PROJEX ACADEMY

# APM PMQ Handbook

## Setting up for success

Association for Project Management

## Handbook 1

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## Welcome to my unique APM PMQ Handbook Topic Group 1

I have created brand new and unique APM PMQ Handbook Practice Questions are based on the latest 24 Topic syllabus, and each include exam practice answers with model answers

Please note that these questions and answers are not modified or based upon any APM copyrighted exam question material.

I have created FOUR APM PMQ Topic Group Guides Handbooks:

1. Setting up for success
2. Preparing for change
3. People and behaviours
4. Planning and management deployment

Each of these are based on the official topic syllabus as defined in the APM Competence Framework diagram described overleaf.

This is the first of four topic groups and covers the Setting up for success topic group.

### Enjoy!


## APM PMQ Topic Confidence Check

Welcome to my unique APM PMQ Topic Confidence Check.

If you asked most of my students who were prepping for their APM PMQ exam what they wanted after learning from my APM PMQ Video Masterclass – they would say

"Give me lots of sample exam questions and answers Dave"

That's a bit like buying more lottery tickets and expecting a jackpot win ….

What I have created here provides you with structured exam focused prompts that help students **think like exam markers and write like high scorers, so you will learn what the exam marker is really looking for …**

**The APM PMQ Masterclass** follows the syllabus of the **APM Competence Framework** within **Four** key areas:

**Setting up for success**

1. Life Cycles
2. Governance arrangements
3. Sustainability **(additional topic)**
4. Business case

**Preparing for change**

5. Procurement
6. Reviews
7. Assurance
8. Transition Management **(additional topic)**
9. Benefits management

**People and behaviours**

10. Stakeholder engagement and communication management
11. Conflict resolution
12. Leadership
13. Team management
14. Diversity and inclusion **(additional topic)**
15. Ethics, compliance and professionalism **(additional topic)**

