are delivered, the agility will remain limited.

11 / 30
A business has recently been sued for using copyrighted materials without the author's knowledge. The business sets up a project to avoid future copyright infringements.

The following possible stakeholders are identified (in alphabetical order):

- The **application management team**. This team will develop a security application to implement the changes.
- The **continual improvement team**. This team guides the changes to ensure that project guidelines are followed.
- The **governance team**. This team oversees the organization, the budgets, and the processes of the other departments.
- The **legal team**. This team ensures that legal or contractual violations are avoided.
- The **risk manager**. This person identifies and assesses significant risks in projects.

Two people suggest a distribution of stakeholders over the project roles.

Christine suggests:
- Project customer: head of the legal team
- User representative: head of the legal team (double role)
- Project manager: member of the continual improvement team

Mick suggests:
- Project customer: head of the governance team
- User representative: application management team
- Project manager: risk manager

Who made the **best** suggestion?

A) Christine, because the customer and the user representative should be a double role.
B) Christine, because the legal team understands the project and they benefit directly.
C) Mick, because the application management team will implement the changes.
D) Mick, because the head of the governance team is responsible for the budget.

A) Incorrect. Even though Christine has the best proposal, this is not because the project customer and the user representative should always be a double role.
B) Correct. Christine has the best proposal. The dual role of project customer and user representative fits the head of the legal team, since the change is directly related to the legal team. A member of the continual improvement team is best placed as the project manager, because this team has a good overview of the business' project guidelines. (Literature: A, Chapter 7.4 and 7.5)
C) Incorrect. Due to the budget responsibility, the head of the governance team is better placed as the project sponsor, although project customer is not a bad fit. A member of the application management team is better placed on the steering committee. The risk manager might be a manager but is not a good fit for project manager.
D) Incorrect. Due to the budget responsibility, the head of the governance team is better placed as the project sponsor, although project customer is not a bad fit. A member of the application management team is better placed on the steering committee. The risk manager might be a manager but is not a good fit for project manager.

12 / 30
A project manager analyzes four project stakeholders and develops a possible communication strategy for these stakeholders.

Configuration manager
- The first stakeholder is the configuration manager of the company. This manager manages the company's products once they are developed and must be able to provide information about the products to management when requested.
- The project manager plans to involve the configuration manager in the project as a full-time development team member, even though it is unclear what value the configuration manager could add to the development.

Department head
- The second stakeholder is a department head, who decides how employees are placed in the company. The department head is known to re-distribute employees over teams at any time, even during projects.
- The project manager plans to not inform the department head until the project is finished. The project manager has recently had an argument with the department head. The department head feels no need to be informed and does not want to receive updates, because he thinks this is trivial information.

Supplier
- The third stakeholder is a supplier that supplies a few common goods, both for the project specifically and for the company in general. The managing director of the supplier is a good friend of the project manager.
- The project manager plans to closely monitor this stakeholder and regularly inform them about the progress of the project. The project manager is looking forward to having long calls with a friend.

User
- The fourth stakeholder will use some of the products developed in the project, although not the entire project product is useful. The user is a small, but long-time customer, with good ideas on how to use the products.
- The project manager plans to regularly inform the user about the progress of the project and to ask for advice about the products that are developed after iterations that release a new product.

For which stakeholder was an appropriate communication strategy developed?

A) Configuration manager
B) Department head
C) Supplier
D) User

A) Incorrect. The involvement of a team member that does not add clear value is not a good strategy. The configuration manager probably has other valuable things to do. Personal likes and dislikes should not factor into being involved.
B) Incorrect. Since the department head could jeopardize the project by withdrawing team members from the project, he must be informed, whether the department head feels this is trivial or not.
C) Incorrect. The influence of the supplier is not sufficient to justify the effort of communication. The project manager should not let the friendship influence the communication strategy, even though that relationship is very important.
D) Correct. The user has little direct influence but is interested in the project and could provide important information. Regular updates and requests for feedback fit this stakeholder. (Literature: A, Chapter 7.2)

13 / 30
A business develops an e-commerce platform. John is a senior marketing manager with 15 years of experience in customer engagement and branding. He has a strong understanding of customer needs but limited technical knowledge about software development. Since John is very busy, he is available for weekly meetings but must delegate daily decision-making to the project manager.

