

# Capability Maturity Model Integration (CMMI) Level 3 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

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- 1. The descriptions for a Capability Level are predefined by which organization?**
  - A. PMI**
  - B. ISO**
  - C. Capability Maturity Model Integration**
  - D. CMMI Institute**
  
- 2. Which value enhances individuals' skills and knowledge to improve organizational work performance?**
  - A. OT**
  - B. PLAN**
  - C. RDM**
  - D. PI**
  
- 3. Which value ensures that processes, infrastructure, and their improvement contribute to meeting business objectives?**
  - A. PR**
  - B. OT**
  - C. PCM**
  - D. RDM**
  
- 4. Which is a Practice Area of Supporting Implementation (SI)?**
  - A. Estimating (EST)**
  - B. Causal Analysis & Resolution (CAR)**
  - C. Decision Analysis & Resolution (DAR)**
  - D. Process Asset Development (PAD)**
  
- 5. What is the intent of Monitor and Control (MC)?**
  - A. Provide an understanding of the project progress so appropriate corrective actions can be taken when performance deviates significantly from plans.**
  - B. Develop and keep updated the process assets necessary to perform the work.**
  - C. Identify and address work product issues through reviews by the producer's peers or SMEs.**
  - D. Develop plans to describe what is needed to accomplish the work within the standards.**

- 6. Which statement correctly describes the Level 4 intent that includes Level 5 practices?**
- A. The intent of all predefined PAs up to and including Level 4 practices is achieved at Practice Group 4**
  - B. The intent of all predefined PAs up to and including Level 3 practices is achieved at Practice Group 3**
  - C. The intent of all predefined PAs up to and including Level 2 practices is achieved at Practice Group 2**
  - D. The intent of all predefined PAs up to and including Level 5 practices is achieved at Practice Group 5**
- 7. What is the intent of Configuration Management (CM)?**
- A. Identify causes of selected outcomes and take action to prevent recurrence of undesirable outcomes or ensure recurrence of positive outcomes.**
  - B. Manage the integrity of work products using configuration identification, version control, change control, and audits.**
  - C. Make and record decisions using a recorded process that analyzes alternatives.**
  - D. Estimate the size, effort, duration, and cost of the work and resources needed to develop, acquire, or deliver the solution.**
- 8. What are the Practice Areas of Delivering & Managing Services (DMS)?**
- A. Service Delivery Management (SDM), Strategic Service Management (STSM)**
  - B. Product Integration (PI), Technical Solution (TS)**
  - C. Peer Reviews (PR), Process Quality Assurance (PQA)**
  - D. Continuity (Cont), Incident Resolution & Prevention (IRP)**
- 9. Which intent focuses on governance and sponsorship by senior management for process activities?**
- A. Organizational Training focuses on training.**
  - B. Process Asset Development focuses on assets.**
  - C. Monitor and Control focuses on monitoring progress.**
  - D. Governance focuses on governance and sponsorship by senior management.**

**10. Decision Analysis and Resolution (DAR) belongs to which Practice Area group?**

- A. Planning & Managing Work (PMW)**
- B. Supporting Implementation (SI)**
- C. Managing the Workforce (MWF)**
- D. Sustaining Habit and Persistence (SHP)**

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## Answers

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

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## **Explanations**

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**1. The descriptions for a Capability Level are predefined by which organization?**

- A. PMI**
- B. ISO**
- C. Capability Maturity Model Integration**
- D. CMMI Institute**

Capability level descriptions are defined by the organization that maintains the CMMI model. The official definitions for each level, along with the associated generic and specific practices, are published and maintained by the CMMI Institute. This organization is responsible for updating the model, providing guidance on appraisals, and ensuring consistent interpretation across assessments. PMI and ISO are responsible for their own standards and do not define CMMI's capability level descriptions. The CMMI Institute is the steward of the model, distinct from the organization that created it originally.

**2. Which value enhances individuals' skills and knowledge to improve organizational work performance?**

- A. OT**
- B. PLAN**
- C. RDM**
- D. PI**

Organizational Training focuses on building the workforce's capabilities by providing targeted training and knowledge resources so people can perform their tasks more effectively. When individuals receive well-designed training, skill gaps are closed, new tools or methods are learned, and workers can apply what they know on the job. This leads to fewer errors, faster execution, and higher quality work, which collectively lift overall organizational performance. The other options relate more to planning, risk management, or process improvement themselves, rather than actively developing the skills and knowledge of the people who carry out the work.

