

**Program Management Professional (PgMP)<sup>SM</sup>  
Sample Questions**

*Company A and Company B merge to create a new organization, Company ABC. Both companies operated strategic business units and employed full-time project managers. Although both companies were composite matrix management organizations, their corporate and project management cultures and organizational structures differed. Company A's project management organizations tailored their processes and tools to their assigned strategic business units; Company B's project management organizations centralized the development of processes and tools for corporate-wide adoption. The new organization, Company ABC, retained the strategic business units, composite matrix management organization, and full-time project managers. It has a single project organization that aligns project managers with strategic units and has separate headquarters in the United States and the United Kingdom to oversee its North American and European regions, respectively. In so doing, cultural diversity is recognized and accepted*

What kind of project management behavior culture would **MOST** likely have developed at Company A?

- A. Isolated
- B. Fragmented
- C. Non-cooperative
- D. Competitive

Which cultural characteristics are **MOST** likely to be evident at the North American headquarters?

- A. Communicate formally and respect tradition.
- B. Focus on task accomplishments and reward individualism.
- C. Value history, hierarchy, individualism and loyalty.
- D. Communicate indirectly and emphasis hard work and success.