



**EXIN Dynamic  
Project Management  
Method (DPMM®)**

**FOUNDATION**

Certified by  


**Sample Exam**

Edition 202503

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# Introduction

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

This exam consists of 40 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 40. Each correct answer is worth 1 point. You need 26 points or more to pass the exam.

The time allowed for this exam is 60 minutes.

Good luck!

# Sample exam

**1 / 40**

In the context of a DPMM® project, what characterizes the project product?

- A) The project product relates to the resources that are needed for the project.
- B) The project product is the target state of the business as desired by key stakeholders.
- C) The project product is the sum of the products or deliverables in the project.
- D) The project product is a temporary grouping of project tasks.

**2 / 40**

Who ultimately evaluates whether a project is successful or not?

- A) The user representative
- B) The project manager
- C) The sponsor
- D) The key stakeholders

**3 / 40**

According to DPMM®, what characterizes a project?

- A) A project permanently ties up resources.
- B) A project takes place in a closed environment to avoid external influences.
- C) A project is always a goal in itself.
- D) A project can begin without a finalized definition of the desired result.

**4 / 40**

In a project context analysis, which model forms the basis for assessing complexity?

- A) The Cynefin framework
- B) The McKinsey 7S Model
- C) PESTLE
- D) The value chain of the project

**5 / 40**

Which domain of the Cynefin framework requires Agile development processes?

- A) Chaotic
- B) Complex
- C) Complicated
- D) Clear

6 / 40

In which areas of a project should continuous improvement be applied?

- A) Governance, guidelines, and delivery approach
- B) Project product, project management, and delivery approach
- C) Quality assurance, project product, and governance
- D) Quality assurance, guidelines, and project management

7 / 40

Which relevance do the six principles of project management have?

- A) They have limited relevance, because it is possible to choose one or two for further consideration.
- B) They have limited relevance, because as long as deliveries are being made, not all of them need to be considered.
- C) They have no relevance, because project work is individual and they only disrupt and impair the work.
- D) They have full relevance, because they generally apply in their entirety and provide guidance for action.

8 / 40

What is an **essential** product of the Agile approach according to the Agile principles?

- A) The scope of the project does not always need to be prioritized during its development.
- B) The principles ensure good cooperation, even in an unstable team.
- C) An Agile approach excludes other supporting techniques to function.
- D) Continuous improvement through good collaboration leads to the right project product.

9 / 40

When do stage lengths of more than two months make sense?

- A) When a delivery team can deliver a complete product as autonomously as possible
- B) When a delivery team can deliver a product independently and be solely responsible for it
- C) When more detailed planning over a longer period is associated with too many uncertainties
- D) When larger products are delivered that are not easily broken down into smaller products

10 / 40

Which activity does **not** belong to the tasks of project assurance?

- A) Advising delivery teams and project managers
- B) Approving changes to the project plan
- C) Monitoring compliance with quality management requirements
- D) Reviewing compliance with data protection regulations

**11 / 40**

Which role in a project represents the project product users on the project board and ensures that potentially different user perspectives are identified and considered?

- A) User representative
- B) Project owner
- C) Project manager
- D) Project sponsor

**12 / 40**

What is the purpose of stakeholder management?

- A) To control all stakeholders
- B) To consider the interests of all stakeholders
- C) To minimize the risks of the project
- D) To gain the support of stakeholders for the project

**13 / 40**

What is **not** a responsibility of a project customer?

- A) The project customer can terminate the project prematurely at any time.
- B) The project customer defines the standards and rules for the project.
- C) The project customer provides funding for the project.
- D) The project customer directly represents themselves in the project board.

**14 / 40**

Within a project's value chain, what is the trigger for a project?

- A) Business case
- B) Business change
- C) Reason
- D) Benefit

**15 / 40**

Projects can be represented through a value chain.

What is true about a value chain?

- A) The solution to the reason for the project is the benefit.
- B) A business change can have anticipated side effects.
- C) A problem arises from multiple symptoms.
- D) A project product is the direct outcome of a project.

**16 / 40**

The zero option can make 'mandatory projects' visible.

What is an example of such a mandatory project?

- A) A project that is approved based on a project draft by the project board
- B) A project that fails to achieve the essential outcomes
- C) A project that assumes various objectives that can be realistically achieved
- D) A project that initially does not reveal any benefit

**17 / 40**

What distinguishes project plans and stage plans?

- A) The project plan remains unchanged. Stage plans are created at the beginning of each stage.
- B) The project plan provides an overview of the stage plans. Stage plans also serve as team plans.
- C) The project plan is adaptable. The stage plan for the design stage is the simplest.
- D) The project plan is updated in every stage. The stage plan is not adjusted.

**18 / 40**

DPMM® supports Agile planning.

Which procedure is typical of Agile planning?