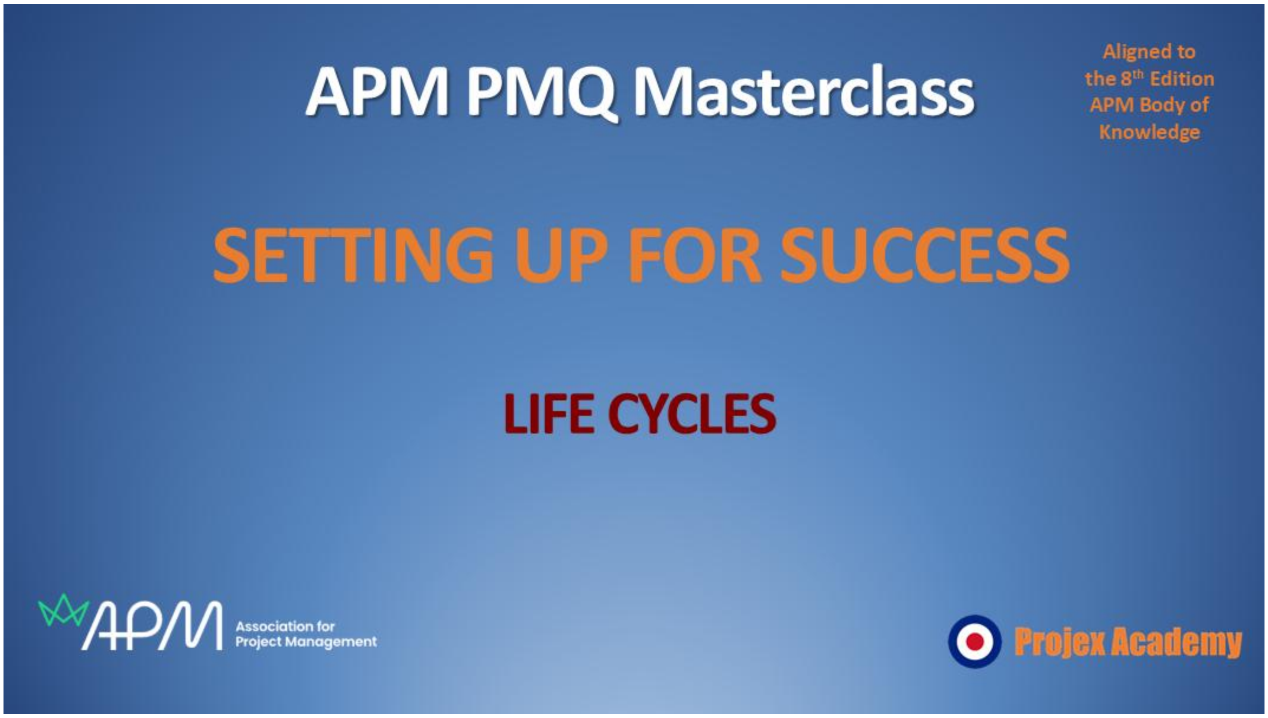
**Planning and management deployment**

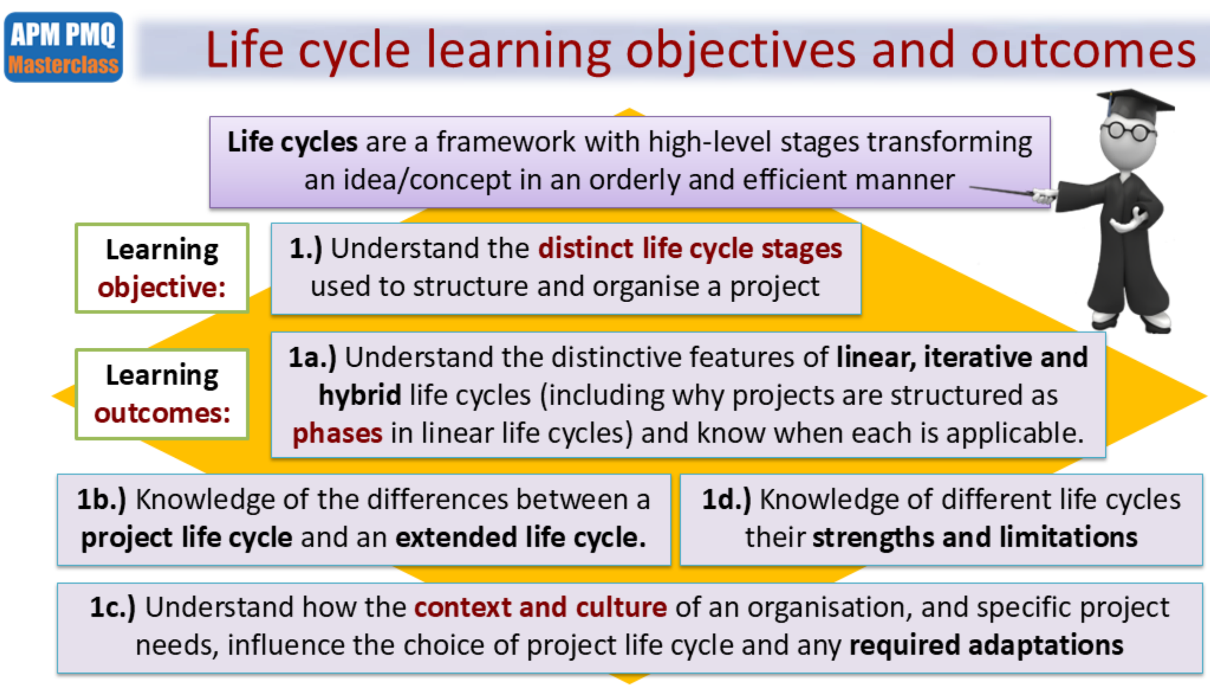
16. Requirements management
17. Solutions development **(additional topic)**
18. Quality management
19. Integrated planning
20. Schedule management
21. Resource management
22. Budgeting and cost control
23. Risk and issue management
24. Change control

Carry out the accompanying **Topic Confidence Checks**!

**The APM PMQ exam** is now a mixture of multiple choice, select from the list (missing word), short answer, and long answer questions.

## Setting up for success: Life Cycles



# Life Cycle Topics

- overview
- features of different life cycles
- phases and linear life cycles
- difference between a project life cycle and an extended life cycle
- influencing factors on chosen life cycle

## Life Cycles

### 1 Mark Questions

**Question 1**

What is a project life cycle?

**Model Answer**

A project life cycle is the structured sequence of phases used to deliver a project from start to completion.

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**Question 2**

Give one example of a project life cycle phase.

**Model Answer**

A delivery or development phase is an example of a project life cycle phase.

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### 2 Mark Question

**Question**

Explain two benefits of using a structured life cycle.

**Model Answer**

A structured life cycle improves governance by introducing decision points between phases. It also supports planning by breaking the project into manageable stages.

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### 5 Mark Question

**Question**

Explain why selecting an appropriate life cycle supports successful project delivery.

