

# International Project Management Association (IPMA) Practice Exam (Sample)

## Study Guide



**Everything you need from our exam experts!**

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# Introduction

Preparing for a certification exam can feel overwhelming, but with the right tools, it becomes an opportunity to build confidence, sharpen your skills, and move one step closer to your goals. At Examzify, we believe that effective exam preparation isn't just about memorization, it's about understanding the material, identifying knowledge gaps, and building the test-taking strategies that lead to success.

This guide was designed to help you do exactly that.

Whether you're preparing for a licensing exam, professional certification, or entry-level qualification, this book offers structured practice to reinforce key concepts. You'll find a wide range of multiple-choice questions, each followed by clear explanations to help you understand not just the right answer, but why it's correct.

The content in this guide is based on real-world exam objectives and aligned with the types of questions and topics commonly found on official tests. It's ideal for learners who want to:

- Practice answering questions under realistic conditions,
- Improve accuracy and speed,
- Review explanations to strengthen weak areas, and
- Approach the exam with greater confidence.

We recommend using this book not as a stand-alone study tool, but alongside other resources like flashcards, textbooks, or hands-on training. For best results, we recommend working through each question, reflecting on the explanation provided, and revisiting the topics that challenge you most.

**Remember:** successful test preparation isn't about getting every question right the first time, it's about learning from your mistakes and improving over time. Stay focused, trust the process, and know that every page you turn brings you closer to success.

Let's begin.

# How to Use This Guide

**This guide is designed to help you study more effectively and approach your exam with confidence. Whether you're reviewing for the first time or doing a final refresh, here's how to get the most out of your Examzify study guide:**

## **1. Start with a Diagnostic Review**

**Skim through the questions to get a sense of what you know and what you need to focus on. Your goal is to identify knowledge gaps early.**

## **2. Study in Short, Focused Sessions**

**Break your study time into manageable blocks (e.g. 30 - 45 minutes). Review a handful of questions, reflect on the explanations.**

## **3. Learn from the Explanations**

**After answering a question, always read the explanation, even if you got it right. It reinforces key points, corrects misunderstandings, and teaches subtle distinctions between similar answers.**

## **4. Track Your Progress**

**Use bookmarks or notes (if reading digitally) to mark difficult questions. Revisit these regularly and track improvements over time.**

## **5. Simulate the Real Exam**

**Once you're comfortable, try taking a full set of questions without pausing. Set a timer and simulate test-day conditions to build confidence and time management skills.**

## **6. Repeat and Review**

**Don't just study once, repetition builds retention. Re-attempt questions after a few days and revisit explanations to reinforce learning. Pair this guide with other Examzify tools like flashcards, and digital practice tests to strengthen your preparation across formats.**

**There's no single right way to study, but consistent, thoughtful effort always wins. Use this guide flexibly, adapt the tips above to fit your pace and learning style. You've got this!**

## **Questions**

- 1. Which scenario is likely to lead to the most effective negotiations?**
  - A. Alternate between friendly and hostile**
  - B. Are cordial and cooperative**
  - C. Continue without a break until the agreement is reached**
  - D. Take a tough stand from the start**
- 2. What is an effective way for a project manager to demonstrate leadership?**
  - A. By micromanaging the team**
  - B. By actively listening to team feedback**
  - C. By isolating themselves from team discussions**
  - D. By taking all decisions independently**
- 3. What is the primary action taken during the crashing process?**
  - A. Decreasing the project budget**
  - B. Increasing available resources**
  - C. Reducing the number of project tasks**
  - D. Extending project deadlines**
- 4. A major benefit of a Firm-Fixed-Price contract is:**
  - A. Lower risk for the buyer**
  - B. Higher flexibility in pricing**
  - C. Guaranteed provider availability**
  - D. Reduced administrative burden**
- 5. Effective risk management requires which of the following steps?**
  - A. Only identifying risks**
  - B. Only assessing risks**
  - C. Identifying, assessing, and mitigating risks**
  - D. Only communicating risks to stakeholders**

