

CAPABILITY MATURITY MODEL INTEGRATION (CMMI) LEVEL 3 PRACTICE EXAM (SAMPLE) STUDY GUIDE



SAMPLE STUDY GUIDE WITH LIMITED QUESTIONS

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THE FULL VERSION STUDY GUIDE**

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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. How does IPM facilitate stakeholder involvement?

- A. By coordinating reviews, status updates, and aligning expectations using the integrated plan and communications.
- B. By solely focusing on technical design and bypassing stakeholder feedback.
- C. By delaying all communications until project completion.
- D. By isolating stakeholders from progress.

2. What is the intent of Peer Reviews (PR)?

- A. Develop the skills and knowledge of personnel so they perform their roles efficiently and effectively.
- B. Provide guidance to senior management on their role in governance of process activities.
- C. Verify and enable improvement of the quality of the performed processes and resulting work products.
- D. Identify and address work product issues through reviews by the producer's peers or SMEs.

3. Which term describes the activity of confirming that a solution or component meets its specified requirements?

- A. Verification
- B. Validation
- C. Qualification
- D. Certification

4. Which statement best reflects the collaboration between MA and QPM?

- A. MA provides budgets and schedules; QPM uses them to forecast completion.
- B. MA collects qualitative feedback for use in QPM.
- C. MA oversees risk mitigation; QPM approves baselines.
- D. MA provides metrics and data; QPM uses that data to statistically manage and predict project performance.

5. In IPM Level 3, what is the core role of SAM (Supplier Agreement Management)?

- A. SAM ensures supplier-related activities are integrated into the project plan and that supplier deliverables meet requirements.
- B. SAM handles only invoicing from suppliers.
- C. SAM documents supplier personal data.
- D. SAM manages internal staff scheduling.

6. What is the value of Configuration Management (CM)?

- A. Reduces loss of work and increases the ability to deliver the correct version of the solution to the customer.
- B. Increases rework by creating multiple versions.
- C. Eliminates the need for version control.
- D. Delays delivery by over-documenting changes.

7. What is Configuration Management (CM) and why is baselining important?

- A. CM controls baselines and changes to work products, ensuring integrity and traceability across the lifecycle.
- B. CM manages baselines and changes to work products, ensuring configuration integrity.
- C. CM is focused on measuring product quality and performance data.
- D. CM governs supplier contracts and service-level agreements.

8. Which statement best captures the essence of a 'Defined' level process in CMMI?

- A. Processes are ad hoc and project-specific.
- B. Processes are standardized and documented, and tailored for use across the organization.
- C. Processes are dictated by one project manager with no formal governance.
- D. Processes are only documented but never used.

9. What is Supplier Agreement Management (SAM) and what does it govern?

- A. SAM governs supplier relationships, ensuring supplier processes and deliverables meet project requirements.
- B. SAM defines organizational strategic goals.
- C. SAM monitors internal process performance.
- D. SAM manages risk within the project team.

10. What are the Practice Areas of Selecting & Managing Suppliers (SMS)?

- A. Peer Reviews (PR)
- B. Continuity (Cont)
- C. Supplier Agreement Management (SAM), Supplier Source Selection (SSS)
- D. Service Delivery Management (SDM), Strategic Service Management (STSM)

Answers

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

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Explanations

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1. How does IPM facilitate stakeholder involvement?

- A. By coordinating reviews, status updates, and aligning expectations using the integrated plan and communications.**
- B. By solely focusing on technical design and bypassing stakeholder feedback.
- C. By delaying all communications until project completion.
- D. By isolating stakeholders from progress.

Integrated Project Management ensures stakeholder involvement by providing a single, coordinated way to communicate progress and decisions, anchored in the integrated plan. It brings together reviews, status updates, and aligned expectations so stakeholders receive timely information, see how work aligns with goals, and can give input at appropriate points. This continuous involvement helps manage risk and keeps the project on track because everyone is using the same plan and communication channel. Options that would bypass stakeholder feedback, delay communications, or isolate stakeholders don't fit this approach because they break the open, collaborative cadence IPM establishes.