- A) Fixed timeboxes with specific output requirements
- B) Set tolerances that are monitored
- C) Flexible working hours and limited project budget
- D) Iterations with fixed cycles and feedback

**19 / 40**

What is documented in the project agreement?

- A) Detailed requirements
- B) General requirements
- C) High-level quality requirements
- D) Overview of the requirements

**20 / 40**

What is continuously improved through an incremental approach?

- A) Planning
- B) Project
- C) Project product
- D) Process



21 / 40

Which fundamental planning approach is supported by DPMM®?

- A) Dynamic planning
- B) Incremental planning
- C) Sequential planning
- D) Waterfall planning

22 / 40

Which activity is performed **first** in a DPMM® quality management procedure?

- A) Manage issues
- B) Describe the products
- C) Accept the project
- D) Understand the quality context

23 / 40

Issue management regulates the handling of issues.

In this context, what is the definition of issues?

- A) Events that require an immediate response
- B) Events that may occur in the future
- C) Concrete change requests or clarification requests
- D) Improvement suggestions for cooperation

24 / 40

Which approach should be used for changes without a change budget?

- A) Issue management
- B) Issue register
- C) Configuration management
- D) Product swap

25 / 40

Which risk measure is **not** suitable for adequately handling a risk with high probability of occurrence and high impact?

- A) Accept
- B) Reduce
- C) Share
- D) Transfer

**26 / 40**

An incomplete sequence of a dynamic project run in accordance with DPMM® is as follows:

Project idea, (1), (2), (3), project planning, project steering, project operation, team operation, project operation, project planning, project steering

Which steps are missing for (1), (2), and (3)?

- A) (1) Project operation, (2) project planning, (3) project operation
- B) (1) Project operation, (2) team operation, (3) project operation
- C) (1) Project steering, (2) project idea, (3) project steering
- D) (1) Project steering, (2) project planning, (3) project steering

**27 / 40**

What is the **best** description of the purpose of supporting activities?

- A) They support all activities except for the core activities.
- B) They support the team when planning the design stage.
- C) They support the project manager with the team plans.
- D) They support the smooth operation of the core activities.

**28 / 40**

What characterizes the project idea in DPMM®?

- A) The project idea is the decision on whether the feasibility of the project should be assessed.
- B) The project idea is the formal confirmation from the project manager to start the project.
- C) The project idea is a formal request from the project team to start a project.
- D) The project idea ensures that the team has sufficient resources.

**29 / 40**

Which activity is performed by the project board?

- A) Creating the exception plan
- B) Approving the stage
- C) Operating the project
- D) Creating the project plan

**30 / 40**

During which stage is the project plan created?

- A) Final stage
- B) Design stage
- C) Concept stage
- D) Delivery stage

31 / 40

During which activity of the process "project operation" does the project manager initiate corrective measures?

- A) Creating the exception plan
- B) Managing issues
- C) Creating project updates
- D) Approving the handover

32 / 40

Which activity of the process "team operation" is a supporting activity?

- A) Monitoring the delivery agreement
- B) Handing over products
- C) Creating a team plan
- D) Managing team interfaces

33 / 40

A team is looking for a sensible delivery approach for a large software project. Specialists in this project must have flexibility in ways of collaborating.

Which approach has the **best** chance of success?

- A) Project management approach, because this approach provides the team with a fixed structure to manage the complex products.
- B) Self-organization according to a schedule, because this approach works well for large projects and helps maintain an overview.
- C) Team members working under the direction of the product owner, because this approach gives as little independence as possible to the team.
- D) Collaboration using Scrum, because this approach offers the team the flexibility to adapt requirements to new wishes.

34 / 40

Within DPMM®, an Agile delivery team can be employed to deliver one or more main products.

Does the use of an Agile delivery team have consequences for the delivery of the main products?

- A) Yes, because the main products are distributed to Agile teams according to the first-come, first-go method.
- B) Yes, because an Agile product description contains all details, including the smaller products.
- C) No, because Agile teams also deliver the main products that are detailed in the plan.
- D) No, because the only change is that a main product is called an Epic in the Agile approach.

**35 / 40**

In a DPMM® project, what is true for documentation?

- A) The project plan must be documented.
- B) The project agreement must be documented.
- C) Minimal documentation is strongly recommended.
- D) Some documents are mandatory.

**36 / 40**

In a project context, what is true for input documents?

- A) The information in an input document can represent constraints for a solution or planning in the project context.
- B) Input documents necessarily contain all information at the beginning of a project.
- C) Input documents are exclusively created by the project board.
- D) Standards, rules, and guidelines are not relevant input documents for projects.

**37 / 40**

Which is **not** part of a business case?

- A) Solution options
- B) Feasibility
- C) Organization chart
- D) Risks

**38 / 40**

What should a baseline document contain?