**Model Answer**

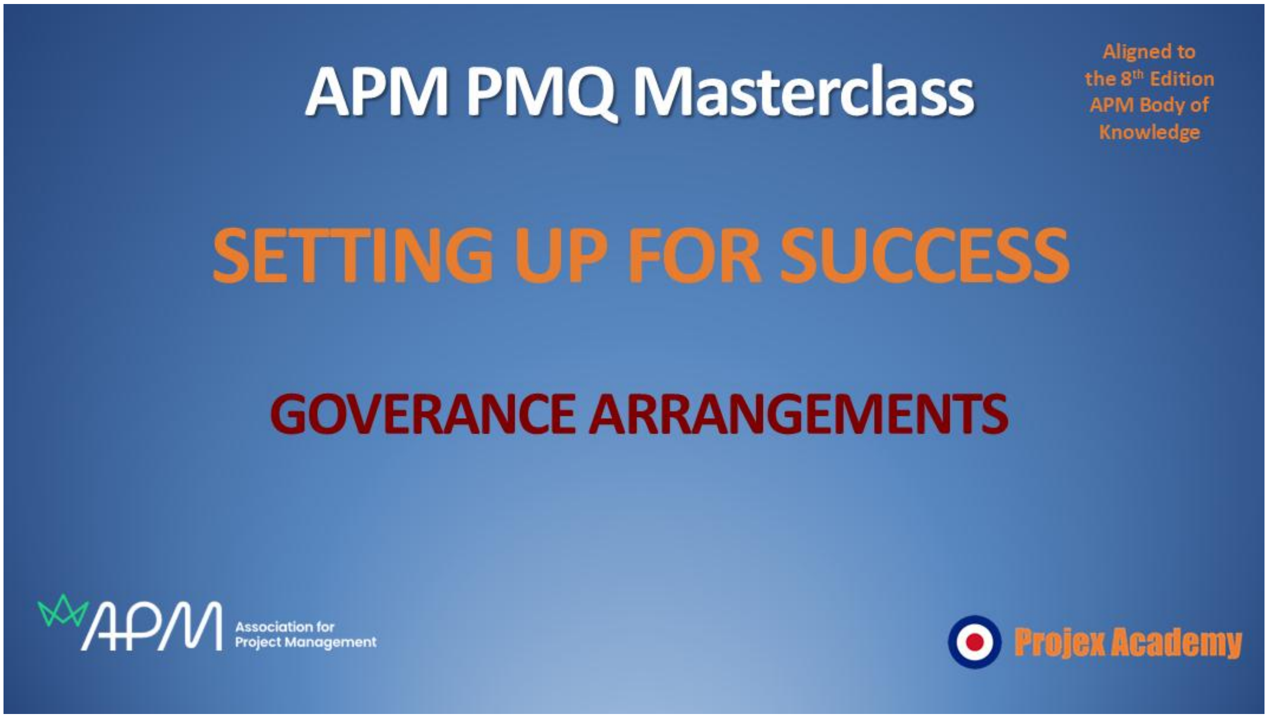
Selecting an appropriate life cycle supports successful delivery by aligning the delivery approach with project characteristics.

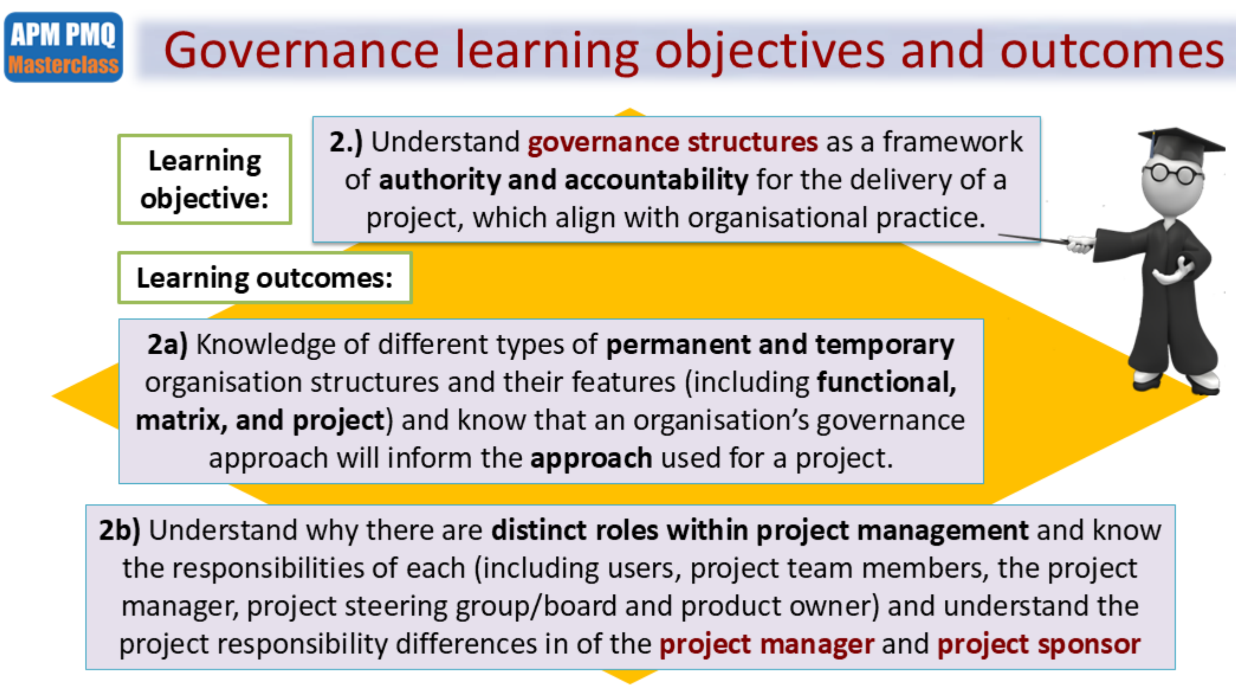
For example, predictive life cycles may suit stable requirements, while iterative life cycles may support evolving solutions.

An appropriate life cycle also improves governance by defining review points and decision gates. It supports planning, risk management and stakeholder engagement.

As a result, the project team can manage uncertainty and improve delivery outcomes.