Is the marketing manager the correct person for the role of product owner?

A) Yes, because delegating daily decision-making to the project manager allows John to focus on important high-level strategic decisions.
B) Yes, because John's extensive experience in customer engagement ensures that the product aligns with user needs and market trends.
C) No, because a product owner must be actively involved in daily decision-making to ensure that priorities and requirements are correct.
D) No, because strong technical knowledge is a requirement for the product owner role to facilitate communication with the developers.

A) Incorrect. Delegating daily decisions undermines the core responsibilities of the product owner, which include providing direct and frequent input to the development team.
B) Incorrect. While understanding customer needs is important, it is not sufficient if the product owner is not actively engaged in daily decision-making.
C) Correct. A product owner must participate actively in daily decisions to ensure that the product evolves according to priorities and client needs. This is essential for the team to work effectively and remain aligned with project goals. (Literature: A, Chapter 7.6 and 7.7)
D) Incorrect. While technical knowledge is helpful, it is not mandatory for the product owner role. Communication skills and a deep understanding of customer needs are more critical.

14 / 30
A pharmaceutical company is working on a new medication. The project for new medication has a predictable and systematic value chain in stages:

- Stage 1: Research & development (R&D)
- Stage 2: Clinical trials
- Stage 3: Regulatory approval
- Stage 4: Mass manufacturing
- Stage 5: Distribution
- Stage 6: Market launch

During Stage 2: Clinical trials, an issue emerges: 15% of test subjects experience unanticipated negative effects from the medication. This prompts the relevant regulatory body to temporarily stop the clinical trials.

The project manager must reduce the impact of the issue.

Which stage in the value chain is **most** impacted and what should the project manager do?

A) Stage 1: R&D, because the issue suggests a defect in the original formulation. The project manager should ask the R&D team to change the formulation quickly.
B) Stage 2: Clinical trials, because this phase has been shut down. The project manager should analyze the negative reactions to find a root cause and change the trial protocol.
C) Stage 4: Mass manufacturing, because production planning is already in progress. The project manager should change the manufacturing schedules now.
D) Stage 6: Market launch, because the negative side effects will harm the public image of the product. The project manager must start proactive reputation management.

A) Incorrect. While R&D plays a role in initial formulation, the problem has surfaced after R&D in the clinical phase. Modifying the formulation may be an outcome, but the immediate priority is handling the regulatory and trial process.
B) Correct. The issue is directly within the clinical trials stage, meaning trial protocols and regulatory approvals are at risk. Disruptions in this phase can cascade into delays across the entire value chain. Immediate focus should be on root cause analysis, regulatory communication, and trial adjustments. (Literature: A, Chapter 8.2)
C) Incorrect. Manufacturing will be affected if the issue persists, but at this stage, it is not the primary concern. The project must first resolve the clinical trial issue before production planning resumes.
D) Incorrect. Market launch is a later phase in the value chain. While public perception may be impacted, the immediate focus should be on correcting the issue in trials. Focusing on marketing now is premature.

15 / 30
A digital entertainment company wants to improve the effectiveness of its customer support. The company starts a project to install a new ticketing system for the customer support team. The project will be done in several stages. Stage 2 focuses on **system configuration and testing**.

For Stage 2, the following activities are planned:

- Create user roles and permissions inside the ticketing system.
- Create a customer support team training course.
- Enter the current customer information into the new system.
- Let the customer support team test the system to find and fix problems.

Which additional activity would enhance the effectiveness of Stage 2 the **most**?

A) Create a plan to communicate the changes in the support process to customers
B) Decide on a way for the customer support team to give feedback during testing
C) Plan frequent meetings with stakeholders to discuss the project development
D) Specify the scope and the objectives of the project again after customer feedback

A) Incorrect. Although communication with customers is important, this action should be done later, after testing and configuration.
B) Correct. Effective stage planning involves detailing specific actions that align with the objectives of each project stage. Stage 2 focuses on system configuration and testing. Therefore, incorporating a feedback mechanism for testers is most relevant. (Literature: A, Chapter 9.1)
C) Incorrect. Regular stakeholder meetings are essential throughout the project lifecycle and are not specific to the system configuration and testing stage.
D) Incorrect. Defining the project's scope and objectives is a foundational activity that should occur during the initial planning phase, not during Stage 2.