- A) All the defined elements of a project that are subject to configuration management
- B) The issue register, which captures all identified issues and their respective information
- C) The project handbook, which describes the most important, organization-wide requirements for the project
- D) The formal agreements and definitions that should be adhered to in the project

**39 / 40**

What is a **main** feature of a quality register?

- A) A quality register provides an overview of the status of all quality inspections of all products.
- B) A quality register is established by a delivery team to record ongoing tests during delivery.
- C) In a quality register, after successful inspection of all criteria for all products, each individual product can be approved.
- D) A quality register lists the measurable quality criteria of the products.

40 / 40

In which report are exceptions communicated?

- A) In the issue report
- B) In the stage report
- C) In the project status report
- D) In the project support report

# Answer key

1 / 40

In the context of a DPMM® project, what characterizes the project product?

- A) The project product relates to the resources that are needed for the project.
  - B) The project product is the target state of the business as desired by key stakeholders.
  - C) The project product is the sum of the products or deliverables in the project.
  - D) The project product is a temporary grouping of project tasks.
- 
- A) Incorrect. The term "resources" refers to the means and tools needed for project product creation or project implementation. Resources are not the same as the project product.
  - B) Incorrect. In DPMM®, this corresponds to the outcome, not the project product.
  - C) Correct. DPMM® defines the project product as the sum of all products or deliverables in a project that will create changes in a company. (Literature: A, Chapter 1)
  - D) Incorrect. The project product is not merely a grouping of project tasks; it encompasses all elements coming together to achieve the desired outcome.

2 / 40

Who ultimately evaluates whether a project is successful or not?

- A) The user representative
  - B) The project manager
  - C) The sponsor
  - D) The key stakeholders
- 
- A) Incorrect. The user representative is responsible for the utility of the produced project product.
  - B) Incorrect. The project manager is responsible for project management, not the requirements of the project.
  - C) Correct. Ultimately, the sponsor decides on the essential outcomes or goals and thus whether they have been sufficiently achieved or if the project should be terminated. (Literature: A, Chapter 1)
  - D) Incorrect. Stakeholders determine the requirements for the produced project product, but they do not ultimately decide if a project is successful or not.

**3 / 40**

According to DPMM®, what characterizes a project?

- A) A project permanently ties up resources.
  - B) A project takes place in a closed environment to avoid external influences.
  - C) A project is always a goal in itself.
  - D) A project can begin without a finalized definition of the desired result.
- 
- A) Incorrect. Resources, including time and money, are allocated to the project for its duration and are finite.
  - B) Incorrect. A project takes place in a real environment, which influences the project.
  - C) Incorrect. A project is not a goal in itself.
  - D) Correct. Before a project, there must be at least the idea of the project product or a desired outcome, and sometimes there are already more concrete ideas or an existing project product to be changed. (Literature: A, Chapter 1)

**4 / 40**

In a project context analysis, which model forms the basis for assessing complexity?

- A) The Cynefin framework
  - B) The McKinsey 7S Model
  - C) PESTLE
  - D) The value chain of the project
- 
- A) Correct. The Cynefin framework is designed to assign circumstances and realities to a specific domain in order to derive actions and decision-making paths from them. (Literature: A, Chapter 3)
  - B) Incorrect. The McKinsey 7S Model promotes holistic thinking by defining seven variables that influence each other and helps to ensure that a solution option considers all factors that contribute to benefits and also considers any (positive or negative) side effects for the desired business improvement.
  - C) Incorrect. PESTLE is an acronym formed from the first letters of six influencing factors acting on an organization from outside.
  - D) Incorrect. The value chain of the project describes the steps to create change in the business from a defined reason in such a way that it leads to a benefit for the business.

5 / 40

Which domain of the Cynefin framework requires Agile development processes?

- A) Chaotic
- B) Complex
- C) Complicated
- D) Clear

- A) Incorrect. In a chaotic domain, a structured approach is not possible because nothing can be learned from one action that can be applied to further actions. Agile development processes are thus not required as they do not necessarily lead to right decisions.
- B) Correct. Agile projects or Agile development processes are required in a complex domain to experiment, learn from them, and further adapt what has been learned. (Literature: A, Chapter 3)
- C) Incorrect. In a complicated domain, the connections are clear but not immediately apparent. If the required know-how is available, proven methods can be applied, so Agile development processes are not necessary.
- D) Incorrect. In a clear domain, the connections are clear and understandable. However, Agile development processes are not necessary as there are no degrees of freedom for experimentation.

6 / 40

In which areas of a project should continuous improvement be applied?

- A) Governance, guidelines, and delivery approach
- B) Project product, project management, and delivery approach
- C) Quality assurance, project product, and governance
- D) Quality assurance, guidelines, and project management

- A) Incorrect. Governance and guidelines are not defined as areas of a project.
- B) Correct. There are three areas subject to continuous improvement in a project: the project product, the project management, and the delivery approach. (Literature: A, Chapter 4)
- C) Incorrect. Quality assurance and governance are not defined as areas of a project.
- D) Incorrect. Quality assurance and guidelines are not defined as areas of a project.