**3. Which value ensures that processes, infrastructure, and their improvement contribute to meeting business objectives?**

- A. PR**
- B. OT**
- C. PCM**
- D. RDM**

Focusing on aligning what we do (processes and the supporting infrastructure) with why we do it (the business objectives) relies on controlling change and keeping everything linked to the strategic goals. Process and Configuration Management does this by establishing baselines for processes and configuration items, controlling changes as they occur, and maintaining traceability from business requirements through process assets to the delivered outcomes. This ensures improvements are evaluated for their impact on objectives, implemented consistently, and kept aligned with strategic goals, while also supporting governance, risk management, and compliance. Other values describe outcomes or areas like performance, operations, or data/risk management. While important, they don't by themselves provide the integrated governance that ensures process and infrastructure changes are managed in a way that directly contributes to meeting business objectives.

**4. Which is a Practice Area of Supporting Implementation (SI)?**

- A. Estimating (EST)**
- B. Causal Analysis & Resolution (CAR)**
- C. Decision Analysis & Resolution (DAR)**
- D. Process Asset Development (PAD)**

Supporting Implementation focuses on providing mechanisms that help the organization implement improvements and learn from problems so those improvements can be put into practice. Causal Analysis & Resolution fits this purpose because it targets identifying root causes of defects or issues, analyzing them, and driving corrective actions to prevent recurrence. This activity directly enables systemic improvements to be implemented across projects and processes. Estimating is about predicting effort and resources for work, which is more aligned with planning and project management. Decision Analysis & Resolution is about making structured choices among options, a broader governance activity rather than a specific implementation-support activity. Process Asset Development focuses on creating and maintaining reusable process assets, which supports, but is more about asset management and standardization than the immediate implementation of improvements. So, the option that best aligns with the purpose of Supporting Implementation is Causal Analysis & Resolution.

## 5. What is the intent of Monitor and Control (MC)?

- A. Provide an understanding of the project progress so appropriate corrective actions can be taken when performance deviates significantly from plans.**
- B. Develop and keep updated the process assets necessary to perform the work.**
- C. Identify and address work product issues through reviews by the producer's peers or SMEs.**
- D. Develop plans to describe what is needed to accomplish the work within the standards.**

Monitor and Control is about tracking the project's progress against the plan and taking corrective actions when performance diverges from what was planned. This process provides visibility into status, measures how actual performance compares with the baseline (schedule, cost, scope, etc.), and uses that information to decide on adjustments. By continuously monitoring, you can detect significant variances early, analyze their causes, and implement corrective actions or re-baseline decisions to keep the project on track. In practice, this means collecting status data, performing variance and trend analyses, reporting results to stakeholders, and managing changes to plans and baselines as needed. The other activities described align with different areas: developing and maintaining process assets belongs to managing process assets and improvement; identifying and addressing work product issues through reviews fits with quality assurance or peer review activities; and developing plans to describe what is needed to accomplish the work within standards relates to project planning and defining work requirements.

## 6. Which statement correctly describes the Level 4 intent that includes Level 5 practices?

- A. The intent of all predefined PAs up to and including Level 4 practices is achieved at Practice Group 4**
- B. The intent of all predefined PAs up to and including Level 3 practices is achieved at Practice Group 3**
- C. The intent of all predefined PAs up to and including Level 2 practices is achieved at Practice Group 2**
- D. The intent of all predefined PAs up to and including Level 5 practices is achieved at Practice Group 5**

The idea being tested is how Practice Groups map to the levels of predefined Process Areas (PAs) and their intents. In this framework, each Practice Group represents the scope of PAs up to a certain level, and higher levels extend that scope to include more advanced practices. When the question mentions a Level 4 intent that includes Level 5 practices, the statement that best fits the established mapping is that the intent of all predefined PAs up to and including Level 2 practices is achieved at Practice Group 2. This captures the pattern that a group is tied to the level it fully realizes, and the Group 2 scope is up to Level 2. The other options would imply a different, less consistent mapping between groups and the levels they cover, especially regarding including higher-level (Level 5) practices.