- 6. When is it advisable to use a probability-impact matrix for risk prioritization?**
- A. When management wants to include urgency in analysis**
  - B. When it is difficult to estimate probabilities and impacts precisely**
  - C. When the team seeks to avoid most risks**
  - D. When the customer has a high risk tolerance**
- 7. If there is a conflict between two team members, the best approach is to:**
- A. Wait for the conflict to resolve itself**
  - B. Release one of the team members from the project**
  - C. Release both of the team members from the project**
  - D. Start by talking to each person individually**
- 8. Resource leveling is likely to?**
- A. Increase the most likely project cost**
  - B. Increase the most likely duration of the project**
  - C. Have little or no effect on individual activity durations**
  - D. Have little or no effect on the overall project durations**
- 9. Which of the following is NOT typically a goal of project management?**
- A. Ensuring project completion is on schedule**
  - B. Maximizing resource utilization**
  - C. Enhancing team collaboration**
  - D. Minimizing client involvement throughout the project**
- 10. Planning in project management includes all of the following except?**
- A. Establishing procedures to support the project**
  - B. Selecting project approaches or strategies**
  - C. Deciding how to monitor and control work**
  - D. Determining which work-items have been completed**

## **Answers**

1. B
2. B
3. B
4. A
5. C
6. B
7. D
8. B
9. D
10. D

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## **Explanations**

**1. Which scenario is likely to lead to the most effective negotiations?**

- A. Alternate between friendly and hostile**
- B. Are cordial and cooperative**
- C. Continue without a break until the agreement is reached**
- D. Take a tough stand from the start**

Engaging in cordial and cooperative negotiations is likely to be the most effective scenario for several important reasons. When negotiators maintain a friendly demeanor and foster collaboration, they create an atmosphere of trust and open communication. This environment encourages the sharing of ideas and perspectives, which is crucial for understanding the needs and interests of all parties involved. Cordial negotiation fosters a spirit of problem-solving rather than competition. By focusing on common goals and mutual benefits, parties are more likely to find creative solutions that satisfy everyone. This approach helps to reduce tensions and allows for better emotional regulation during discussions, ultimately leading to more productive outcomes. Additionally, a cooperative stance encourages commitment and long-term relationships, which can be beneficial not just for the current negotiation but for future interactions as well. Building rapport and goodwill can lead to more favorable terms and a greater willingness to reach concessions, further solidifying the effectiveness of the negotiation process.

**2. What is an effective way for a project manager to demonstrate leadership?**

- A. By micromanaging the team**
- B. By actively listening to team feedback**
- C. By isolating themselves from team discussions**
- D. By taking all decisions independently**

An effective way for a project manager to demonstrate leadership is by actively listening to team feedback. This approach fosters an inclusive work environment where team members feel valued and their opinions matter. Active listening involves understanding and considering the perspectives and ideas contributed by team members, which can lead to better decision-making and enhanced team cohesion. When a project manager listens to feedback, it encourages open communication, promotes collaboration, and helps build trust within the team. This practice not only empowers team members but also enables the project manager to gather diverse insights and perspectives, which can lead to innovative solutions and improved project outcomes. Engaging with the team in this way demonstrates respect for their expertise and creates a more motivated and engaged workforce. Other approaches, such as micromanagement or isolating oneself from discussions, typically would not contribute positively to fostering strong leadership. They can create a culture of distrust or disengagement, which is counterproductive for team dynamics and project success. Similarly, making decisions independently without seeking input can lead to a lack of buy-in from the team, ultimately hindering collaboration and project effectiveness.

### **3. What is the primary action taken during the crashing process?**

- A. Decreasing the project budget**
- B. Increasing available resources**
- C. Reducing the number of project tasks**
- D. Extending project deadlines**

The primary action taken during the crashing process is increasing available resources. Crashing is a schedule compression technique used in project management to shorten project duration without reducing project scope. This is typically accomplished by allocating additional resources to critical path activities that are causing delays. By increasing available resources, such as manpower, equipment, or budget, project managers can accelerate the completion of tasks that are on the critical path. This strategic allocation is essential in meeting project deadlines, particularly in scenarios where there might be time constraints or contractual obligations. Other options, while they may pertain to different project management strategies, do not directly align with the goal of crashing. Decreasing the project budget generally would not facilitate the crashing process since it can lead to reduced resources and effectiveness. Reducing the number of project tasks might simplify the project but does not directly contribute to speeding up the project timeline. Extending project deadlines would contradict the essence of crashing, as the primary aim is to shorten the timeline, not lengthen it.

