

# FMP Leadership & Strategy Practice Test (Sample)

## Study Guide



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

**Copyright © 2026 by Examzify - A Kaluba Technologies Inc. product.**

**ALL RIGHTS RESERVED.**

**No part of this book may be reproduced or transferred in any form or by any means, graphic, electronic, or mechanical, including photocopying, recording, web distribution, taping, or by any information storage retrieval system, without the written permission of the author.**

**Notice: Examzify makes every reasonable effort to obtain accurate, complete, and timely information about this product from reliable sources.**

**SAMPLE**

# 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

SAMPLE

- 1. A concise description of why the organization exists and its desired future state is a:**
  - A. Mission statement**
  - B. Operating budget**
  - C. Vision statement**
  - D. Policy manual**
  
- 2. Which term describes the expression of an organization's character as the sum of its organizational values?**
  - A. Organizational culture**
  - B. Organizational design**
  - C. Organizational development**
  - D. Organizational structure**
  
- 3. Benefits given out by managers or other sources based on degree of success or general positive qualities**
  - A. Derived requirements**
  - B. Facility Management**
  - C. Extrinsic rewards**
  - D. External Risk**
  
- 4. An adjacency diagram that illustrates primary and secondary adjacencies between major work groups or departments.**
  - A. Process Mapping**
  - B. Organizational Chart**
  - C. Value Stream Mapping**
  - D. Bubble Diagram**
  
- 5. Which process defines user needs at a high level and develops a strategic statement of requirements that reflects general space needs per person and business unit but omits schedules or detailed analyses of specific spaces/services?**
  - A. Macrolevel space forecasts**
  - B. Needs Assessment**
  - C. Mission statement**
  - D. Macro programming**

- 6. A statement that guides decision-making and future direction is typically called:**
- A. Vision statement**
  - B. Objective**
  - C. Compliance guideline**
  - D. Procedure manual**
- 7. Which business technique puts the customer first?**
- A. Customer Relationship Management**
  - B. Delegation**
  - C. Derived requirements**
  - D. Facility Management**
- 8. Which term describes the development of enhanced relationships with key FM suppliers, vendors, and professional service providers to fulfill mutual goals, ensure mutual profitability, meet facility requirements, and build trust?**
- A. Team**
  - B. Strategic objective**
  - C. Supplier relationship management**
  - D. Stretch goals**
- 9. Which job-design approach adds higher-order motivating factors into a job, including responsibility, freedom, growth opportunities, recognition, and achievement?**
- A. Job enrichment**
  - B. Job enlargement**
  - C. Job simplification**
  - D. Just-in-time**
- 10. Which term describes an organizational deficiency where staff focus only on their specialty area?**
- A. Span of Control**
  - B. Silo Effect / Stovepipe**
  - C. Spatial Differentiation**
  - D. Relationship Management**

## Answers

SAMPLE

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

SAMPLE

## **Explanations**

SAMPLE

**1. A concise description of why the organization exists and its desired future state is a:**

- A. Mission statement**
- B. Operating budget**
- C. Vision statement**
- D. Policy manual**

The main idea here is how organizations articulate purpose and direction. A concise statement about why the organization exists and the future it aims to create is a vision statement. It paints a forward-looking picture of the impact or status the organization seeks to achieve, providing a shared aspiration that guides strategy and motivates people. In contrast, a mission describes the organization's current purpose and activities, outlining what it does today and for whom. An operating budget focuses on planning current resources, and a policy manual sets out rules and procedures. So the vision statement best matches the idea of a concise, future-oriented description of purpose and desired state.

**2. Which term describes the expression of an organization's character as the sum of its organizational values?**

- A. Organizational culture**
- B. Organizational design**
- C. Organizational development**
- D. Organizational structure**

Organizational culture is the expression of an organization's character as the sum of its values. When a company shares and lives by certain values—like integrity, teamwork, or customer focus—those beliefs shape everyday behavior, decisions, and informal practices. You can see culture in how people communicate, what gets rewarded, the rituals and stories that circulate, and how the organization handles challenges. All of these outward signs are the living embodiment of the collective values, making culture the best description of the organization's character. The other terms focus on different aspects. Organizational design concerns how work is arranged and coordinated; organizational development is about planned efforts to improve effectiveness; organizational structure refers to reporting lines and groupings. Each influences how work gets done, but they describe framework and processes rather than the character expressed through shared values.

**3. Benefits given out by managers or other sources based on degree of success or general positive qualities**

- A. Derived requirements**
- B. Facility Management**
- C. Extrinsic rewards**
- D. External Risk**

Extrinsic rewards are external incentives provided by managers or the organization to recognize performance or positive qualities. They are tangible benefits tied to how well someone does, such as pay raises, bonuses, promotions, or other perks. That matches the description of benefits given out based on degree of success or general positive traits, because the motivation comes from outside the person and is linked to specific achievements or behavior. Derived requirements isn't a standard term for rewards. Facility management refers to maintaining buildings and services, not motivation or incentives. External risk concerns risks coming from outside the organization, not rewards. So extrinsic rewards best fit the idea of externally provided benefits tied to performance or positive attributes.

**4. An adjacency diagram that illustrates primary and secondary adjacencies between major work groups or departments.**

- A. Process Mapping**
- B. Organizational Chart**
- C. Value Stream Mapping**
- D. Bubble Diagram**

Visualizing how major work groups relate spatially helps optimize movement and collaboration. A bubble diagram uses simple bubbles for each department and shows which groups should be near each other based on proximity or adjacency. It emphasizes primary adjacencies—the most important pairings for efficient interaction—and secondary adjacencies that are beneficial but less critical. This makes it the best fit for illustrating how departments should be positioned in a facility or workspace during early design. It isn't about mapping process steps, flows, or hierarchical structures, which are covered by process/value stream maps and organizational charts.