16 / 30
A project team is planning the development of a new employee training portal. They break down the project product into its separate products.

Project product
- Employee training portal

Individual **products**
- User interface
- Course management system
- User authentication module
- Training content

Are the products broken down enough for effective delivery planning?

A) Yes, because each product is small enough to be assigned to a different, independent delivery team.
B) Yes, because the product list creates overview by representing the main technical areas of the portal.
C) No, because the product list should contain more technical system components as the separate products.
D) No, because the products must be broken down further into units that can be completed within a stage.

A) Incorrect. It is not enough to break down the project products in products that can be assigned to different teams. The products must be small enough to be deliverable within a stage.
B) Incorrect. Simply representing the main technical areas will not make products small enough for effective planning and delivery. The products must be small enough to be deliverable within a stage.
C) Incorrect. Although the products are still too large, this is not due to needing more technical system components. The products must be small enough to be deliverable within a stage.
D) Correct. The products are still very large and must be broken down further into smaller, independently deliverable units that can be completed within a stage and have measurable quality criteria. (Literature: A, Chapter 9.7)

17 / 30
A software company is developing a mobile banking app. The project team has drafted the following high-level requirements:

- The app should be fast and user-friendly.
- The app should support secure login using biometric authentication.
- The app should allow users to transfer money to any other bank account.

The project manager is reviewing these requirements.

Are these requirements written well enough to start the project?

A) Yes, because high-level requirements focus on general objectives and leave room for flexibility during implementation.
B) Yes, because the requirements include specific features such as biometric authentication and money transfers.
C) No, because all requirements should include technical details about how features will be implemented to avoid ambiguity.
D) No, because the first requirement that states that the app should be fast and user-friendly is too vague and subjective.

A) Incorrect. While high-level requirements can allow flexibility, they must still be specific and actionable. The requirement "The app should be fast and user-friendly." is too vague and subjective.
B) Incorrect. While specific features like biometric authentication are mentioned, the vague requirement about "fast and user-friendly" undermines the overall clarity of the requirements.
C) Incorrect. Including detailed technical implementation details is not always necessary in the design stage, as this can stifle creativity and flexibility. However, requirements must be measurable.
D) Correct. Requirements should be clear, specific, and measurable. The phrase "fast and user-friendly" is too subjective and does not provide measurable criteria for success. (Literature: A, Chapter 9.6)

18 / 30
A robotics startup creates an autonomous delivery robot in a project. The project manager must ensure that the project product satisfies consumer expectations and company standards. To do this, the project manager must implement quality control. There are four possible ways to implement quality control:

- **Create a full quality management plan**: Create a complete plan that includes both quality assurance (QA) and quality control (QC) during the whole project. This way of quality control is thorough but costs more time.
- **Do a single final quality check**: Plan a single round of comprehensive quality review meetings right before the project product release. This way of quality control reduces the need for regular meetings.
- **Focus on product testing only**: Focus on the project product testing, to find and correct flaws before the project product is released. This way of quality control skips quality assurance, because the processes are less important.
- **Use the engineering team's skills**: Rely on the experience of the engineering team, who are known for maintaining quality standards even without formal procedures. This approach saves time but lacks structured processes.

What is the **best** way to implement quality control in this project?

A) Create a full quality management plan
B) Do a single final quality check
C) Focus on product testing only
D) Use the engineering team’s skills

A) Correct. A comprehensive quality management strategy integrating both QA and QC measures throughout the project is the most effective approach. QA involves preventing defects through systematic activities, while QC focuses on inspecting the final product to identify and fix defects. (Literature: A, Chapter 10)
B) Incorrect. Conducting a quality review only at the end of the project is insufficient, as it may be too late to effectively address significant issues without impacting the schedule and budget.
C) Incorrect. This approach emphasizes quality control but neglects quality assurance. Relying only on end-product testing may result in higher costs and delays, as defects are identified late in the process. Incorporating QA activities helps prevent defects from occurring in the first place.
D) Incorrect. While the engineering team's expertise is valuable, lacking formalized quality management processes can lead to inconsistencies and oversight. Structured QA and QC activities ensure that quality standards are systematically met.

19 / 30
A business starts a new project, but also has several other projects running. To avoid surprises for all projects, the business has a risk manager, who oversees the general risk management for the entire business.