## Setting up for success: Governance Arrangements



## Governance learning objectives and outcomes

**Learning outcomes:**

**2c)** Understand why aspects of project management governance are required (such as the use of policies, regulations, functions, processes, procedures and delegated responsibilities) and understand the **impact of a project's life cycle on its governance framework** and the limits of financial authority.

**2d)** Understand the importance of linking projects to an **organisation's objectives**.

## Governance Topics

- overview
- Permanent versus temporary organizational structures
- roles and responsibilities with project management
- required aspects of project management governance including policies, regulations, processes, procedures and functions, and delegated responsibilities
- project lifecycle and governance for linear iterative and hybrid
- projects and an organizations objectives

**1 Mark Questions**

**Question 1**
What is project governance?

**Model Answer**
Project governance is the framework used to direct and control a project.

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**Question 2**
Give one example of a governance role.

**Model Answer**
The project sponsor is an example of a governance role.

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**2 Mark Question**

**Question**
Explain two purposes of governance arrangements.

**Model Answer**
Governance arrangements support decision making by defining authority levels. They also ensure accountability through clearly defined roles and responsibilities.

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**5 Mark Question**

**Question**
Explain how governance arrangements support successful project delivery.

**Model Answer**
Governance arrangements provide structure for decision making and oversight. They define roles, responsibilities and reporting lines. Governance also supports accountability by ensuring individuals understand their authority and responsibilities.

Regular reviews allow stakeholders to monitor progress and address issues early. This structured oversight improves control and supports successful project delivery.

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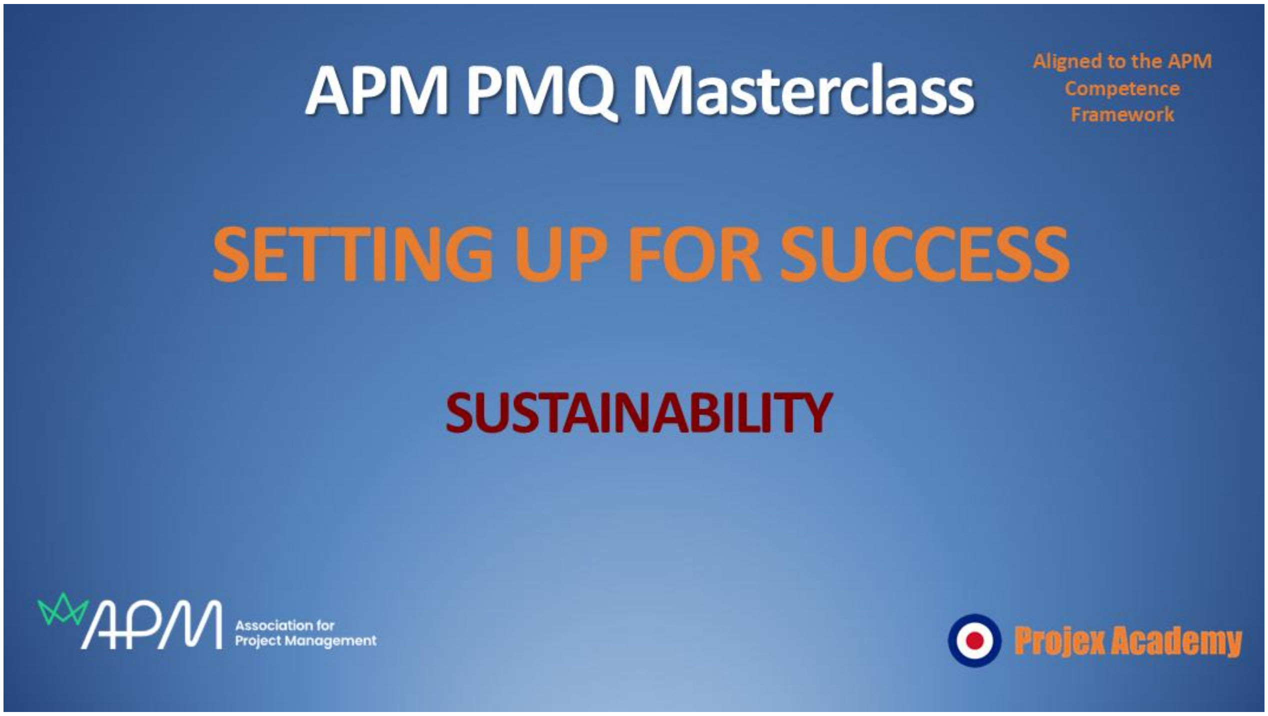
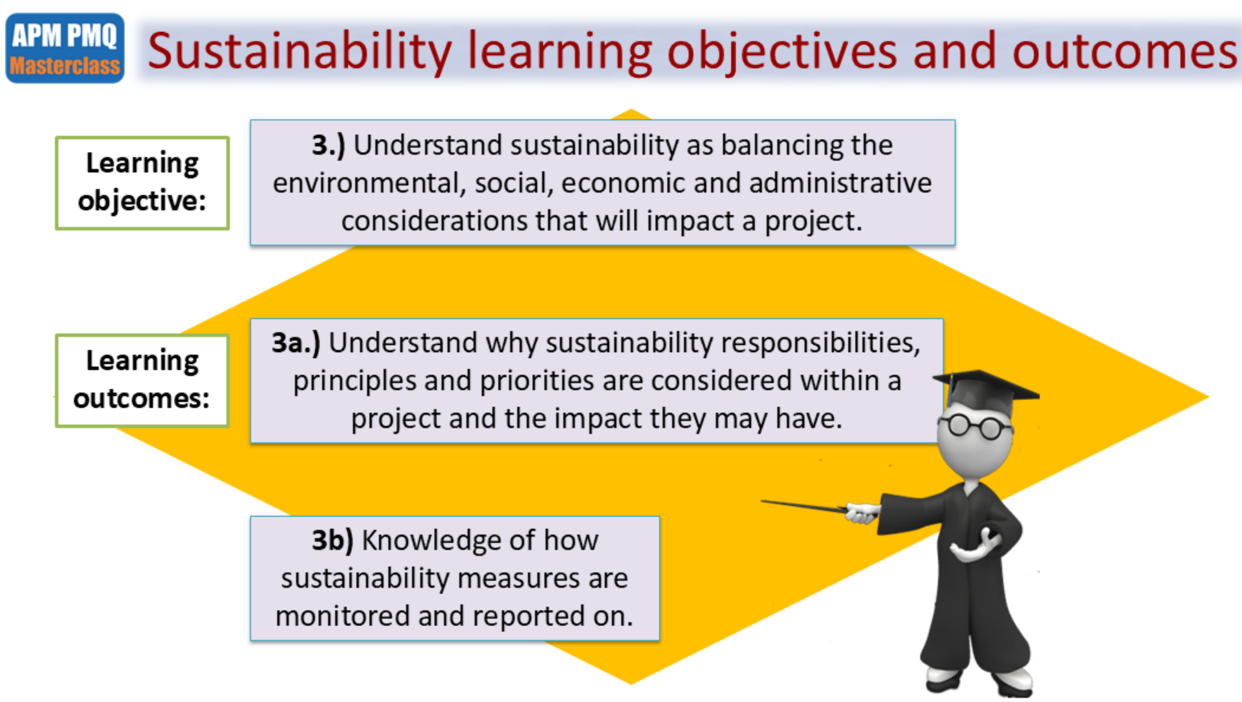
## Setting up for success: Sustainability



