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test: IPMA Level-D (Essay New)

surname: Wu name: Simon user: WuSimon1 start time: 2022-01-16 22:33:37 end time: 2022-01-17 00:13:12 time: 01:39:35 points to pass the exam: 60.000 correct: (0%) wrong: (0%) unanswered: (0%) undisplayed: (0%) points: / 100.000 (0%) - NOT PASSED	This is part 2 of 2 of the examination for the IPMA Level-D qualification. Administered by the Project Management Association of Canada. All two parts have to be completed within a 24-hour period. To pass the whole exam, a candidate must get a minimum average of 60% in both parts. Essay Section - You have 100 minutes (1 hour, 40 minutes) to write 13 essay questions. You will see a countdown of minutes remaining in the top right corner of your screen. Please answer each question with an essay answer.
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#	points	IP	start [hh:mm:ss]	end [hh:mm:ss]	time [mm:ss]	reaction [sec]
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1 T		281471089972610	22:33:37	22:38:57	05:20	1.494
Explain the relationships between projects and different levels of a business (e.g. strategic, tactical and operational)						
Strategic Level: Projects are selected by an organisation to achieve their strategy goals in order to realize organisation's mission & vision. Tactical Level: Some selected projects are getting started in priority in order to meet specific short objectives of an overall business plan. Operational Level: Once projects get initiated, organisation's permanent operational department will need to apply resources (E.g. Human, Material, Budget) to support the project progress during its life cycle & success.						

2 T		281471089972610	22:38:57	22:52:29	13:32	2.567
Explain how you would identify, assess and prioritise risks in a project. Then, state your appropriate responses to top priority risks.						
Step 1. Risk Identification Methods: By using top-down approach at the beginning stage of project such as brainstorming & risk checklist to identify possible risks through the project lifecycle and record all identified risks. Step 2: Risk Assessment For assessing the probability & impact of each identified risks. Two approach will be applied (Qualitative & Quantitative). For qualitative analysis: The common approach to use is 'Probability & Impact' Matrix by analysing each risk via Probability degree (High, Medium, Low) & Impact degree (High, Medium, Low) For quantitative analysis: The common approach to use is 'Expected Monetary Value Analysis', $EMV = Probability \times Impact Value$ Step 3: Risk Prioritise & Ranking By applying qualitative & quantitative analysis, we can now prioritize the risk by its EMV value & Probability, Impact Analysis. A risk with both high degree of Probability & Impact will be put on the top of rank to be assessed for contingency response. Step 4: Risk Response For top priority risks, the primary degree response is to avoid it by taking measures to prevent the risk from occur. If the primary response could not achieve, the secondary response is to reduce the impact or likelihood. The final response plan is to share/transfer the risk by involving other parties.						

3 T		281471089972610	22:52:29	22:57:32	05:03	2.504
What are some sources of scope creep and what can be done about them?						
Scope creep means continuous changes or uncontrolled growth in a project's scope. Sources of scope creep & Actions 1. Poorly defined project scope Action: Ensure communication between client and project team is clear and effective. Make sure project team fully understand client requirements. 2. Lack of project management practices Action: Provide project management knowledge & training to project teams 3. Addition of scope features/Client keep changing the scope Action: Project teams should keep monitoring the scope and adapt change control process to ensure these changes been properly managed & documented 4. Lack of communication/Communication Gap Action: Clear project communication plan set up, regular progress meeting should be hold						

4 T		281471089972610	22:57:32	23:04:27	06:55	1.999
Why use project management as an approach to get work done? List six (6) different reasons. Note that the question asks "why use PM", not "what is PM".						
6 reasons for applying PM Approach: 1. Strategic Alignment with organisation strategy & goals						



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2. Leadership to provide directions to teams for better team development by coachinbg and inspiring the team to achieve best result
3. Clear objectives & focus to get the work done as it ensures there's a proper plan for executing the work/project
4. Final Delivery/Product Quality Control by ensuring the quality of final deliveriable/product to satisfy customer needs
5. Proper risk management by applying project risk management plan to ensure risks during the work get managed
6. Lessons learned from success or failure can be documented and become organisation's assest

5 T	281471089972610	23:04:27	23:17:44	13:17	797.182
Write a short essay (5-10 sentences) on any behavioural competence element. You can use whatever essay format you choose, for example, the 5W's (Who, What, Where, When, Why), or the STAR method for a situation in which you demonstrated your competence (describe a Situation or context, the Task you had to carry out, the Activities you performed, and the Result that was achieved).					
As a project coordinator in Canada construction industry, I want to present my negotiation competence skill by solving the design conflict during my work.					
Situation: Our company as a project management/general contractor are going to build up an industrial warehouse for Amazon in City of Richmond. In regards to buid up a building, we seprate the construction process in phase-1 & 2. Phase-1 was foundation phase, Phase-2 was tilt-up phase. However, due to the weather, the phase-1 was delayed for three months and we have to prepare a three month delay cost to the project owner.					
Task For Me: As a project coordinator, I was responsible for preparing the delay cost and issue a change order to client and make sure the client is accepting the change order. However, the client try to refuse to sign the change order by not accepting the weather delay reason. The conflict arises between us and the project owner.					
Activity I take: The negotiation step I did is to set up a meeting between our project teams including our estimator & project clients to reach an agreement by suggesting to reduce a resonable amount of change order for credit.					
Result: A win-win situation achieved. Finally, the client agreed and signed the revised amount change order.					