The new project will fall under the general risk management, but the project manager wants to be informed about high-probability risks that are relevant to the project.

- The **project manager** wants to treat these risks as issues within the project.
- The **risk manager** wants to oversee all risks and handle all of them.

According to DPMM®, who is correct?

A) The project manager, because high-probability risks may directly impact the project and require immediate action to mitigate.
B) The project manager, because the project manager must inform the risk manager about identified risks and let her manage it.
C) The risk manager, because she is accountable for overseeing all risks and mitigations, which includes those within the project.
D) The risk manager, because she should manage and mitigate all high-probability risks as issues at the program level.

A) Correct. Risks that may occur with a high probability must be handled as issues, even if they do not occur. (Literature: A, Chapter 11.1)
B) Incorrect. Although the risk manager should be informed, the project manager should handle the risks as issues and not hand them off to the risk manager.
C) Incorrect. The risk manager oversees risks at a program level, but risks that have a direct relevance for a project must be treated as issues within the project.
D) Incorrect. Even though the risk manager handles all risks on a program level, the project manager should oversee risks within a specific project to oversee the consequences for that project.

20 / 30
A company for digital payment solutions develops a new mobile payment app in a project. The project manager must ensure effective risk management throughout the project lifecycle.

What is the **best** approach to managing risks in this project?

A) Conduct a one-time risk analysis during project planning to research possible risks and their mitigations
B) Establish a continuous risk management system that frequently monitors risks and updates mitigations
C) Instruct the development team to manage risks informally during development to eliminate formal strategies
D) Prepare for the financial risks associated with digital payment solutions and handle other risks as they arise

A) Incorrect. Limiting risk management to a one-time activity ignores new risks that can arise during a project. Continuous risk management identifies and mitigates risks as they emerge.
B) Correct. Effective risk management is a continuous process. This proactive method addresses issues promptly, reducing negative impacts. In a fintech company, where technology and regulations evolve, ongoing risk management is vital for adapting to challenges and ensuring success. (Literature: A, Chapter 12)
C) Incorrect. Relying only on the team's expertise without a formal framework can lead to inconsistent risk handling and oversight. A structured approach ensures systematic risk management.
D) Incorrect. Focusing only on financial risks overlooks technological, operational, compliance, and reputational risks. A comprehensive plan considers all risk types for holistic success.

21 / 30
A business in the home appliance industry develops a new vacuum cleaner. The project idea for the vacuum cleaner contains the following information:

- Historically, launching new products is part of business-as-usual and has increased sales.
- It is unclear if there is a good business case for a smart vacuum cleaner.
- There are many conflicting requirements for the new vacuum cleaner.
- The implications of these requirements and the resulting costs are unknown.
- The project must be financially self-sustaining and help lower the organization's financial risks.
- The business has a low risk appetite, preferring moderate and manageable risks.

The project manager identifies the following solution options:

- **Zero option**: The business continues producing its current line of vacuum cleaners without introducing any new models. This avoids the costs and risks of new product development but also misses out on potential market expansion.
- **Minimum option**: Develop a basic, cost-efficient robotic vacuum cleaner with essential features such as automatic charging and basic room navigation. This requires moderate investment and aligns with existing production capabilities, offering a new product to attract budget-conscious consumers while maintaining a manageable risk level.
- **Plus option**: Create an innovative smart vacuum cleaner equipped with advanced artificial intelligence (AI) for optimal cleaning patterns, voice control integration, and self-cleaning capabilities. This involves significant investment in research and production, it may position the company as a leader in the premium market segment.

Based only on this information, what should the project manager describe in detail in the business case?

A) The zero option, because the potential benefits are unlikely to exceed the costs and the business' risk appetite is too low for innovation.
B) The minimum option, because it provides a new product with moderate risk, aligning with business-as-usual with low investment levels.
C) The plus option, because it offers the best possibility for reducing the business' existing financial risks by securing a leading market position.
D) All the options, because the decision for a particular solution is made after the design stage and the business case is created earlier.