7 / 40

Which relevance do the six principles of project management have?

- A) They have limited relevance, because it is possible to choose one or two for further consideration.
  - B) They have limited relevance, because as long as deliveries are being made, not all of them need to be considered.
  - C) They have no relevance, because project work is individual and they only disrupt and impair the work.
  - D) They have full relevance, because they generally apply in their entirety and provide guidance for action.
- 
- A) Incorrect. All six principles are always relevant. One cannot just choose one or two; all must be considered equally.
  - B) Incorrect. All six principles are always relevant. It is not just about delivering something, but also about working according to the principles that lead a project to success.
  - C) Incorrect. The six principles are certainly relevant. All six are always used. This has nothing to do with individual or team work.
  - D) Correct. The principles form the basis of DPMM®. They provide guidance for action and must all be considered. (Literature: A, Chapter 4)

8 / 40

What is an **essential** product of the Agile approach according to the Agile principles?

- A) The scope of the project does not always need to be prioritized during its development.
  - B) The principles ensure good cooperation, even in an unstable team.
  - C) An Agile approach excludes other supporting techniques to function.
  - D) Continuous improvement through good collaboration leads to the right project product.
- 
- A) Incorrect. The scope of the project is prioritized to enable scaling.
  - B) Incorrect. Good collaboration occurs in a team that is as stable as possible.
  - C) Incorrect. An Agile approach is supported by appropriate techniques, such as MoSCoW.
  - D) Correct. Continuous improvement leads to good collaboration and eventually to the "right" project product. (Literature: A, Chapter 6)

9 / 40

When do stage lengths of more than two months make sense?

- A) When a delivery team can deliver a complete product as autonomously as possible
  - B) When a delivery team can deliver a product independently and be solely responsible for it
  - C) When more detailed planning over a longer period is associated with too many uncertainties
  - D) When larger products are delivered that are not easily broken down into smaller products
- A) Incorrect. It is right that a delivery team should be able to deliver a complete product as autonomously as possible. However, this alone would not justify a stage length of more than two months.
- B) Incorrect. The right detailing of a product by the project manager is achieved when the delivery team can deliver this product independently and be solely responsible for it, not with stage lengths of more than two months.
- C) Incorrect. When more detailed planning over a longer period is associated with too many uncertainties, shorter stages are advised, not stage lengths of more than two months.
- D) Correct. A stage length of more than two months can make sense for multi-year projects, or when larger products are delivered that are not easily broken down into smaller products. (Literature: A, Chapter 6)

10 / 40

Which activity does **not** belong to the tasks of project assurance?

- A) Advising delivery teams and project managers
  - B) Approving changes to the project plan
  - C) Monitoring compliance with quality management requirements
  - D) Reviewing compliance with data protection regulations
- A) Incorrect. Advising the project manager and delivery teams is part of the tasks of project assurance.
- B) Correct. Project assurance does not have decision-making or directive authority. Therefore, it cannot approve changes to the project plan. (Literature: A, Chapter 6 and 7)
- C) Incorrect. Monitoring compliance with quality management requirements may be part of the tasks of project assurance.
- D) Incorrect. Reviewing compliance with legal requirements, such as data protection, may be part of the tasks of project assurance.

**11 / 40**

Which role in a project represents the project product users on the project board and ensures that potentially different user perspectives are identified and considered?

- A) User representative
  - B) Project owner
  - C) Project manager
  - D) Project sponsor
- A) Correct. Project product users are represented in the project board by the role of user representative. (Literature: A, Chapter 7)
- B) Incorrect. The project owner's role is to represent the interests of the project customer and ensure the business justification of the project. The specific representation of project product users is not among its main responsibilities.
- C) Incorrect. The project manager is not a part of the project board.
- D) Incorrect. The project sponsor supports the project with financial resources and assets. Direct representation of project product users in the project board is not its main task.

**12 / 40**

What is the purpose of stakeholder management?

- A) To control all stakeholders
  - B) To consider the interests of all stakeholders
  - C) To minimize the risks of the project
  - D) To gain the support of stakeholders for the project
- A) Incorrect. Stakeholder management is not intended to control stakeholders. On the contrary, it should aim to build a trusting and constructive collaboration with stakeholders.
- B) Incorrect. It is not possible to consider the interests of all stakeholders. The interests and expectations of stakeholders are diverse and can change over the course of the project. Therefore, it is always necessary to balance the interests of different stakeholders.
- C) Incorrect. Risk minimization is a task of risk management.
- D) Correct. Effective stakeholder management can consider the interests and expectations of stakeholders. This can help gain their support for the project, which is a crucial prerequisite for the project's successful implementation. (Literature: A, Chapter 7)

**13 / 40**

What is **not** a responsibility of a project customer?