2. What is the intent of Peer Reviews (PR)?

- A. Develop the skills and knowledge of personnel so they perform their roles efficiently and effectively.
- B. Provide guidance to senior management on their role in governance of process activities.
- C. Verify and enable improvement of the quality of the performed processes and resulting work products.
- D. Identify and address work product issues through reviews by the producer's peers or SMEs.**

Peer Reviews are designed to surface defects and issues in a work product by having the producer's peers or subject matter experts review the artifact. This structured critique helps identify defects, inconsistencies, or gaps so the author can address them before the product moves forward. The emphasis is on collaboration to improve the artifact itself, rather than on training producers or on governance. As a result, issues are captured early and quality improves through the corrective actions taken by the author after the review.

3. Which term describes the activity of confirming that a solution or component meets its specified requirements?

- A. Verification**
- B. Validation
- C. Qualification
- D. Certification

Verifying that a product or component conforms to its documented requirements and design specifications is the activity described. Verification focuses on building the product right, meaning it checks that the item adheres to the defined requirements and design artifacts through reviews, inspections, and tests aimed at conformance. It ensures every requirement is satisfied by the product as designed. Validation would be about building the right product—whether it fulfills user needs and intended use in the real world. Certification is a formal external approval that something meets standards, not specifically about matching its own requirements. Qualification relates to the ability or suitability of a person or system to perform a task, not to whether a product meets its requirements.

4. Which statement best reflects the collaboration between MA and QPM?

- A. MA provides budgets and schedules; QPM uses them to forecast completion.
- B. MA collects qualitative feedback for use in QPM.
- C. MA oversees risk mitigation; QPM approves baselines.
- D. MA provides metrics and data; QPM uses that data to statistically manage and predict project performance.**

Measurement and Analysis provides the data and metrics that a project uses to understand how it's performing, and Quantitative Project Management applies statistical methods to that data to control and forecast outcomes. In this collaboration, MA collects and analyzes quantitative measurements—such as process performance data, defect rates, and effort — and ensures the data is accurate and usable. QPM then takes those metrics as input and uses statistical techniques to manage variability, predict completion or cost, and determine whether the project is on track against baselines. This pairing makes decisions data-driven rather than opinion-driven. The other statements misplace typical responsibilities: budgets and schedules come from planning activities, qualitative feedback isn't the primary data MA provides, and risk management or baselines involve different processes. The described flow—MA supplying metrics and data, with QPM using that data to statistically manage and predict performance—best captures how these two areas collaborate.

5. In IPM Level 3, what is the core role of SAM (Supplier Agreement Management)?

- A. SAM ensures supplier-related activities are integrated into the project plan and that supplier deliverables meet requirements.**
- B. SAM handles only invoicing from suppliers.
- C. SAM documents supplier personal data.
- D. SAM manages internal staff scheduling.

SAM's role is to integrate supplier activities into the project plan and ensure that what suppliers deliver meets the defined requirements. At IPM Level 3, this means defining and managing supplier agreements, coordinating with suppliers so their work aligns with the project schedule and objectives, and continuously monitoring performance to verify that deliverables satisfy acceptance criteria. The aim is to keep supplier work visible and synchronized with internal tasks, so changes, risks, and dependencies involving suppliers are handled within the project planning process. This focus is not about invoicing, handling supplier personal data, or internal staff scheduling, which fall outside SAM's scope.

6. What is the value of Configuration Management (CM)?

- A. Reduces loss of work and increases the ability to deliver the correct version of the solution to the customer.
- B. Increases rework by creating multiple versions.
- C. Eliminates the need for version control.
- D. Delays delivery by over-documenting changes.

Configuration Management provides discipline for identifying, controlling, and tracking changes to the product and its configuration items. This discipline keeps work from being lost or mismatched as changes happen and establishes baselines so you can hand the customer the exact version that meets requirements. By enforcing formal change control, maintaining traceability, and keeping accurate status and configuration records, CM reduces the risk of delivering the wrong version and minimizes rework caused by unmanaged changes. It also supports timely delivery because teams can coordinate changes, verify what changed, and reuse approved configurations instead of reconstructing them. The other options describe situations CM is designed to prevent—uncontrolled versions, unnecessary version control avoidance, or delays from over-documentation—where CM actually provides structure to avoid those outcomes.