A) Incorrect. Choosing to do nothing new would not address the financial risks the business faces. Without introducing new products, the company risks declining sales and losing market relevance.
B) Correct. This option balances moderate risk with the business' preference for manageable investments. It aligns with business-as-usual practices and offers a cost-efficient product that meets market demands, helping to reduce financial risks. (Literature: A, Chapter 8.4; B, Chapter 1 and 2)
C) Incorrect. Although this option has the potential to secure a leading market position, it involves significant investment and higher risk, which does not align with the business' low risk appetite.
D) Incorrect. A business case should focus on one specific solution option, providing a detailed analysis of its benefits and feasibility. While other options may be briefly mentioned, the business case is meant to support a particular choice.

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A business develops a new eco-friendly gadget. The project is completing its design stage. The project board meets to approve the next stage. During the meeting, the project manager presents a project status report containing the following:

- The design stage is successfully completed.
- Several risks are identified and proposed mitigations are listed.
- The overall project plan is expanded with a timeline and resources plan.
- The business case is updated with potential costs and benefits.

The project board cannot approve the next stage, because an important input is missing from this report.

What should be added?

A) A plan for the first delivery stage
B) An exception plan for the risks
C) The delivery agreement document
D) The main products of the project

A) Correct. The plan for the next stage, specifically the first delivery stage, is a crucial input that the project board needs to approve before moving forward. Without this plan, the board cannot assess the readiness and feasibility of the next stage. (Literature: A, Chapter 14.1 and 16.2; B, Chapter 1.15)
B) Incorrect. An exception plan is only created if an exception occurs during a stage. It is not usually prepared at the beginning of a stage unless specific issues have already arisen.
C) Incorrect. Documenting delivery agreements is an important task, but it is typically done after the project board approves the next stage. It is part of the project manager's responsibilities during delivery stages.
D) Incorrect. Defining the main products is typically part of the concept stage and should have been completed earlier in the project lifecycle.

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A software development project has successfully reached the final stage. Following extensive development, testing, and refinement, the software is now ready for deployment. As the project concludes, the project manager must prepare for project closure to secure final approval from the project board.

Which activity is part of the project closure preparation?

A) Approving the handover for the production teams that must be involved in the final stage
B) Planning the activities that are necessary to take the project product into normal operation
C) Reviewing the quality register to confirm all components of the project product were inspected
D) Verifying if the anticipated benefits of the project product have been realized to the full extent

A) Incorrect. Production teams take over from the development teams once the project is finished. Production teams are not part of the final stage.
B) Incorrect. The project manager must hand over the project product to a responsible person, but the project manager is not involved in operation planning.
C) Correct. As part of the project closure preparation, the project manager must verify that the entire project product has been thoroughly inspected for quality. This involves reviewing the quality register to ensure that each component meets the required standards before obtaining final approval from the project board. (Literature: A, Chapter 15.1; B, Chapter 1)
D) Incorrect. This verification can only be done during the operation of the finished project product, which is after the project finishes. The conditions to verify the benefits are documented in the benefit review register.

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A project manager oversees a finance startup's software development initiative. The team faces several recurring problems:

- Some deadlines were missed due to incorrect effort estimates.
- A few developers are not motivated, because they get conflicting messages about priorities.
- Some features have a high failure rate and create expensive rework.
- Weak feedback loops create information gaps between cycles.

The project manager wants to guarantee project success, not only for this project, but also for future projects.

What should the project manager do?

A) Give every team member personal key performance indicators (KPIs) to guarantee higher outputs
B) Guarantee consistent execution by creating a strict standard operating procedure (SOP) for activities
C) Increase documentation requirements for defects to have historical data that will help solve problems
D) Set up a series of retrospective meetings with regular intervals to analyze errors and collect team input

A) Incorrect. While performance tracking is important, KPIs only increase pressure and do not address root causes like estimation errors and feedback gaps. Continuous improvement focuses on collaborative learning and adaptability, not rigid accountability.
B) Incorrect. Standardizing processes can improve efficiency, but rigid SOPs reduce adaptability. Continuous improvement requires flexibility to evolve workflows based on lessons learned, rather than enforcing static procedures.
C) Incorrect. While documentation can support knowledge transfer, excessive documentation can slow down agile teams and create additional burdens. Continuous improvement emphasizes real-time feedback over bureaucracy.
D) Correct. Retrospectives are a core practice in continuous improvement. They create structured opportunities to reflect on past work, address issues like misalignment and rework, and iteratively refine the development process. (Literature: A, Chapter 16)

25 / 30
A project manager coordinates the work of several delivery teams and their line managers in a complex project. DPMM® requires that the project manager respects the boundaries between project manager responsibilities and those of the teams and managers.