# Sustainability Topics

- Introduction
- overview
- The sustainability of a project requires balancing environmental impact, social impact, economic impact, administrative concerns
- The importance and benefits of integrating sustainability into project management

**1 Mark Questions**

**Question 1**
What is sustainability in project management?

**Model Answer**
Sustainability considers environmental, social and economic impacts of a project.

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**Question 2**
Give one example of a sustainability consideration.

**Model Answer**
Reducing environmental impact is an example of sustainability consideration.

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**2 Mark Question**

**Question**
Explain two benefits of considering sustainability in projects.

**Model Answer**
Sustainability improves long-term organisational value and reputation. It also reduces environmental and social risks.

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5 Mark Question

**Question**
Explain why sustainability should be considered throughout the project life cycle.

**Model Answer**
Sustainability should be considered throughout the life cycle to ensure decisions support long-term value. Early consideration allows sustainable solutions to be designed into the project. Ongoing review ensures impacts are monitored and managed.

Sustainability also supports stakeholder expectations and regulatory compliance. This improves project outcomes and organisational reputation.

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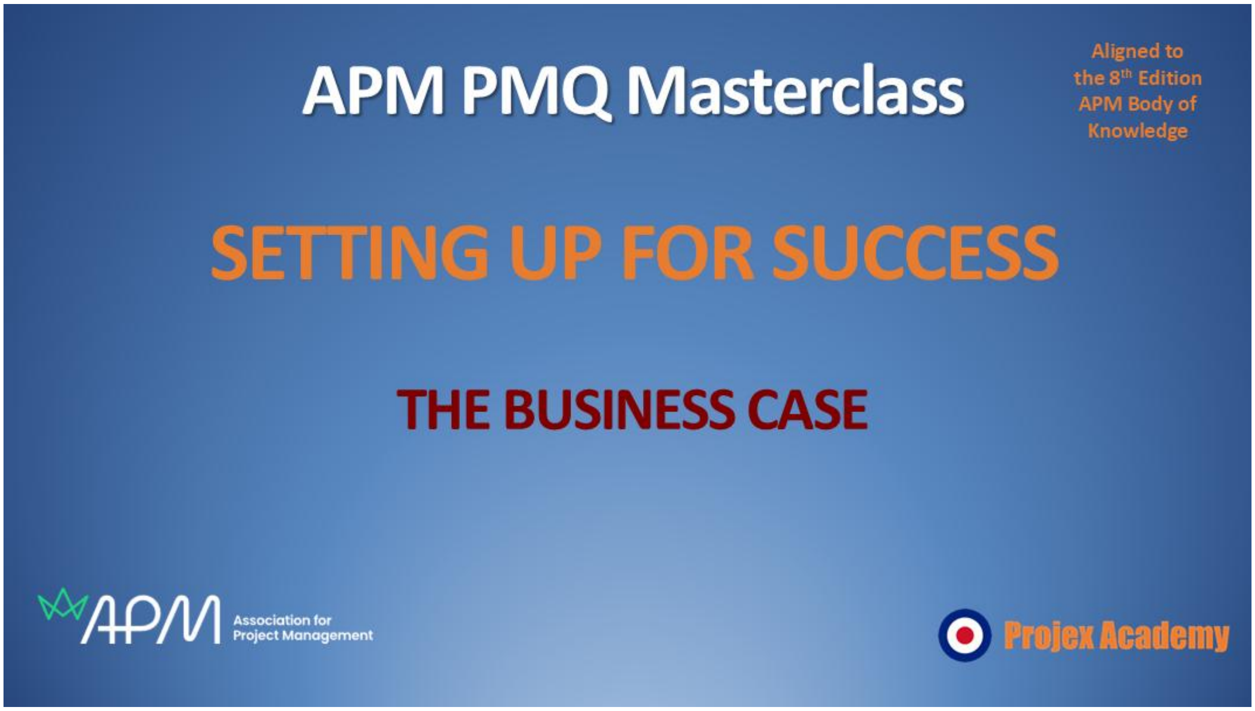
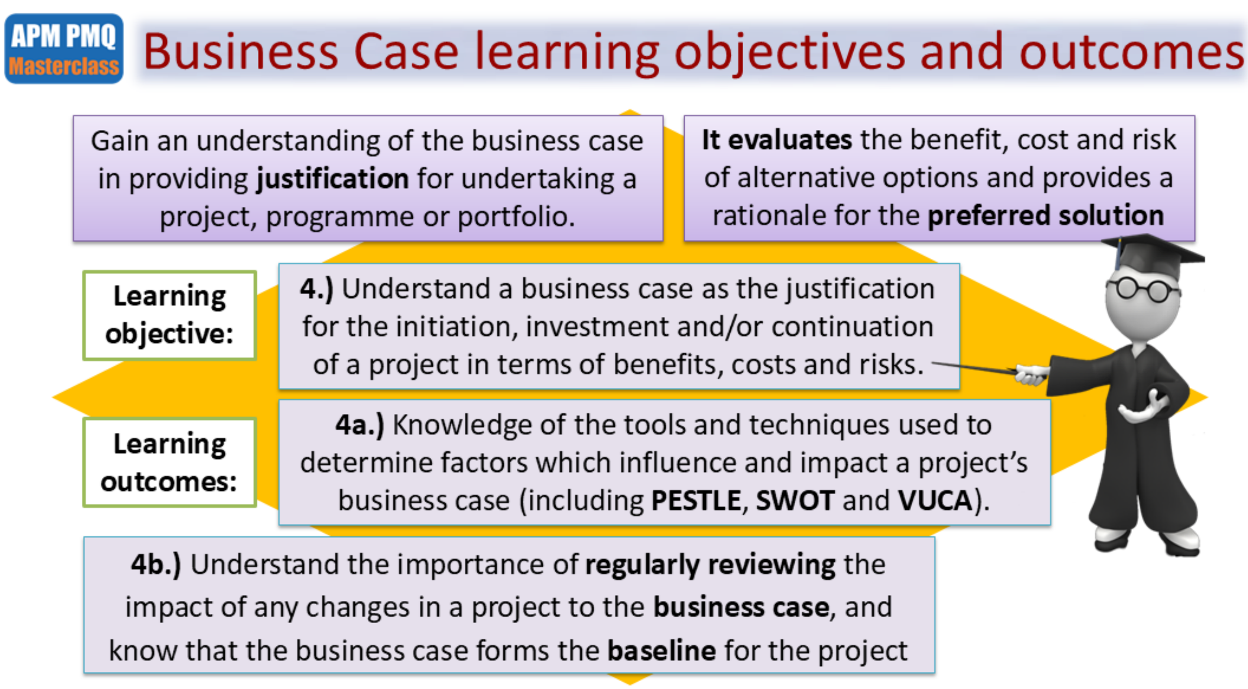
## Setting up for success: Business Case



# Business Case Topics

- overview
- business case elements
- tools and techniques
- reviews

**1 Mark Questions**

**Question 1**
What is the purpose of a business case?

**Model Answer**
The purpose of a business case is to justify investment in a project.

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**Question 2**
When should a business case be reviewed?

**Model Answer**
The business case should be reviewed at key decision points throughout the project.

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**2 Mark Question**

**Question**
Explain two components of a business case.

**Model Answer**
A business case includes expected benefits to justify investment. It also includes estimated costs to assess financial viability.

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**5 Mark Question**

**Question**
Explain why maintaining the business case supports successful delivery.

**Model Answer**
Maintaining the business case ensures the project remains aligned with organisational objectives. It allows stakeholders to review whether benefits still justify costs.

Changes to scope, risks or schedule may affect viability. Regular review supports informed decision making.

This ensures resources are used effectively and supports successful delivery.