- 5. Which process defines user needs at a high level and develops a strategic statement of requirements that reflects general space needs per person and business unit but omits schedules or detailed analyses of specific spaces/services?**
- A. Macrolevel space forecasts**
  - B. Needs Assessment**
  - C. Mission statement**
  - D. Macro programming**

Macro programming is the process that defines user needs at a high level and develops a strategic statement of requirements that reflects general space needs per person and per business unit while omitting schedules or detailed analyses of specific spaces or services. It provides the overarching brief that guides later, more detailed design work. The reason this fits best is that it focuses on the broad space implications and per-unit requirements without getting into exact room counts, schedules, or granular space analyses—that level of detail comes later in micro programming. The other options don't fit because macrolevel space forecasts look at predicting future demand, needs assessment centers on identifying gaps and needs but not in the form of a high-level per-person/per-unit space brief, and a mission statement expresses organizational purpose rather than space requirements.

- 6. A statement that guides decision-making and future direction is typically called:**
- A. Vision statement**
  - B. Objective**
  - C. Compliance guideline**
  - D. Procedure manual**

A statement that guides decision-making and future direction is designed to be forward-looking and aspirational, serving as a compass for where an organization wants to be in the long term. This kind of declaration helps leaders decide which opportunities to pursue, how to allocate resources, and how to communicate intent across the organization. It sets a broad, overarching goal that informs strategy rather than detailing specific actions or rules. That's why it fits best as a vision statement: it captures the desired future state and the direction the organization aims to travel toward. In contrast, an objective is a concrete, measurable target with a deadline; a compliance guideline outlines required rules to follow; and a procedure manual provides step-by-step instructions for performing tasks. The vision statement stands out because it guides decisions and shapes future direction, while the others specify actions, rules, or processes. For example, "to become the world's leading provider of sustainable energy" illustrates the long-term direction that informs strategy and choices across the organization.

**7. Which business technique puts the customer first?**

**A. Customer Relationship Management**

**B. Delegation**

**C. Derived requirements**

**D. Facility Management**

Putting the customer first means using systems that capture and act on what customers need and value, across every interaction. Customer Relationship Management does exactly that by centralizing customer data, tracking interactions, and guiding personalized outreach and service. This creates a seamless and responsive experience, strengthens loyalty, and helps the organization anticipate and meet evolving needs. Delegation is about distributing tasks to others, not a strategy for centering the customer. Derived requirements are about inferring needed features or capabilities, not about ongoing customer engagement. Facility management focuses on the physical workspace and services, not on customer relationships. That's why Customer Relationship Management is the best fit for putting the customer first.

**8. Which term describes the development of enhanced relationships with key FM suppliers, vendors, and professional service providers to fulfill mutual goals, ensure mutual profitability, meet facility requirements, and build trust?**

**A. Team**

**B. Strategic objective**

**C. Supplier relationship management**

**D. Stretch goals**

The focus is on developing and maintaining collaborative connections with key FM suppliers to achieve shared goals and build trust. This is best described by supplier relationship management, a systematic approach to forming and nurturing partnerships with suppliers and service providers. It covers how you communicate, set expectations, measure performance, share risks and rewards, and pursue continuous improvement together, all with the aim of mutual profitability and meeting facility requirements. The term explicitly centers on the ongoing relationship with external providers and the governance that sustains it. A team refers to internal groups, a strategic objective is a goal you aim to achieve, and stretch goals are ambitious targets—none of these capture the structured, ongoing relationship framework with suppliers that enables joint value creation.

**9. Which job-design approach adds higher-order motivating factors into a job, including responsibility, freedom, growth opportunities, recognition, and achievement?**

- A. Job enrichment**
- B. Job enlargement**
- C. Job simplification**
- D. Just-in-time**

The idea being tested is how to design a job to boost internal motivation by making the work itself more meaningful and self-directed. This is achieved through job enrichment, which adds higher-order motivating factors into the role—namely, more responsibility, greater freedom to decide how to complete tasks, opportunities for growth, and opportunities for recognition and achievement. By giving people real influence over their work, chances to develop new skills, and acknowledgement of their accomplishments, the job becomes intrinsically rewarding. In contrast, other approaches don't add these depth factors. Job enlargement expands the set of tasks but at the same level of complexity, which can increase workload without enhancing meaningful engagement. Job simplification reduces complexity and autonomy, typically decreasing motivation. Just-in-time is about streamlining production processes and inventory, not about altering how a job is designed for motivation.

**10. Which term describes an organizational deficiency where staff focus only on their specialty area?**

- A. Span of Control**
- B. Silo Effect / Stovepipe**
- C. Spatial Differentiation**
- D. Relationship Management**

When staff concentrate only on their own specialty and don't collaborate across functions, the organization loses a cohesive, integrated approach. This is known as the silo effect (also called stovepiping). It arises when departments or teams are organized around disciplines and are measured or rewarded for local, not global, outcomes. Because information, data, and processes stay within each silo, cross-functional coordination breaks down, decision-making slows, and efforts get duplicated or misaligned with the overall strategy. The result is a fragmented organization that struggles to respond to complex problems that require a coordinated effort across specialties. If you're wondering about the other terms: span of control is about how many direct reports a manager has and affects managerial workload, not the cross-functional isolation. Spatial differentiation refers to geographic separation of units and can contribute to silos, but it describes location rather than the stubborn focus on a single specialty. Relationship management deals with handling interactions with stakeholders, internal or external, and isn't about internal specialization silos.

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

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

SAMPLE