How should the project manager do this?

A) Assign tasks directly to team members and oversee their day-to-day work to ensure alignment
B) Define the delivery agreement and leave the planning of the work to the delivery team and managers
C) Control both project and work planning in detail to ensure consistency across all project activities
D) Focus most on time and budget and leave all product-related decisions to the line managers

A) Incorrect. While the project manager is responsible for managing the project, assigning day-to-day tasks is the responsibility of the delivery team and their line managers.
B) Correct. The project manager is responsible for defining the delivery agreement but does not manage how the delivery team organizes and executes the work. That remains the responsibility of the delivery team and their line managers. (Literature: A, Chapter 17.1; B, Chapter 1)
C) Incorrect. Micro-managing delivery planning goes beyond the project manager's role and interferes with the autonomy of the delivery team.
D) Incorrect. The project manager also has a responsibility for product quality and alignment with project objectives, not just time and budget.

26 / 30
A healthcare technology company creates an electronic health record (EHR) system. The project team assigned must choose either a product-based or an Agile delivery method.

What is the **best** delivery method and how should the project manager manage the team accordingly?

A) An Agile delivery method, so that the project manager can minimize modifications throughout development and keep better overview.
B) An Agile delivery method, so that the project manager can use consistent stakeholder feedback, and the team can react to changes fast.
C) A product-based delivery method, so that the project manager can adjust to changing requirements from the development team faster.
D) A product-based delivery method, so that the project manager can keep greater influence over the team's procedures and decisions.

A) Incorrect. This approach contradicts agile principles of flexibility, feedback, and team empowerment. It reflects traditional methods with detailed upfront requirements and minimized changes.
B) Correct. An Agile approach suits projects like this, where evolving requirements and stakeholder feedback are key. The project manager should facilitate iterative cycles with regular feedback to align the product with user needs and regulations, allowing for real-world adjustments. (Literature: A, Chapter 17)
C) Incorrect. While iterative development and team empowerment fit agile methods, product-based delivery is more structured with predefined requirements and fewer iterations, making this combination less cohesive.
D) Incorrect. This aligns with traditional methods focusing on planning and control. In EHR system development, where user needs and regulations can change, such rigidity can hinder adaptation and effectiveness.

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A new project idea was submitted at a healthcare company. The sponsor has provided a document with the following information:

- The background and reason for the project: patient satisfaction should increase
- The proposed high-level objectives
- A rough estimation of the required budget and time
- A list of possible stakeholders and departments involved

What should the project manager do **first**?

A) Start defining detailed product requirements based on the information in the document
B) Approve the start of the first delivery stage since the project's goal is clearly defined
C) Use the document to draft a complete delivery agreement with the delivery team
D) Evaluate whether the document contains enough information to start the concept stage

A) Incorrect. Product requirements are developed later in the design stage. The project idea document does not contain the necessary detail.
B) Incorrect. The delivery stage cannot begin until both the concept and design stages have been completed.
C) Incorrect. The delivery agreement is created after the design stage, once the delivery strategy and product specifications are finalized.
D) Correct. The project idea document serves as an input for initiating the concept stage. The project manager must assess whether it provides a sufficient foundation to proceed. (Literature: A, Chapter 18.4; B, Chapter 1.4)

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A project builds a new internal communication platform. The project manager prepares a risk register during the early stages of planning. An excerpt of the current version of the risk register has these entries:

Risk ID	Description	Probability	Impact	Risk owner	Mitigation
R-001	Technical integration between new platform and legacy email systems may fail	Medium	High	IT lead	Perform system compatibility tests before full rollout
R-002	Low employee adoption due to unfamiliar interface	High	Medium	Communica-tions manager	Plan training sessions and early user engagement
R-003	...	...	...	...	...

According to DPMM®, is this risk register complete enough?

A) Yes, because it identifies the risks clearly and includes risk owners and mitigations.
B) Yes, because the included risks cover both technical and organizational dimensions.
C) No, because a column for the necessity of review by the project board is missing.
D) No, because columns for risk status and residual risk after mitigation are missing.