- A) The project customer can terminate the project prematurely at any time.
  - B) The project customer defines the standards and rules for the project.
  - C) The project customer provides funding for the project.
  - D) The project customer directly represents themselves in the project board.
- A) Incorrect. The project customer can terminate the project prematurely at any time.
- B) Incorrect. The project customer can set standards and rules for the project.
- C) Incorrect. The project customer provides the financial resources and assets for the project.
- D) Correct. The project customer appoints the role of the project owner in the project board. (Literature: A, Chapter 7)

14 / 40

Within a project's value chain, what is the trigger for a project?

- A) Business case
- B) Business change
- C) Reason
- D) Benefit

- A) Incorrect. The business case justifies solving a problem, but it is not the trigger for initiating a project.
- B) Incorrect. Business change is the effect caused by the delivered project product.
- C) Correct. The trigger for a project is always a reason. (Literature: A, Chapter 8)
- D) Incorrect. Benefit is an advantage for stakeholders, particularly for the project customer, that can be achieved through an outcome.

15 / 40

Projects can be represented through a value chain.

What is true about a value chain?

- A) The solution to the reason for the project is the benefit.
- B) A business change can have anticipated side effects.
- C) A problem arises from multiple symptoms.
- D) A project product is the direct outcome of a project.

- A) Incorrect. The solution is the "right" project product, which should then generate the benefit.
- B) Correct. The delivered project product brings about a business change. This change leads to the outcome, the desired state of the business. However, the change can also have anticipated side effects. (Literature: A, Chapter 8)
- C) Incorrect. A problem is the cause of one or more symptoms.
- D) Incorrect. The project product is the output of the project, the outcome being the desired state of the business.

16 / 40

The zero option can make 'mandatory projects' visible.

What is an example of such a mandatory project?

- A) A project that is approved based on a project draft by the project board
- B) A project that fails to achieve the essential outcomes
- C) A project that assumes various objectives that can be realistically achieved
- D) A project that initially does not reveal any benefit

- A) Incorrect. This is the explanation for an approved mandate.
- B) Incorrect. From the stakeholders' perspective, a project can be considered to have failed if it does not achieve the essential outcome.
- C) Incorrect. A successful project always assumes objectives that can be realistically achieved.
- D) Correct. The zero option can also make mandatory projects visible. These are projects that initially do not reveal any benefit. However, if the project did not take place, and thus no project product was delivered, there would be significant harm. (Literature: A, Chapter 8)

17 / 40

What distinguishes project plans and stage plans?

- A) The project plan remains unchanged. Stage plans are created at the beginning of each stage.
  - B) The project plan provides an overview of the stage plans. Stage plans also serve as team plans.
  - C) The project plan is adaptable. The stage plan for the design stage is the simplest.
  - D) The project plan is updated in every stage. The stage plan is not adjusted.
- 
- A) Incorrect. Stage plans are created at the end of each stage for the following stage. The project plan is updated at each stage transition.
  - B) Incorrect. The project plan offers a high-level overview of the project's progression. Team plans are not stage plans; they are created by the product owner during a stage and detail or complement a stage plan.
  - C) Correct. The stage plan for the design stage is simpler than subsequent stage plans because no products are delivered during this stage. The project plan is updated at each stage transition. (Literature: A, Chapter 9)
  - D) Incorrect. The project plan is updated at each stage transition. Stage plans may be adjusted at any time as required, when necessary through an exception report.

18 / 40

DPMM® supports Agile planning.

Which procedure is typical of Agile planning?

- A) Fixed timeboxes with specific output requirements
  - B) Set tolerances that are monitored
  - C) Flexible working hours and limited project budget
  - D) Iterations with fixed cycles and feedback
- 
- A) Incorrect. Timeboxes are possible with DPMM®. However, precise output requirements contradict an Agile way of working.
  - B) Incorrect. Agile projects must also adhere to budgets and delivery timelines. Set tolerances contradict an Agile way of working.
  - C) Incorrect. Flexible working hours may be counterproductive. Limited budgets are not only typical for Agile projects.
  - D) Correct. Small development cycles are part of Agile planning. Through an iterative planning procedure and feedback, learning occurs from cycle to cycle. (Literature: A, Chapter 9)

19 / 40

What is documented in the project agreement?

- A) Detailed requirements
- B) General requirements
- C) High-level quality requirements
- D) Overview of the requirements

- A) Incorrect. Detailed requirements are documented in the product descriptions.
- B) Correct. General requirements from the project context are documented in the project agreement. (Literature: A, Chapter 9)
- C) Incorrect. High-level quality requirements are documented in the project product description.
- D) Incorrect. Overviews (e.g., a process model) support detailed requirement elicitation and are usually documented separately. They are not part of the project agreement.