6 T	281471089972610	23:17:47	23:24:44	06:57	1.117
From the project manager's perspective, why should changes to scope be documented and approved?					
In general, if the changed to scope not documented & approved, it will result project failure in some reasons.					
At the project planning stage, project schedules & costs are prepared based on current agreed scope. The changes of scope will probably result project schedule delay & budget overrun if not documented and approved by project owner,					
Uncontrolled scope change will result ' Scope Creep' which will also lead the delivery of final product does not meet customer requirements.					
Uncontrolled scope change will also result unclear project objectives & goals. It will also contribute to project failure.					
So the a proper change control system need to be applied at the beginning stage of project (Project Planning Stage) to ensure all changes are documented & approved properly.					

7 T	281471089972610	23:24:44	23:35:24	10:40	13.376
Different interested parties may have different opinions regarding the success of a project. Describe some of the problems this can create, and possible measures to prevent those problems.					
Problems of Interest Difference:					
<ol style="list-style-type: none"> 1. Cause conflicts & crisis based on priority or interest difference 2. Communication gap between stakeholders 3. Project required resource not applied on project 4. Project schedule delay or Project get terminated 					
Measures to take care:					
<ol style="list-style-type: none"> 1. Stakeholder analysis based on its needs & interests or power & influence. Prioritize stakeholder or interested parties with major impacts on project 2. Project communication plan need to set up, regular progress meeting must be held to ensure strategic alignment 3. Communicate about task dependencies to gain priority resources for priority tasks 4. Adapt coporate policies to consider different stakeholder interests 					

8 T	281471089972610	23:35:26	23:39:26	04:00	238.792
State the main features of an effective team and describe what actions the project manager might take to ensure that these features are in place for the project.					
Effective Team Features:					
<ol style="list-style-type: none"> 1. Clear objectives 2. Joint Responsibility 3. Open Communication 4. Mutual Respect 5. Flexibility 					
Actions for PM to do:					



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1. Make sure team members is fully aware of the required result and the challenge involved in achieving it.
2. Clear outline each team members tasks & responsibilities and encourage cooperation & networking
3. Ensure team communication is transparency, open & honest & direct form of communication
4. Ensure the workplace environment between team members is respectful & trust
5. Support the development of team members and encourage continuous learning & improvement

9 T	281471089972610	23:39:27	23:47:20	07:53	472.09
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What is "brainstorming" used for and how does it work?

Brainstorming is a way to generate ideas within a group setting. It is usually used in the beginning stages of a project, where the possibilities for the project are not clearly understood or defined. In project management, brainstorm are normally used for possible changes identification; risk identification and stakeholder identification & root cause analysis.

The brainstorming techniques:

1. Mind Mapping
2. Brainwriting
3. Rapid Ideation
4. Starbursting

Mind mapping was commonly used in brainstorming by groups different ideas under some categories and perform analysis based on categories.

10 T	281471089972610	23:47:32	23:53:27	05:55	354.088
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Explain the difference between project management success and project success. Give an example.

Project succes is the successful completion of the change we seek to implement.

For Example: The project is to build a new bridge, project success is we do have a bridge build up in operation.

Project Management Success would mean delivering a Project on schedule, within budget, in line with the quality and other specifications.

For Example: The project is to build a new bridge on time, within budget & with satisfied quality standards. The project management success is to have a bridge complete on time, within agreed budgets and with satisfied quality standards for operation.

11 T	281471089972610	23:53:29	23:57:48	04:19	2.617
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Is there a difference between managing and leading a project? If yes, explain the difference and when each is used in projects. If no, explain what project leadership is and when it is used in projects.

Yes, there is a difference based on project manager's style whether a 'manager' or 'leader'.

Managing Project:

Project teams are working together to accomplish specific objective and to delivery a quality output for the end users. Ensure projects are delivered within scope, budget & schedule requirements

Leading Project:

Leading a project is guiding the team members to fulfil the project requirements by giving them strategic direction, setting the teams' goals and aligning all team members in that direction

12 T	281471089972610	23:57:48	00:06:13	08:25	504.961
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Describe and create a Work Breakdown Structure (WBS) and give reasons for its use in project management.

Work Breakdown Structure is breakdown of the deliverables.

WBS Example:

- Level 1 (Project End Result): Construction of a House
- Level 2 (Planning Package): 1. Internal; 2. Foundation; 3. External
- Level 3 (Work Package-Lowest Level): 1.1 Electrical; 1.2 Plumbing...
- 2.1 Excavate; 2.2 Steel Erection
- 3.1 Masonry Work; 3.2 Building Finishes

Uses of WBS in project management:

1. Measuring the progress
2. Cost Estimation
3. Schedule
4. Resource Allocation
5. Project team members roles & responsibility & task assignment

13 T	281471089972610	00:06:17	00:13:12	06:55	5.322
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Elaborate briefly on the contexts of health, security, safety and the environment and explain the issues that are addressed in each area.

Health: Procedures & other matters taken to keep workers not having physical & mental issues during the work

Safety: Overlap 'Health', procedures & other matters taken to keep workers from being injured or getting sick

Security: Overlap 'Safety'; broader and refers to other threats

Environment: General condition of a workplace

Example of Issues:



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Health Issues: Employees get long-term disease during overtime working

Safety Issues: Employees get injured or died by lack of protection in their workplace

Security Issues: Employees personal belongings get lost during work or personal information get viewed by others

Environmental Issues: The general workplace environment get affected such as some natural virus exposure