## APM PMQ Case Study Scenario

## Horizon Pulse

You have recently joined Horizon Pulse as their first-ever dedicated Project Manager.

Horizon Pulse is a young but rapidly expanding company that designs and manufactures high-performance electric mountain bikes (e-MTBs) and the accompanying smart-riding ecosystem (app, GPS navigation, community challenges, and subscription-based maintenance plans).

The company started in a garage three years ago and has grown explosively after winning several major retail contracts and securing significant venture capital from green-focused investors.

They now need to move from “start-up chaos” to a professional, scalable operation while preserving their adventurous and innovative culture.

Your main **Project Summit** – the end-to-end launch of their flagship new product, the “Pulse Summit”, a premium long-range all-terrain e-MTB aimed at both serious enthusiasts and the growing adventure tourism market.

This is Horizon Pulse’s biggest and most complex project to date, and includes:

- finalising design and engineering
- extensive field testing in different terrains and climates
- setting up new supply chains for batteries and specialist components
- building a new small-scale assembly facility
- developing the companion mobile app and rider community platform
- planning a major international launch event
- achieving all necessary safety certifications and regulatory approvals for Europe and North America.

Because the company has grown so quickly, almost **no** formal business processes, HR systems or operational procedures exist yet.

You are responsible for introducing these essential supporting systems at the same time as delivering Project Summit on time and within a challenging budget.

The whole business is ambitious, outdoor-loving, and values freedom, innovation, and adventure.

Speed to market is critical because competitors are moving fast, but quality and rider safety cannot be compromised.

Budget is tighter than the leadership sometimes wants to admit, and the team is passionate but stretched thin.

## The Horizon Pulse team

### Sam Rivera – CEO

Sam joined Horizon Pulse six months ago to bring structure and direction during this explosive growth phase. Sam constantly challenges everyone to deliver faster while protecting the company's adventurous culture.

Sam focuses on balancing bold product ambitions with commercial realities and expects you, as project manager, to provide clear dashboards, early warnings on risks, and proactive solutions, and they run focused weekly leadership sessions that end with clear actions rather than open-ended chats.

They run sharp, action-oriented leadership meetings, and push the whole team to maintain the company's innovative, adventure-driven spirit while hitting realistic milestones.

### Jordan Hale – Chief Innovation Officer (Founder)

Jordan Hale is the original founder and now acts as Chief Innovation Officer, still pouring their energy into dreaming up the next generation of e-MTB features and smart-riding experiences.

Jordan sparks ideas during trail rides or late-night whiteboarding sessions and drops them straight into your inbox with infectious enthusiasm, but they can lose sight of practical constraints like cost or deadlines.

Everyone respects Jordan's creative genius and long-standing relationship with the engineering team, so you often find yourself translating their bold visions into deliverable project tasks.

Jordan's visionary style brings huge energy but can overlook timelines and costs, so you frequently translate their ideas into practical project plans that the wider team can deliver.

### Taylor Brooks – Head of Product Engineering

Taylor leads the engineering team and is deeply focused on creating durable, high-performance bikes.

With a background in advanced electronics, Taylor demands rigorous testing and technical excellence, spending long periods in the workshop and lab reviewing prototypes and data.

Taylor provides you with detailed technical updates and looks to you to coordinate the many cross-functional dependencies that arise when the business wants to accelerate the launch.

### Morgan Ellis – Head of Supply Chain & Operations

Morgan Ellis directs Supply Chain and Manufacturing and is responsible for securing all components, building supplier relationships, and establishing the new assembly facility.

Drawing on experience from the automotive sector, Morgan keeps tight control of costs, lead times, and logistics risks.

He is one of your strongest day-to-day collaborators on Project Summit and prefer well-structured meetings with clear agendas and shared data, always looking for practical ways to protect the project from supply disruptions.

### Casey Lin – Head of Commercial & Marketing

Casey drives sales, marketing, and the overall launch campaign for the Pulse Summit.

Highly energetic and customer-obsessed, Casey builds partnerships with major retailers and tourism operators and constantly pushes for faster product iterations so Horizon Pulse can beat competitors to market.

This urgency sometimes creates friction with the engineering team. Casey works closely with you to align project deliverables with market demands and communicates mainly through quick, direct messages and calls.

### Avery Quinn – Finance & Compliance Director

Avery oversees all budgeting for Project Summit, forecasting cash flow and ensuring all regulatory and safety approvals are secured across Europe and North America.

Avery provides clear cost analysis and highlights financial or approval risks early. Avery serves as a steadying influence on the leadership team and are a reliable ally when you need solid data to support difficult project decisions.

## Case Study Scenario: Life Cycles

**Scenario One**

- Project Summit is by far the largest and most complex project Horizon Pulse has ever undertaken. It involves:
- multiple technical workstreams
- regulatory approvals in different countries
- building a new assembly facility
- launching a premium product into a competitive market.

The company culture is fast-moving, innovative and freedom-loving, which makes choosing the right project life cycle particularly important.

Sam Rivera, the CEO, has made it clear that the chosen approach must support both rapid delivery and the adventurous spirit of the business while still delivering the Pulse Summit on time and to the highest safety standards.