20 / 40

What is continuously improved through an incremental approach?

- A) Planning
- B) Project
- C) Project product
- D) Process

- A) Incorrect. Iterative approaches are used to continuously improve planning (the planning procedure).
- B) Incorrect. Continuous improvement of a project occurs through iterative improvements in project management procedures and approaches.
- C) Correct. The project product of a DPMM® project always evolves incrementally, product by product, and is therefore continuously improved. (Literature: A, Chapter 9)
- D) Incorrect. Iterative approaches are used to continuously improve processes.

21 / 40

Which fundamental planning approach is supported by DPMM®?

- A) Dynamic planning
- B) Incremental planning
- C) Sequential planning
- D) Waterfall planning

- A) Correct. Dynamic Planning in DPMM® is a planning approach dynamically appropriate to the project product. It blends forward-looking coarse planning with short-term detailed planning. (Literature: A, Chapter 9)
- B) Incorrect. Incremental planning is not mentioned as an independent planning approach in DPMM®.
- C) Incorrect. Sequential planning is not mentioned as an independent planning approach in DPMM®.
- D) Incorrect. The term "Waterfall" denotes a large project product development cycle over the entire project duration. This planning approach is explicitly not supported in DPMM® because each product created within a DPMM® stage has its own development cycle.

22 / 40

Which activity is performed **first** in a DPMM® quality management procedure?

- A) Manage issues
- B) Describe the products
- C) Accept the project
- D) Understand the quality context

- A) Incorrect. Managing issues is not part of DPMM®'s quality management procedure; instead, it is a project manager's task in the project operation process.
- B) Incorrect. Describing the products is part of the quality planning area and is performed after the activity of describing the project product.
- C) Incorrect. Accepting the project is part of the project acceptance area and is performed after the activity of accepting the project product.
- D) Correct. Before the project product and its characteristics can be determined, the first step is to ensure that there is an understanding in the project of the project context and the general requirements from the project customer (and possibly other key stakeholders) regarding quality. (Literature: A, Chapter 10)

23 / 40

Issue management regulates the handling of issues.

In this context, what is the definition of issues?

- A) Events that require an immediate response
- B) Events that may occur in the future
- C) Concrete change requests or clarification requests
- D) Improvement suggestions for cooperation

- A) Incorrect. Issues have varying degrees of urgency. Not every issue requires an immediate response.
- B) Incorrect. Issues are not events with uncertain occurrence in the future. Unlike risks, issues are certain events that have occurred or are highly likely to occur.
- C) Correct. Issues are specific change requests or clarification requests. Issues always have an impact on the project and require a response. (Literature: A, Chapter 11)
- D) Incorrect. Suggestions for improvement are recorded in an improvement backlog. If changes result from these suggestions, they would then be managed as issues.

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Which approach should be used for changes without a change budget?

- A) Issue management
- B) Issue register
- C) Configuration management
- D) Product swap

- A) Incorrect. Issue management is the identification, assessment, and control of issues, but not an approach for changes without a change budget.
- B) Incorrect. The issue register is a central list of identified issues and their associated information. It is not used for changes without a change budget.
- C) Incorrect. Configuration management ensures that configuration items are appropriately managed throughout their lifecycle, but it is not an approach for changes without a change budget.
- D) Correct. With product swap, other less important products are eliminated to compensate for the time and cost of the change without a change budget. The decision on which products to swap out must be made from a business perspective. (Literature: A, Chapter 11)

25 / 40

Which risk measure is **not** suitable for adequately handling a risk with high probability of occurrence and high impact?

- A) Accept
- B) Reduce
- C) Share
- D) Transfer

- A) Correct. The risk measure "accept" is suitable for adequately handling risks with low probability and/or low impact. (Literature: A, Chapter 12)
- B) Incorrect. This measure is suitable because it reduces the impact of risk occurrence.
- C) Incorrect. This measure is suitable because it distributes the opportunities and threats from risk occurrence among multiple parties.
- D) Incorrect. This measure is suitable because it transfers the financial impacts of risk occurrence to another company or party.



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An incomplete sequence of a dynamic project run in accordance with DPMM® is as follows:

Project idea, (1), (2), (3), project planning, project steering, project operation, team operation, project operation, project planning, project steering

Which steps are missing for (1), (2), and (3)?

- A) (1) Project operation, (2) project planning, (3) project operation
  - B) (1) Project operation, (2) team operation, (3) project operation
  - C) (1) Project steering, (2) project idea, (3) project steering
  - D) (1) Project steering, (2) project planning, (3) project steering
- 
- A) Incorrect. Before the project first reaches the project operation step, several project steering and project planning steps are required.
  - B) Incorrect. Before the project first reaches the project operation step, several project steering and project planning steps are required.
  - C) Incorrect. A project idea cannot be developed twice.
  - D) Correct. This is the correct sequence of how a DPMM® project should run. (Literature: A, Chapter 13)

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What is the **best** description of the purpose of supporting activities?