7. What is Configuration Management (CM) and why is baselining important?

- A. CM controls baselines and changes to work products, ensuring integrity and traceability across the lifecycle.
- B. CM manages baselines and changes to work products, ensuring configuration integrity.
- C. CM is focused on measuring product quality and performance data.
- D. CM governs supplier contracts and service-level agreements.

Configuration Management is about keeping a product's configuration accurate and controllable over time by identifying configuration items, controlling changes to them, and maintaining baselines. Baselining creates a formally approved snapshot of the configuration at a point in time, serving as a stable reference for development, testing, and release. Baselining is important because it gives you a known state to compare against when evaluating changes, enables reproducible builds, supports verification and audits, and helps maintain overall configuration integrity across the lifecycle. The best answer emphasizes that CM manages baselines and changes to work products to preserve configuration integrity. Other options diverge from CM's primary purpose: measuring quality data is more about quality assurance, and governing supplier contracts relates to procurement.

8. Which statement best captures the essence of a 'Defined' level process in CMMI?

- A. Processes are ad hoc and project-specific.
- B. Processes are standardized and documented, and tailored for use across the organization.**
- C. Processes are dictated by one project manager with no formal governance.
- D. Processes are only documented but never used.

In this level, the focus is on turning working methods into a coherent, organization-wide system. The organization defines, documents, and standardizes its processes so everyone uses the same foundational way of working. These standard processes are stored in an organizational process asset library and are designed to be tailored for different projects within established guidelines. This combination—clear, documented standards plus the ability to adapt them for local needs—ensures consistency across projects while still allowing fit-for-purpose variation. Ad hoc and project-specific approaches are not aligned with this level because they lack organization-wide standardization. Having processes dictated by a single manager with no governance contradicts the formalized, governed approach implied here. Simply documenting processes without actually using them also misses the core idea, which is that standardized processes are actively employed across the organization and can be tailored to projects.

9. What is Supplier Agreement Management (SAM) and what does it govern?

- A. SAM governs supplier relationships, ensuring supplier processes and deliverables meet project requirements.**
- B. SAM defines organizational strategic goals.
- C. SAM monitors internal process performance.
- D. SAM manages risk within the project team.

Supplier Agreement Management governs the relationships with external suppliers and the agreements that define how they will contribute to the project. Its aim is to ensure that supplier-provided processes and outputs satisfy the project's requirements, quality attributes, and constraints. This involves planning for supplier involvement, selecting suppliers, and negotiating and maintaining supplier agreements such as contracts, statements of work, and service level agreements, with clear acceptance criteria and evaluation methods. It also includes monitoring supplier performance, managing changes to the agreement, and ensuring alignment with organizational policies and risk considerations. The other options don't fit because this area is not about defining organizational strategic goals, nor about monitoring internal process performance, nor about managing risk strictly within the project team. It focuses on external supplier governance and ensuring that what suppliers do and how they do it meets the project's needs.

10. What are the Practice Areas of Selecting & Managing Suppliers (SMS)?

A. Peer Reviews (PR)

B. Continuity (Cont)

C. Supplier Agreement Management (SAM), Supplier Source Selection (SSS)

D. Service Delivery Management (SDM), Strategic Service Management (STSM)

The essential idea is identifying what areas focus specifically on how you pick and oversee external suppliers. In Selecting & Managing Suppliers, the two practice areas are Supplier Source Selection and Supplier Agreement Management. Supplier Source Selection covers the process of identifying potential suppliers, evaluating them against defined criteria (such as capability, cost, risk, and fit with your needs), and selecting the best option to fulfill a requirement. Supplier Agreement Management concentrates on creating and maintaining the agreements with those suppliers, ensuring that requirements, terms, service levels, and performance expectations are clearly defined and that changes to the agreements are managed as needs evolve. This pairing ensures you not only choose the right suppliers but also manage the ongoing relationship and contracts effectively. The other options refer to different areas. Peer Reviews focus on evaluating work products for defects rather than handling supplier relationships. Continuity relates to business continuity planning. Service Delivery Management and Strategic Service Management pertain to delivering and guiding services, not the specific supplier-selection and supplier-management activities encompassed by SMS.

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.

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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