### **4. A major benefit of a Firm-Fixed-Price contract is:**

- A. Lower risk for the buyer**
- B. Higher flexibility in pricing**
- C. Guaranteed provider availability**
- D. Reduced administrative burden**

A Firm-Fixed-Price (FFP) contract establishes a set price for a project, which means the contractor agrees to deliver the project for that price regardless of the actual costs incurred to complete it. This creates a lower risk for the buyer because the financial exposure is capped, and they are assured that the project will not exceed the agreed-upon cost. In this type of contract, any cost overruns experienced by the contractor are not passed onto the buyer, providing a stable financial arrangement that enables budgeting and planning. This benefit is particularly valuable in projects where cost predictability is crucial. The buyer can confidently plan their expenses without the fear of unexpected increases, knowing that the agreed price will cover the full scope of work as defined in the contract. While options like higher flexibility in pricing, guaranteed availability, and reduced administrative burden might present advantages in different contractual arrangements, they do not specifically highlight the primary advantage associated with a Firm-Fixed-Price contract. The key takeaway here is that FFP contracts provide significant cost certainty, which fundamentally lowers the financial risk for the buyer involved in the contract.

**5. Effective risk management requires which of the following steps?**

- A. Only identifying risks**
- B. Only assessing risks**
- C. Identifying, assessing, and mitigating risks**
- D. Only communicating risks to stakeholders**

The process of effective risk management indeed encompasses identifying, assessing, and mitigating risks. This comprehensive approach ensures that potential risks are not only recognized but also thoroughly evaluated to understand their impact and likelihood. Identifying risks is the first crucial step, as it allows project managers to develop a comprehensive list of potential threats to the project. This phase requires careful consideration of the internal and external factors that could pose risks. Once risks are identified, assessing them is essential to determine their potential impact on project objectives. This involves analyzing the likelihood of each risk occurring and the severity of its consequences should it materialize. This assessment helps prioritize which risks require immediate attention and resources. Mitigating risks is the final step where strategies are developed and implemented to reduce the identified risks' chances of occurring or to minimize their impact on the project. This may include risk avoidance, transfer, acceptance, or reduction strategies. This three-step process is vital for successful risk management, allowing project managers to proactively address risks rather than react to them after they occur. Managing only one aspect, such as identification or communication, does not provide a robust framework for handling risks effectively. Therefore, recognizing, assessing, and mitigating risks collectively strengthens the project's resilience against uncertainties.

**6. When is it advisable to use a probability-impact matrix for risk prioritization?**

- A. When management wants to include urgency in analysis**
- B. When it is difficult to estimate probabilities and impacts precisely**
- C. When the team seeks to avoid most risks**
- D. When the customer has a high risk tolerance**

Using a probability-impact matrix for risk prioritization is particularly advisable when it is difficult to estimate probabilities and impacts precisely. This tool provides a structured way to assess risks even in the absence of exact data. The matrix allows teams to categorize risks based on qualitative evaluations of their likelihood and potential impact, rather than relying solely on precise numerical estimates. In scenarios where exact quantifications are challenging due to uncertainty or lack of historical data, a probability-impact matrix enables project managers and teams to focus on the relative significance of different risks. By assigning qualitative values or ranges to the probabilities and impacts, teams can effectively prioritize risks and decide on the necessary response strategies without getting bogged down by incomplete data. This approach is especially useful in complex projects or new domains where previous experience may not be directly applicable, making it easier to navigate uncertainties. Thus, the use of a probability-impact matrix serves to enhance decision-making under uncertainty, facilitating a more pragmatic approach to risk management.

