



Sample Exam

Exam Name: Certified Program Manager (CPM)

Exam Code: CPM-001

Question: Which of the following best describes the primary purpose of program management?

- A. To deliver a unique product or service within a defined time
- B. To manage unrelated projects separately for operational efficiency
- C. To coordinate interrelated projects to achieve strategic objectives and deliver business value
- D. To select portfolios based on organizational investments

Correct Answer: C

Question: Which statement accurately distinguishes programs from projects?

- A. Programs are temporary and focus on producing a single deliverable
- B. Projects deliver strategic benefits while programs produce operational outputs
- C. Programs are ongoing, composed of related projects, and focus on achieving strategic outcomes
- D. Projects have interdependent components, whereas programs do not

Correct Answer: C

Question: Which of the following is *not* one of the phases in the program lifecycle?

- A. Program Definition
- B. Program Execution
- C. Program Closure
- D. Portfolio Prioritization

Correct Answer: D

Question: Which activity is a central part of strategic planning within program management?

- A. Creating detailed Work Breakdown Structures for individual projects
- B. Identifying and prioritizing program benefits aligned with organizational strategy
- C. Scheduling project tasks for operational teams
- D. Preparing procurement documents for vendors

Correct Answer: B

Scenario: An organization wants to enter a new market and launches a strategic initiative consisting of multiple interrelated projects: a product development project, a marketing launch project, and a customer support setup project. The leadership wants to ensure all these efforts stay aligned with the company's long-term vision and deliver measurable business benefits.

Question: As the newly appointed Program Manager, what *should be your first step* to ensure alignment with organizational strategy?

- A. Begin detailed scheduling of all individual projects
- B. Request additional resources for the product development project
- C. **Develop a Program Charter outlining strategic alignment, objectives, benefits, and scope**
- D. Start conducting performance monitoring using KPIs

Correct Answer: C

Scenario: During the execution of a program, you discover that delays in one project are causing a ripple effect on two other dependent projects within the program. Stakeholders are concerned about meeting strategic targets and want assurance that the program remains on track.

Question: Which action should you take as the Program Manager to address this situation effectively?

- A. **Review the program roadmap, analyze inter-project dependencies, and implement corrective actions**
- B. Close the delayed project to prevent further impact on other projects
- C. Transfer all risks to the portfolio manager to handle
- D. Replace all project managers involved with new resources

Correct Answer: A

What is the primary purpose of a program charter?

- A. To outline project-level tasks and schedules
- B. **To define the program's scope, goals, stakeholders, and strategic alignment**
- C. To assign daily operational duties to team members
- D. To provide a financial audit of previous programs

Correct Answer: B

Which characteristic is *not* part of defining SMART program objectives?

- A. Measurable
- B. Achievable
- C. Relevant
- D. **Flexible**

Correct Answer: D