- A) They support all activities except for the core activities.
  - B) They support the team when planning the design stage.
  - C) They support the project manager with the team plans.
  - D) They support the smooth operation of the core activities.
- 
- A) Incorrect. Supporting activities support the core activities for smooth operation.
  - B) Incorrect. Supporting activities support all stages and all areas.
  - C) Incorrect. Supporting activities support all areas.
  - D) Correct. Supporting activities ensure smooth operation of the core activities. (Literature: A, Chapter 13)

28 / 40

What characterizes the project idea in DPMM®?

- A) The project idea is the decision on whether the feasibility of the project should be assessed.
  - B) The project idea is the formal confirmation from the project manager to start the project.
  - C) The project idea is a formal request from the project team to start a project.
  - D) The project idea ensures that the team has sufficient resources.
- 
- A) Correct. The project idea is the official decision of the project customer to investigate if a project should be undertaken and whether it should result in a project draft. (Literature: A, Chapter 13)
  - B) Incorrect. The project idea is not a formal confirmation from the project manager but a decision by the project customer.
  - C) Incorrect. A project management team does not request to start a project. A project manager reviews the project idea in the project draft and provides a recommendation to the project owner.
  - D) Incorrect. The project idea does not automatically guarantee sufficient resources for project start.

29 / 40

Which activity is performed by the project board?

- A) Creating the exception plan
- B) Approving the stage
- C) Operating the project
- D) Creating the project plan

- A) Incorrect. Creating an exception plan is an activity of the project manager. The project board then assesses this plan.
- B) Correct. Approving a stage is a core activity of the project board. (Literature: A, Chapter 14)
- C) Incorrect. Project operation is a process of the project manager.
- D) Incorrect. Creating the project plan is an activity of the project manager.

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During which stage is the project plan created?

- A) Final stage
- B) Design stage
- C) Concept stage
- D) Delivery stage

- A) Incorrect. The project plan is not created during the final stage but during the concept stage.
- B) Incorrect. The project plan is not created during the design stage but during the concept stage.
- C) Correct. A rudimentary project plan can be created during the concept stage. (Literature: A, Chapter 15)
- D) Incorrect. The project plan is not created during the delivery stage but during the concept stage.

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During which activity of the process "project operation" does the project manager initiate corrective measures?

- A) Creating the exception plan
- B) Managing issues
- C) Creating project updates
- D) Approving the handover

- A) Incorrect. Corrective actions are initiated during the managing issues activity.
- B) Correct. During the managing issues activity, the project manager initiates necessary corrective actions for issues that arise. (Literature: A, Chapter 16)
- C) Incorrect. Corrective actions are initiated during the managing issues activity.
- D) Incorrect. Corrective actions are initiated during the managing issues activity.

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Which activity of the process "team operation" is a supporting activity?

- A) Monitoring the delivery agreement
- B) Handing over products
- C) Creating a team plan
- D) Managing team interfaces

- A) Incorrect. Monitoring the delivery agreement is a core activity.
- B) Incorrect. Handing over products is part of the core activity "acceptance".
- C) Incorrect. Creating a team plan is a core activity.
- D) Correct. Managing team interfaces is a supporting activity. (Literature: A, Chapter 17)

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A team is looking for a sensible delivery approach for a large software project. Specialists in this project must have flexibility in ways of collaborating.

Which approach has the **best** chance of success?

- A) Project management approach, because this approach provides the team with a fixed structure to manage the complex products.
  - B) Self-organization according to a schedule, because this approach works well for large projects and helps maintain an overview.
  - C) Team members working under the direction of the product owner, because this approach gives as little independence as possible to the team.
  - D) Collaboration using Scrum, because this approach offers the team the flexibility to adapt requirements to new wishes.
- 
- A) Incorrect. This statement is too general and partly depends on the scope.
  - B) Incorrect. Self-organization and schedules only work for very small projects. There is no evidence of this here.
  - C) Incorrect. Generally, instructions and software development are contradictory. The role of the product owner is not mentioned here.
  - D) Correct. It can be assumed that a software project would benefit from a Scrum approach, as this type of project often involves changes to requirements during the project. Particularly in software development, a team must be able to work independently and take responsibility. (Literature: A, Chapter 17)

**34 / 40**

Within DPMM®, an Agile delivery team can be employed to deliver one or more main products.

Does the use of an Agile delivery team have consequences for the delivery of the main products?

