

# CMPM Practice Exam (Sample)

## Study Guide



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

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# Table of Contents

<b>Copyright</b> .....	<b>1</b>
<b>Table of Contents</b> .....	<b>2</b>
<b>Introduction</b> .....	<b>3</b>
<b>How to Use This Guide</b> .....	<b>4</b>
<b>Questions</b> .....	<b>5</b>
<b>Answers</b> .....	<b>8</b>
<b>Explanations</b> .....	<b>10</b>
<b>Next Steps</b> .....	<b>16</b>

SAMPLE

# 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. Who is the person in charge of leading the project team and ensuring its success?**
  - A. Program Manager**
  - B. Team Lead**
  - C. Product Manager**
  - D. Project Manager**
  
- 2. Which statement best describes a typical procurement contracting strategy and when to use it?**
  - A. Time and materials contracts are the only approach.**
  - B. Only one contract type is ever used.**
  - C. Strategies include competitive bidding, sole source; contract types include fixed-price and cost-reimbursable.**
  - D. Procurement has no strategy and is random.**
  
- 3. Which is a key function of projects that establishes overall governance and structure?**
  - A. Provide Oversight & Coordination**
  - B. Present Objectives & Feedback**
  - C. Apply Expertise**
  - D. Maintain Governance**
  
- 4. Which term is NOT one of the five components used to form a system for value delivery?**
  - A. Portfolio**
  - B. Strategy**
  - C. Product**
  - D. Operations**
  
- 5. What is the role of the Change Control Board (CCB) in project management?**
  - A. The Change Control Board reviews and approves or rejects baselines change requests.**
  - B. The Change Control Board writes project charter.**
  - C. The Change Control Board sets quality metrics.**
  - D. The Change Control Board handles human resources.**

- 6. What is a Work Breakdown Structure (WBS) and its purpose?**
- A. A hierarchical decomposition of the project deliverables and work into smaller components; it provides a basis for planning, budgeting, and control.**
  - B. A list of project risks and their severity.**
  - C. A chart of communication roles and responsibilities.**
  - D. A document listing all stakeholders.**
- 7. Which function is about giving tools, budget, authority, and support?**
- A. Maintain Governance**
  - B. Provide Resources & Direction**
  - C. Provide Business Direction & Insight**
  - D. Facilitate & Support**
- 8. Which of the following is NOT listed as a way projects create value?**
- A. New Product or Service**
  - B. Social or Environmental Good**
  - C. Improve Productivity**
  - D. Decrease Customer Satisfaction**
- 9. Which of the following is a reason why Information Flow is important?**
- A. Keeps everyone aligned with big goals**
  - B. Problems reported early**
  - C. Helps improve planning and execution in future projects**
  - D. All of the above**
- 10. Project success does not depend on people, systems, and the environment.**
- A. True**
  - B. False, it depends**
  - C. False, it never depends**
  - D. True, but only sometimes**

## Answers

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

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## **Explanations**

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**1. Who is the person in charge of leading the project team and ensuring its success?**

- A. Program Manager**
- B. Team Lead**
- C. Product Manager**
- D. Project Manager**

Leading a project from start to finish and ensuring the team delivers the agreed outcomes is the job of the Project Manager. This role is responsible for defining the project scope, planning, and sequencing activities, coordinating resources, and tracking progress to keep the schedule and budget on track. They manage risk, handle changes, and communicate with stakeholders to ensure everyone stays aligned and the project delivers quality results within constraints. The other roles have different focuses: a Team Lead guides the day-to-day work of a specific team, a Product Manager guides the product vision and backlog, and a Program Manager oversees multiple related projects. But the person responsible for the project's overall success and coordination is the Project Manager.

**2. Which statement best describes a typical procurement contracting strategy and when to use it?**

- A. Time and materials contracts are the only approach.**
- B. Only one contract type is ever used.**
- C. Strategies include competitive bidding, sole source; contract types include fixed-price and cost-reimbursable.**
- D. Procurement has no strategy and is random.**

In procurement, you pick contracting approaches based on market conditions, risk, and how well you can define the work. The statement is best because it reflects that a typical strategy includes options like competitive bidding and sole source, and the contract types you might use include fixed-price and cost-reimbursable. Competitive bidding brings market competition and fair pricing when there are multiple capable suppliers; sole source is used when only one supplier can meet the requirements or when urgency or unique capabilities limit options. Fixed-price contracts are appropriate when requirements are well defined and stable, so price certainty is possible; cost-reimbursable contracts are suitable when the scope is uncertain or the risk is high, and the buyer is willing to share risk with the seller. Time and materials is one tool among several and not the only approach, and pretending there's only one contract type or that procurement is random wouldn't fit real practice.

**3. Which is a key function of projects that establishes overall governance and structure?**

- A. Provide Oversight & Coordination**
- B. Present Objectives & Feedback**
- C. Apply Expertise**
- D. Maintain Governance**

Maintaining governance is about setting up and sustaining the framework that guides a project—who makes decisions, who is accountable, and how changes are approved and reported. This establishes the overall structure, roles, policies, and escalation paths that shape how everything is run. With this governance in place, there's a clear, consistent way to align work with objectives, manage risk, and keep stakeholders on the same page. The other activities—oversight and coordination, communicating objectives and feedback, or applying expertise—are important, but they operate within that governance framework or support it rather than establishing the overarching structure itself.