Sam Rivera has asked you to recommend a life cycle approach for Project Summit that will give the project the best chance of success while still fitting the company's dynamic, outdoor-focused culture.

**Which life cycle would you recommend for Project Summit?**

**Explain the key reasons for your choice and show how it aligns with the project context and Horizon Pulse's culture.**

**Scenario Two**

Sam liked your recommendation and shared it with the rest of the leadership team. However, Jordan Hale and Taylor Brooks have come back asking for more detail on why you discounted other common approaches.

**Prepare a short briefing note for Jordan and Taylor that explains two other life cycle options you considered and your reasons for not choosing them for Project Summit.**

## Case Study Scenario: Governance arrangements

**Scenario One**

Project Summit involves high levels of investment, technical complexity, and many internal and external stakeholders.

Sam Rivera supports the need for good governance but is very concerned that too much bureaucracy could damage the creative and adventurous culture that has made the company successful so far.

The project is now moving from planning into execution, so clear governance structures are becoming urgent.

Sam has asked you to design suitable governance arrangements for Project Summit.

**How can a project steering board (or equivalent governance group) best support a project with the complexity of Project Summit?**

**Who would you recommend as the Project Sponsor, and how could they help ensure the governance arrangements are followed while still respecting the company's culture?**

**Scenario Two**

Taylor Brooks and Jordan Hale have heard about the proposed governance structures and want to understand them better. They are particularly interested in how the choice of project life cycle affects governance.

**Explain how three different types of project life cycles could impact the governance structure for Project Summit.**

**Why would each approach create different governance needs, and what extra considerations should you build in?**

**Scenario Three**

Some of the longest-serving engineers have expressed worries to Jordan Hale that the rapid growth and scale of Project Summit will turn Horizon Pulse into "just another big corporate company" and cause it to lose its original startup spirit.

**How would you reassure Sam Rivera and the wider team that Project Summit is clearly aligned with the company's strategic objectives and core values? It may help by referring to the benefits management competence for further information.**

## Topic 3: Sustainability

**Scenario One.**

Taylor Brooks has highlighted the urgent need for significantly more powerful hardware, simulation software, and testing equipment to deliver the Pulse Summit on time.

Sam Rivera fully supports this investment but has emphasized that all decisions must align with Horizon Pulse's strong commitment to sustainability and responsible manufacturing, especially as the company wants to position the Pulse Summit as an environmentally responsible product.

**What environmental, social, economic, and governance (ESG) sustainability issues should you consider when planning this major technology and equipment upgrade for Project Summit?**

**Scenario Two**

Morgan Ellis is responsible for disposing of the old workshop equipment and development hardware that will be replaced.

**How could you ensure that the old equipment is dealt with in the most sustainable way possible?**

**Scenario Three**

Sam Rivera and Jordan Hale want every member of the team to actively support the company's sustainability goals during Project Summit and beyond.

They have asked you to create a short "Sustainability Playbook" outline providing hints and tips to the workforce.

**What key expectations and practical tips would you include for office staff in this playbook to make their workplace more sustainable?**

**Scenario Four**

Casey Lin needs engaging content for the Horizon Pulse website ahead of the Pulse Summit launch.

**Write two to three engaging paragraphs that clearly outline the company's sustainability principles across environmental, social, economic, and governance areas.**

**Scenario Five**

Morgan Ellis has shortlisted several potential suppliers for the new hardware and components.

**What specific information would you request from these potential suppliers to demonstrate their own sustainability practices and alignment with Horizon Pulse values?**

**Scenario Six**

Key Performance Indicators (KPIs) are measurable values that are the critical, quantifiable measures of progress toward a desired result. They track progress toward specific organizational, team, or individual goals, help guide decisions and improve performance.

**What four key performance indicators would you include to support sustainability within the Horizon Pulse organisation?**

# Topic 4: Business Case

**Scenario one**

Sam Rivera has asked you to develop a strong business case to justify the significant investment required for Project Summit, including the new assembly facility and supporting business systems.

The leadership team is excited about the project but needs clear evidence that it will deliver real value to the company and support its long-term growth ambitions.

**What key factors should you consider when developing the business case for Project Summit?**

**How would you assess the relative importance of each factor to both the project and the organisation?**

**Scenario two**

The senior leadership team is keen to see your initial thoughts on the business case.

**Prepare a short discussion document for the next leadership meeting that outlines the five key elements of the business case:**

- **Strategic context: the compelling case for change**
- **Economic analysis: ROI based on investment appraisal of options**
- **Commercial approach: derived from the procurement strategy**
- **Financial case: affordability to the organization in the timeframe**
- **Management approach: roles, governance structure, life cycle choice, etc.**

**Scenario three**

Sam Rivera has asked for daily updates on how Project Summit is tracking against the approved business case. You feel this frequency is too high and could slow the team down.

**What would be a more sensible and effective approach to reviewing the business case?**

**At what key stages during the project should formal reviews take place at minimum?**

**How would you influence Sam to support your recommended review strategy?**