- A) Yes, because the main products are distributed to Agile teams according to the first-come, first-go method.
  - B) Yes, because an Agile product description contains all details, including the smaller products.
  - C) No, because Agile teams also deliver the main products that are detailed in the plan.
  - D) No, because the only change is that a main product is called an Epic in the Agile approach.
- 
- A) Incorrect. The distribution of main products can follow various criteria and is not limited to first-come, first-go.
  - B) Incorrect. A product description for a main product contains only the essential quality criteria, not the smaller products.
  - C) Incorrect. Agile teams have autonomy and responsibility in the delivery of main products that are not predefined in detail.
  - D) Correct. The term "product" is commonly referred to as "Epic" in most Agile approaches. (Literature: A, Chapter 17)

**35 / 40**

In a DPMM® project, what is true for documentation?

- A) The project plan must be documented.
  - B) The project agreement must be documented.
  - C) Minimal documentation is strongly recommended.
  - D) Some documents are mandatory.
- 
- A) Incorrect. A project plan is recommended, but not mandatory.
  - B) Incorrect. A project agreement is recommended, but not mandatory.
  - C) Correct. DPMM® does not prescribe any documentation, but strongly recommends at least minimal documentation. (Literature: A, Chapter 18)
  - D) Incorrect. There are no mandatory documents, only recommended ones.

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In a project context, what is true for input documents?

- A) The information in an input document can represent constraints for a solution or planning in the project context.
  - B) Input documents necessarily contain all information at the beginning of a project.
  - C) Input documents are exclusively created by the project board.
  - D) Standards, rules, and guidelines are not relevant input documents for projects.
- 
- A) Correct. Input documents come from outside the project but contain information relevant to the project and can represent constraints for a solution or planning. (Literature: A, Chapter 18)
  - B) Incorrect. Not all information can necessarily be identified at the beginning of the project.
  - C) Incorrect. Input documents are not created or maintained by a specific role within the project team.
  - D) Incorrect. Stakeholders might expect compliance with certain standards, rules, and guidelines. These would then be considered input documents.

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Which is **not** part of a business case?

- A) Solution options
  - B) Feasibility
  - C) Organization chart
  - D) Risks
- 
- A) Incorrect. A business case should always consider at least three solution options: zero option, minimum option, and plus options.
  - B) Incorrect. An assessment of feasibility is part of the evaluation of solution options in the business case.
  - C) Correct. The business case defines what is to be achieved and which factors are relevant to securing the justification for the project objective. The project organization and thus the organization chart should be created independently of the business case. (Literature: A, Chapter 18)
  - D) Incorrect. The essential risks of the project must be included in the business case.

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What should a baseline document contain?

- A) All the defined elements of a project that are subject to configuration management
  - B) The issue register, which captures all identified issues and their respective information
  - C) The project handbook, which describes the most important, organization-wide requirements for the project
  - D) The formal agreements and definitions that should be adhered to in the project
- 
- A) Incorrect. These are configuration items (CIs). CIs are not part of the baseline documents.
  - B) Incorrect. The issue register is not part of the baseline documents.
  - C) Incorrect. The project handbook describes the project standards of the project customer. It is not part of the baseline documents.
  - D) Correct. Baseline documents contain the formal agreements and definitions of the project. (Literature: A, Chapter 18)

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What is a **main** feature of a quality register?

- A) A quality register provides an overview of the status of all quality inspections of all products.
  - B) A quality register is established by a delivery team to record ongoing tests during delivery.
  - C) In a quality register, after successful inspection of all criteria for all products, each individual product can be approved.
  - D) A quality register lists the measurable quality criteria of the products.
- 
- A) Correct. The quality register includes, among other things, the status of all quality inspections of all products. (Literature: A, Chapter 18)
  - B) Incorrect. The project manager establishes the quality register, which contains quality criteria that are checked by a technical inspector. The inspector is appointed by the project manager and is not part of the delivery team.
  - C) Incorrect. After all quality inspections of a product have been successfully carried out, the product can be approved.
  - D) Incorrect. The measurable quality criteria of a product are contained in the product description.

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In which report are exceptions communicated?

- A) In the issue report
  - B) In the stage report
  - C) In the project status report
  - D) In the project support report
- 
- A) Incorrect. Issues can be reported in different ways, but a formal issue report is not defined in DPMM®. Exceptions belong in a project status report or team status report.
  - B) Incorrect. A stage report is not defined in DPMM®. Exceptions belong in a project status report or team status report.
  - C) Correct. Exceptions are communicated to the project board in a project status report and to the project manager in a team status report. (Literature: A, Chapter 18)
  - D) Incorrect. A project support report is not defined in DPMM®. Exceptions belong in a project status report or team status report.

# Evaluation

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

Question	Answer	Question	Answer
1	C	21	A
2	C	22	D
3	D	23	C
4	A	24	D
5	B	25	A
6	B	26	D
7	D	27	D
8	D	28	A
9	D	29	B
10	B	30	C
11	A	31	B
12	D	32	D
13	D	33	D
14	C	34	D
15	B	35	C
16	D	36	A
17	C	37	C
18	D	38	D
19	B	39	A
20	C	40	C



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