



Certified Project Management Professional (CPMP)

Ten Sample Questions

These ten questions are written at the difficulty of the live exam. Six carry a figure, a data table, a configuration or a code listing; four are plain scenario questions, as on the live paper. Every one is a scenario a working project management professional would meet, and none of them appears in the live question bank.

The live exam is multistage adaptive: how you score on one stage selects the difficulty of the next, so no two candidates sit the same paper. It is a performance-based exam: each form can carry up to 5 to 12 performance-based questions alongside the multiple-choice questions, which means you build, sequence or complete something rather than only choosing from a list. Answers and full explanations follow each question here; the live exam does not disclose item-level answers.

Question 1

Domain 1: Project Management Foundations

DATA

Sarah Miller maps each process group to its purpose, with one purpose missing.

Process group	Purpose
Initiating	Authorise the project
Planning	(to choose)
Executing	Do the work
Closing	Finalise and hand over

Table 1.1 Process groups and purpose.

What is the planning purpose?

- ☐ A Sign the final invoice
- ☐ B Do the project work
- ☐ C Define scope and plan
- ☐ D Approve the charter

Correct answer: C

Planning is where the team defines scope and lays out the plan for time, cost, quality and risk. Authorising the project belongs to initiating, doing the work to executing, and finalising to closing.

Question 2

Domain 2: Scope, Schedule and Cost

CONFIG

James Carter reviews the work breakdown structure for a small website build.

```
1      Website
1.1    Design
1.2    Build
1.2.1  Front end
1.2.2  Back end
1.3    Test
```

Listing 2.1 The work breakdown structure.

What do the lowest level items represent?

- ☐ A Work packages
- ☐ B Whole project phases
- ☐ C Team member names
- ☐ D Risk response plans

Correct answer: A

The lowest level items in a work breakdown structure are work packages, the units that can be estimated and assigned. They are not phases, people or risk responses, which live in other planning artefacts.

Question 3

Domain 3: Risk and Quality

DATA

Olivia Davis ranks four risks by their probability and impact.

Risk	Prob	Impact
Vendor delay	High	High
Scope creep	Med	High
Staff illness	Low	Low
Tool licence	Low	Med

Table 3.1 Risks by probability and impact.

Which risk should be addressed first?

- ☐ A Tool licence
- ☐ B Staff illness

- ☐ C Scope creep
- ☐ D Vendor delay

Correct answer: D

The vendor delay scores high on both probability and impact, giving it the largest exposure, so it is addressed first. The others carry lower probability or impact and can wait for a lighter response.

Question 4

Domain 4: Stakeholders and Communication

DATA

Emma Wilson compares the current and desired engagement of each stakeholder.

Stakeholder	Current	Desired
Sponsor	Supportive	Leading
Users	Neutral	Supportive
Vendor	Resistant	Leading
Auditor	Neutral	Neutral

Table 4.1 Current and desired engagement.

Which stakeholder needs the biggest shift?

- ☐ A Move the sponsor most
- ☐ B Move the vendor most
- ☐ C Move the users most
- ☐ D Move the auditor most

Correct answer: B

The vendor must move from resistant all the way to leading, the widest gap on the grid, so it needs the biggest shift. The sponsor and users move only one step, and the auditor needs no change at all.

Question 5

Domain 5: Execution and Monitoring

DATA

David Brown reviews the earned value figures at the current reporting date.

Metric	Value
Planned value	10000
Earned value	8000
Actual cost	9000
Budget at completion	20000

Table 5.1 Earned value at the report date.

What does the cost variance show?

- ☐ A Ahead of schedule
- ☐ B Under budget
- ☐ C Over budget
- ☐ D Exactly on plan

Correct answer: C

Cost variance is earned value minus actual cost, here 8000 minus 9000, which is negative, so the project is over budget. Schedule status comes from a separate comparison of earned value against planned value.

Question 6

Domain 2: Scope, Schedule and Cost

CONFIG

Ava Thompson lists the two paths through the schedule network with their durations.

```
Start -> A(3) -> B(5) -> End
Start -> C(2) -> D(4) -> End
Path A then B = 8 days
Path C then D = 6 days
```

Listing 6.1 The schedule network paths.

Which is the critical path?

- ☐ A Path C then D
- ☐ B Start straight to End
- ☐ C The shorter path
- ☐ D Path A then B

Correct answer: D

The critical path is the longest path through the network, here path A then B at eight days, which sets the shortest possible project duration. The six day path has float and is not critical.

Question 7

Domain 1: Project Management Foundations

A sponsor asks the manager to cut the schedule, hold the scope fixed, and keep the same budget and quality. Which idea best explains why something has to give?

- ☐ A A longer daily standup
- ☐ B Scope, time, cost link
- ☐ C The stakeholder matrix
- ☐ D The lessons learned log

Correct answer: B

Scope, time and cost are linked, so pulling in the schedule while holding scope and budget forces one of them to move. This trade-off is the core constraint that a project manager balances every time a change is requested.

Question 8

Domain 3: Risk and Quality

A team waits until the product is finished and then inspects heavily to catch defects, and rework keeps climbing sprint after sprint. Which quality idea best reduces the cost?

- ☐ A Add more inspectors
- ☐ B Skip all the testing
- ☐ C Build in prevention
- ☐ D Ship then patch it

Correct answer: C

Quality is cheaper when defects are prevented early rather than caught late, so building prevention into the process lowers rework cost. Adding inspectors or shipping then patching treats symptoms and raises the total cost of quality.

Question 9

Domain 4: Stakeholders and Communication

A project grows from five people to ten and coordination breaks down as messages get missed and decisions stall. What best explains why communication got harder?

- ☐ A Channels grew fast
- ☐ B Fewer channels form
- ☐ C Channels stay fixed
- ☐ D People talk less now

Correct answer: A

The number of communication channels rises quickly with team size, following $n \text{ times } n \text{ minus one over two}$, so doubling the team more than triples the channels. A communication plan is what keeps that growth manageable.

Question 10

Domain 6: Frameworks, Agile and Governance

Requirements keep changing and the customer wants working slices early and often, so a fully fixed upfront plan keeps failing to deliver value. Which approach best fits?

- ☐ A A fixed waterfall schedule
- ☐ B No plan at all
- ☐ C One big final release
- ☐ D An agile, adaptive way

Correct answer: D

When requirements are volatile and the customer values early feedback, an agile, adaptive approach delivers in small increments and adjusts each cycle. A fixed waterfall or a single final release removes the chance to learn and adapt.