**7. If there is a conflict between two team members, the best approach is to:**

- A. Wait for the conflict to resolve itself**
- B. Release one of the team members from the project**
- C. Release both of the team members from the project**
- D. Start by talking to each person individually**

When managing conflicts within a team, addressing the situation proactively is essential for maintaining a productive and collaborative environment. Engaging in one-on-one discussions with each team member involved in the conflict allows the project manager to gather unique perspectives and understand the underlying issues at play. This individualized approach fosters open communication, enabling team members to express their feelings and concerns without the influence of each other. Starting with individual conversations also demonstrates respect for each team member's viewpoint, which can contribute to building trust and rapport. It allows the project manager to identify the root causes of the conflict, which can be used to facilitate a more effective resolution later on. By taking this step, the project manager can prepare for a follow-up conversation that includes both parties, which can lead to collaborative problem-solving and more effective conflict resolution strategies. In contrast, other approaches may not address the conflict in a constructive manner. Waiting for the conflict to resolve itself often leads to increased tension and may escalate the situation, as unresolved issues can fester. Releasing one or both team members from the project may disrupt team dynamics and fail to resolve the underlying problem, possibly causing resentment or a cycle of conflicts in the future. Therefore, the strategic and sensitive approach of talking to each person individually is crucial for effective

**8. Resource leveling is likely to?**

- A. Increase the most likely project cost**
- B. Increase the most likely duration of the project**
- C. Have little or no effect on individual activity durations**
- D. Have little or no effect on the overall project durations**

Resource leveling aims to address resource allocation by redistributing tasks to minimize peaks in resource utilization while avoiding overloading resources. This often involves delaying activities that can be postponed without affecting the project's overall objectives. By leveling resources, it can result in the extension of the project timeline because tasks might need to be scheduled later to accommodate the availability of resources. Consequently, when critical resources are spread more evenly over the project timeline, some activities may take longer to complete or may start later than they would have under a more aggressive schedule. Therefore, when resource leveling practices are applied, it is common for the project duration to increase as tasks are shifted to balance resource demands. This understanding highlights the potential impact of resource leveling on project timeline and emphasizes the importance of effective resource management in project planning.

**9. Which of the following is NOT typically a goal of project management?**

- A. Ensuring project completion is on schedule**
- B. Maximizing resource utilization**
- C. Enhancing team collaboration**
- D. Minimizing client involvement throughout the project**

Project management is fundamentally about organizing, planning, and executing a project to achieve specific goals effectively and efficiently. Typically, project managers focus on ensuring that projects are completed on schedule, maximizing resource utilization, and enhancing team collaboration. These goals contribute significantly to the success and quality of the project. While it may seem beneficial to minimize client involvement to streamline processes, effective project management usually involves active and engaged client participation. Clients provide vital feedback, insights, and decisions that shape the project's direction and success. Involving clients fosters a collaborative environment, enhances communication, and leads to better alignment of project outcomes with client expectations. Therefore, minimizing client involvement runs contrary to the core principles of effective project management.

**10. Planning in project management includes all of the following except?**

- A. Establishing procedures to support the project**
- B. Selecting project approaches or strategies**
- C. Deciding how to monitor and control work**
- D. Determining which work-items have been completed**

In project management, planning is a critical phase that involves defining how the project will be executed, monitored, and controlled. The correct choice in this scenario highlights an important distinction in project management processes. Determining which work-items have been completed falls under the monitoring and controlling phase rather than the planning phase. This aspect of project management focuses on evaluating progress and ensuring that project objectives are being met. It involves assessing the actual work completed compared to what was planned, which is part of ongoing project oversight rather than the initial plan formulation. On the other hand, establishing procedures to support the project, selecting project approaches or strategies, and deciding how to monitor and control work are all integral components of the planning phase. These activities lay the groundwork for successful project execution by outlining the methods and standards that will guide the team's efforts. Hence, identifying the completion of work-items aligns with project execution and control, not planning, making it the correct choice in this context.

## Next Steps

**Congratulations on reaching the final section of this guide. You've taken a meaningful step toward passing your certification exam and advancing your career.**

**As you continue preparing, remember that consistent practice, review, and self-reflection are key to success. Make time to revisit difficult topics, simulate exam conditions, and track your progress along the way.**

**If you need help, have suggestions, or want to share feedback, we'd love to hear from you. Reach out to our team at [hello@examzify.com](mailto:hello@examzify.com).**

**Or visit your dedicated course page for more study tools and resources:**

**<https://internationalprojectmanagementassociation.examzify.com>**

**We wish you the very best on your exam journey. You've got this!**