**4. Which term is NOT one of the five components used to form a system for value delivery?**

- A. Portfolio**
- B. Strategy**
- C. Product**
- D. Operations**

The question tests recognizing what actually makes up a system that delivers value. A value-delivery system is built from the concrete execution elements that move work from idea to customer: how we select and fund work (portfolio), what we deliver (product), and how we operate to make delivery reliable, along with the other execution-capability components that connect strategy to day-to-day work. Strategy, on the other hand, is the guiding direction and set of decisions that shape what we aim to achieve and how we prioritize work. It sits above the delivery components as the overarching plan, not as one of the components that form the value-delivery system itself. So the term that does not belong as part of the five components is the one that represents direction rather than a component of the delivery mechanism.

**5. What is the role of the Change Control Board (CCB) in project management?**

- A. The Change Control Board reviews and approves or rejects baselines change requests.**
- B. The Change Control Board writes project charter.**
- C. The Change Control Board sets quality metrics.**
- D. The Change Control Board handles human resources.**

The Change Control Board governs changes to the project baselines by reviewing proposed changes and deciding to approve or reject them. This keeps the project from drifting due to unchecked changes and ensures any modification is analyzed for its impact on scope, schedule, cost, and quality before it's implemented. In practice, a change request is submitted, the CCB assesses the request, may call for more information or perform impact analysis, and then makes a formal decision to authorize, defer, or reject the change. If approved, the baselines are updated and the change is carried out with updated plans and communications. Writing the project charter happens during initiation and is handled by the project sponsor and manager, not the CCB. Setting quality metrics belongs to the quality management planning process. Handling human resources is managed by HR or resource management activities.

**6. What is a Work Breakdown Structure (WBS) and its purpose?**

- A. A hierarchical decomposition of the project deliverables and work into smaller components; it provides a basis for planning, budgeting, and control.**
- B. A list of project risks and their severity.**
- C. A chart of communication roles and responsibilities.**
- D. A document listing all stakeholders.**

A Work Breakdown Structure is a hierarchical decomposition of the project deliverables and the work required to produce them into smaller components, and its purpose is to provide a basis for planning, budgeting, and control. By organizing the scope into manageable work packages, it enables accurate estimation, assignment of responsibilities, scheduling, cost tracking, and performance measurement, while clarifying boundaries to manage scope changes. The other artifacts describe different aspects of a project—risks, communication roles, or stakeholder lists—but they don't structure the work into the deliverables and tasks needed to complete the project.

**7. Which function is about giving tools, budget, authority, and support?**

- A. Maintain Governance**
- B. Provide Resources & Direction**
- C. Provide Business Direction & Insight**
- D. Facilitate & Support**

The main idea tested here is provisioning what a team needs to operate and guiding how they should use it. Giving tools, budget, authority, and support means supplying resources and the direction to use them effectively, so work can proceed smoothly and stay aligned with goals. This combination—resources plus direction—directly describes providing the means to act and the guidance on how to act, which is why it fits best. The other concepts focus on different aspects: governance centers on rules and oversight, business direction and insight emphasizes strategic understanding and high-level guidance, and facilitating and supporting highlights enabling collaboration and removing obstacles. While these are important, they don't explicitly encapsulate both supplying the necessary resources and providing the actionable direction, so they're not as fitting as the option that combines resources with direction.

**8. Which of the following is NOT listed as a way projects create value?**

- A. New Product or Service**
- B. Social or Environmental Good**
- C. Improve Productivity**
- D. Decrease Customer Satisfaction**

Value in projects comes from delivering benefits to customers and other stakeholders while managing costs. Delivering something new that customers want (a new product or service) clearly adds value by expanding options or solving problems. Making a positive social or environmental impact also creates value for society and for those stakeholders who care about sustainability. Improving productivity—doing things faster, cheaper, or with higher quality—reduces waste and costs, which enhances overall value. Decreasing customer satisfaction, on the other hand, harms value. If a project leads to less satisfied customers, it undermines benefits and can increase costs from returns, complaints, or loss of future business. Since that outcome does not create value, it's not listed as a way projects create value.

**9. Which of the following is a reason why Information Flow is important?**

- A. Keeps everyone aligned with big goals**
- B. Problems reported early**
- C. Helps improve planning and execution in future projects**
- D. All of the above**

Information flow is about how updates, feedback, decisions, and risks move through the team and stakeholders. When this flow is strong, everyone stays aligned with the big goals, so daily work connects to the overall objective. It also makes problems surface early because blockers and changes are communicated promptly, allowing quicker fixes. And it supports better planning and execution in future projects by capturing lessons learned and feeding them back into future plans. Since all these benefits come from good information flow, the best choice is all of the above.

**10. Project success does not depend on people, systems, and the environment.**

- A. True**
- B. False, it depends**
- C. False, it never depends**
- D. True, but only sometimes**

The main idea here is that project success hinges on people, systems, and the environment. Each of these elements plays a crucial role in how a project unfolds. People bring the skills, motivation, and collaboration needed to execute tasks. Without the right team and leadership, plans can stall, decisions become slow or poor, and stakeholder buy-in suffers. Systems and processes—things like governance structures, workflows, tools, and metrics—provide the discipline and efficiency that keep work aligned with scope, schedule, and quality targets. They turn messy efforts into repeatable, controllable work. The environment includes organizational culture, available resources, external constraints, and market or regulatory conditions. A supportive environment accelerates decision-making and risk management; a hostile one creates blockers and uncertainty. Because these factors interact, project outcomes depend on them. A strong team with good processes can still struggle if the environment is unsupportive, and vice versa. The statement asserting no dependence ignores these realities, making the correct view that success depends on people, systems, and the environment.

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

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

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