## 7. What is the intent of Configuration Management (CM)?

- A. Identify causes of selected outcomes and take action to prevent recurrence of undesirable outcomes or ensure recurrence of positive outcomes.
- B. Manage the integrity of work products using configuration identification, version control, change control, and audits.**
- C. Make and record decisions using a recorded process that analyzes alternatives.
- D. Estimate the size, effort, duration, and cost of the work and resources needed to develop, acquire, or deliver the solution.

Configuration Management aims to preserve the integrity of the project's work products by controlling changes and keeping clear records of what exists at any point in the lifecycle. It does this through four key activities: - Configuration identification: clearly defining and labeling the items to be controlled (the configuration items) and their baselines. - Version control: tracking revisions of each item so you know which version is in use or deployed. - Change control: a formal process for reviewing, approving, and implementing changes to configuration items. - Audits: periodic checks to verify that the records and baselines match the actual configuration and that dependencies are complete. Together, these activities establish stable baselines, enable traceability across the development lifecycle, and ensure consistent, reproducible configurations even as the product evolves. This is why the described option is the best fit for the intent of Configuration Management. Other choices describe activities outside CM's purpose: identifying causes and preventing recurrence relates more to problem solving or corrective action; making and recording decisions using a process that analyzes alternatives points to decision management; and estimating size, effort, duration, and cost pertains to project estimation.

## 8. What are the Practice Areas of Delivering & Managing Services (DMS)?

- A. Service Delivery Management (SDM), Strategic Service Management (STSM)
- B. Product Integration (PI), Technical Solution (TS)
- C. Peer Reviews (PR), Process Quality Assurance (PQA)
- D. Continuity (Cont), Incident Resolution & Prevention (IRP)**

Delivering & Managing Services centers on keeping services available and reliable for customers, and handling issues efficiently when they arise. The Practice Areas of this area are Continuity and Incident Resolution & Prevention. Continuity is about ensuring service availability even when disruptions occur. It covers planning for interruptions, establishing recovery and continuity strategies, implementing backup and disaster recovery measures, and regularly testing these plans to verify they work. The aim is to keep services running or quickly resume them with minimal impact. Incident Resolution & Prevention focuses on how incidents are detected, diagnosed, and resolved, and how to prevent recurrence. It includes incident management processes, root cause analysis, problem management, and implementing corrective and preventive actions to reduce downtime and avoid repeated issues. Together, these practices help deliver services that are resilient, dependable, and continually improved. Other option pairings relate to different areas like governance, strategic management, or engineering practices, rather than the specific focus on maintaining service delivery and handling incidents.

**9. Which intent focuses on governance and sponsorship by senior management for process activities?**

- A. Organizational Training focuses on training.**
- B. Process Asset Development focuses on assets.**
- C. Monitor and Control focuses on monitoring progress.**
- D. Governance focuses on governance and sponsorship by senior management.**

Governance is about providing direction and support for process activities through senior management. It establishes who has the authority to decide on process improvements, ensures there is sponsorship and funding, and sets policies and oversight to keep efforts aligned with the organization's strategic goals. Because governance explicitly covers leadership, accountability, and resource commitment for process work, it best fits the focus of ensuring senior-management sponsorship and governance of process activities. Organizational Training concentrates on building the workforce's skills for executing the processes. Process Asset Development is about creating and maintaining reusable assets like templates and guidelines. Monitor and Control centers on tracking progress, performance, and taking corrective actions. These aspects are important, but they don't capture the governance and sponsorship aspect highlighted in this item.

**10. Decision Analysis and Resolution (DAR) belongs to which Practice Area group?**

- A. Planning & Managing Work (PMW)**
- B. Supporting Implementation (SI)**
- C. Managing the Workforce (MWF)**
- D. Sustaining Habit and Persistence (SHP)**

Decision Analysis and Resolution is about evaluating alternatives and choosing a course of action to implement changes. This kind of structured decision-making supports the actual process of putting solutions into place, addressing how to implement, what approach to take, what risks to mitigate, and how to resolve uncertainties during execution. That focus on enabling and guiding the implementation of decisions is why it fits the Supporting Implementation group best. It isn't primarily about upfront planning and management of work, workforce issues, or sustaining long-term habits, so the other groups don't align as closely with this particular practice.

## 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://cmmilevel3.examzify.com>**

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

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