A) Incorrect. While those elements are important, DPMM® recommends tracking risk status over time and documenting follow-up assessments like residual risk. Without this, risk control cannot be fully managed.
B) Incorrect. The scope of risks is realistic, but the structural element of risk impact is missing, which is essential for risk tracking and lifecycle management.
C) Incorrect. A column for review by the project board is not necessary. The risk owner will handle the necessity and the approval.
D) Correct. According to DPMM®, a complete register document such as the risk register must include not only current risks and responses, but also mechanisms for ongoing risk monitoring, such as review dates and residual risk tracking. (Literature: A, Chapter 18.16 and 12.3.4)

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A project is currently in its second delivery stage. The project manager prepares a project status update to present to the project board. The project status update includes:

- Progress on which products are fully delivered
- Overview of spent budget and hours
- Key risks and actions taken

After reviewing the update, the project manager realizes that the project board is uncertain about how to proceed and what decisions need to be made.

What is missing from this project status update?

A) A detailed breakdown of completed tasks, milestones, and individual team member performance
B) A list of changes to the project baseline, their approval reason, and a justification for each change
C) A clear overview of project progress, upcoming decisions, and required project board actions
D) A summary of completed deliverables, their quality assurance results, and actual hours worked

A) Incorrect. Status updates do not require individual performance reports. Focus should be on overall progress and decision-making support.
B) Incorrect. While change tracking is important, the primary purpose of a status update is to support governance and help the project board make informed decisions.
C) Correct. A project status update must provide a clear overview of progress, as well as highlight decisions and actions needed from the project board. Without this, decision-makers may be unsure how to proceed. (Literature: A, Chapter 18.23)
D) Incorrect. Quality assurance results may be relevant, but they are usually part of delivery documentation and not included in a project status update.

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A business develops a new customer onboarding process for a veterinary hospital specializing in cats. The project includes the build of a customer relations management (CRM) system. This system needs a newly developed user interface (UI). A team status update from the Scrum team looks as follows:

Completed
- Workflow automation for document collection and customer record validation
- Initial integration with internal CRM system

Ongoing
- UI design for the onboarding dashboard

Impediments
- Hospital stakeholders have not analyzed the user feedback survey results yet
- Several acceptance criteria for CRM integration remain unclear
- One frontend developer is out sick for the coming week, delaying UI design

Requested support
- Help in escalating the need for feedback analysis and clarifying CRM criteria
- Decision on whether to revise the sprint scope due to limited development capacity

Which actions will address the impediments and support requests **best**?

A) - Ask after the CRM acceptance criteria in a survey
- Address the feedback analysis in the next steering meeting
- Report back to the team after the steering meeting

B) - Escalate the lack of feedback analysis to the project board
- Postpone the UI development
- Delay the CRM work until acceptance criteria are clarified

C) - Facilitate communication with the hospital stakeholders
- Organize a workshop to clarify the CRM acceptance criteria
- Keep the sprint scope as it currently is

D) - Immediately revise the scope of the sprint
- Assign the remaining team members to focus on UI tasks
- Wait until the CRM acceptance criteria are resolved

A) Incorrect. Deferring action until the next steering meeting introduces unnecessary delays. DPMM® encourages continuous collaboration and responsive action.

B) Incorrect. Escalation may be premature. The project manager should first address the issue at the operational level by initiating communication and supporting the team directly. Delaying both CRM and UI work risks overall momentum.

C) Correct. The project manager should act as a facilitator between team and stakeholders, to support collaboration, remove impediments, and enable progress. Clarifying CRM requirements and resolving survey feedback improves both focus and quality of work. (Literature: A, Chapter 17.2 and 16.2)

D) Incorrect. Redirecting the entire team without solving the underlying stakeholder communication issues is a tactical response that fails to address the root cause. It may cause misalignment with delivery priorities.

Evaluation

The table below shows the correct answers to the questions in this sample exam.

Question	Answer	Question	Answer
1	B	**16**	D
2	C	**17**	D
3	C	**18**	A
4	B	**19**	A
5	D	**20**	B
6	B	**21**	B
7	C	**22**	A
8	C	**23**	C
9	A	**24**	D
10	C	**25**	B
11	B	**26**	B
12	D	**27**	D
13	C	**28**	D
14	B	**29**	C
15	B	**30**	C

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