

CGEIT Dumps

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NEW QUESTION 1

You are the project manager for your organization. You are preparing for the quantitative risk analysis. Mark, a project team member, wants to know why you need to do quantitative risk analysis when you just completed qualitative risk analysis. Which one of the following statements best defines what quantitative risk analysis is?

- A. Quantitative risk analysis is the process of prioritizing risks for further analysis or action by assessing and combining their probability of occurrence and impact.
- B. Quantitative risk analysis is the planning and quantification of risk responses based on probability and impact of each risk event.
- C. Quantitative risk analysis is the review of the risk events with the high probability and the highest impact on the project objectives.
- D. Quantitative risk analysis is the process of numerically analyzing the effect of identified risks on overall project objectives.

Answer: D

NEW QUESTION 2

Fill in the blank with an appropriate phrase.

_____ models address specifications, requirements, design, verification and validation, and maintenance activities.

- A. Life cycle

Answer: A

NEW QUESTION 3

Fill in the blank with an appropriate word.

_____ is also referred to as corporate governance, and covers issues such as board structures, roles and executive remuneration.

- A. Conformance

Answer: A

NEW QUESTION 4

Your organization mainly focuses on the production of bicycles for selling it around the world. In addition to this, the organization also produces scooters. Management wants to restrict its line of production to bicycles. Therefore, it decides to sell the scooter production department to another competitor. Which of the following terms best describes the sale of the scooter production department to your competitor?

- A. Corporate restructure
- B. Divestiture
- C. Rightsizing
- D. Outsourcing

Answer: B

NEW QUESTION 5

You are the business analyst for your organization and are preparing to conduct stakeholder analysis. As part of this process you realize that you'll need several inputs. Which one of the following is NOT an input you'll use for the conduct stakeholder analysis task?

- A. Organizational process assets
- B. Enterprise architecture
- C. Business need
- D. Enterprise environmental factors

Answer: D

NEW QUESTION 6

Which of the following processes is described in the statement below?

"This is the process of numerically analyzing the effect of identified risks on overall project objectives."

- A. Identify Risks
- B. Perform Qualitative Risk Analysis
- C. Perform Quantitative Risk Analysis
- D. Monitor and Control Risks

Answer: C

NEW QUESTION 7

Jenny is the project manager for the NBT projects. She is working with the project team and several subject matter experts to perform the quantitative risk analysis process. During this process she and the project team uncover several risks events that were not previously identified.

What should Jenny do with these risk events?

- A. The events should be determined if they need to be accepted or responded to.
- B. The events should be entered into the risk register.
- C. The events should continue on with quantitative risk analysis.
- D. The events should be entered into qualitative risk analysis.

Answer: B

NEW QUESTION 8

Beth is a project team member on the JHG Project. Beth has added extra features to the project and this has introduced new risks to the project work. The project manager of the JHG project elects to remove the features Beth has added. The process of removing the extra features to remove the risks is called what?

- A. Corrective action
- B. Preventive action
- C. Scope creep
- D. Defect repair

Answer: B

NEW QUESTION 9

You are the project manager for your organization and you are working with Thomas, a project team member. You and Thomas have been working on a specific risk response for a probable risk event in the project. Thomas is empowered with a risk response and will control all aspects of the identified risk response in which a particular risk event will happen within the project. What title, in regard to risk, is bestowed on Thomas?

- A. Risk coordinator
- B. Risk expeditor
- C. Risk owner
- D. Risk team leader

Answer: C

NEW QUESTION 10

Which of the following essential elements of IT Portfolio Investment Management drives better decisions by providing real-time portfolio performance information in personalized views, such as cost/benefit summary, risk versus reward, ROI versus alignment, and balance bubble charts?

- A. Workflow, Process Management, Tracking and Authorization
- B. Portfolio Management
- C. Integrated Dashboards and Scorecards
- D. Portfolio What-If Planning

Answer: C

NEW QUESTION 10

Val IT is a suite of documents that provide a framework for the governance of IT investments, produced by the IT Governance Institute (ITGI). It is a formal statement of principles and processes for IT portfolio management. Drag and drop the correct domain ('Portfolio management') next to the IT processes defined by Val IT.

| DESCRIPTION | IT PROCESSES |
|---|---|
| It maintains a human resource inventory. | Drop Here PM 9 |
| It identifies the resource requirements. | Drop Here PM 8 |
| It performs a gap analysis. | Drop Here PM 7 |
| It develops a resourcing plan. | Drop Here PM 6 |
| It monitors the resource requirements and utilization. | Drop Here PM 5 |
| It establishes an investment threshold. | Drop Here PM 4 |
| It evaluates the initial program concept business case. | Drop Here PM 3 |
| It evaluates and assigns a relative score to the program business case. | Drop Here PM 2 |
| It creates an overall portfolio view. | Drop Here PM 1 |

- A. Mastered
- B. Not Mastered

Answer: A

Explanation:

| DESCRIPTION | IT PROCESSES | |
|---|--------------|------|
| It maintains a human resource inventory. | PM 1 | PM 9 |
| It identifies the resource requirements. | PM 2 | PM 8 |
| It performs a gap analysis. | PM 3 | PM 7 |
| It develops a resourcing plan. | PM 4 | PM 6 |
| It monitors the resource requirements and utilization. | PM 5 | PM 5 |
| It establishes an investment threshold. | PM 6 | PM 4 |
| It evaluates the initial program concept business case. | PM 7 | PM 3 |
| It evaluates and assigns a relative score to the program business case. | PM 8 | PM 2 |
| It creates an overall portfolio view. | PM 9 | PM 1 |

NEW QUESTION 14

What are the various phases of the Software Assurance Acquisition process according to the U.S. Department of Defense (DoD) and Department of Homeland Security (DHS) Acquisition and Outsourcing Working Group?

- A. Implementing, contracting, auditing, monitoring
- B. Requirements, planning, monitoring, auditing
- C. Designing, implementing, contracting, monitoring
- D. Planning, contracting, monitoring and acceptance, follow-on

Answer: D

NEW QUESTION 17

Which of the following types of IT organizational structures states that all IT decision-making and the IT budget are in one place, much easier to manage, and require much less effort to organize?

- A. Decentralized
- B. Federated
- C. Project-based
- D. Centralized

Answer: D

NEW QUESTION 20

A service provider guarantees for end-to-end network traffic performance to a customer. Which of the following types of agreement is this?

- A. LA
- B. VPN
- C. NDA
- D. SLA

Answer: D

NEW QUESTION 22

Which of the following domains of COBIT covers areas such as the execution of the applications within the IT system and its results as well as the support processes that enable the effective and efficient execution of these IT systems?

- A. Deliver and Support
- B. Acquire and Implement
- C. Monitor and Evaluate
- D. Plan and Organize

Answer: A

NEW QUESTION 27

Gary has identified a project risk that could injure project team members. He does not want to accept any risk where someone could become injured on this project so he hires a professional vendor to complete this portion of the project work. This workaround to the risk event is known as what type of risk response?

- A. Avoidance
- B. Mitigation

- C. Acceptance
- D. Transference

Answer: D

NEW QUESTION 29

The IT strategy formulation process consists of four steps to provide guidance to all who are involved. Which of the following steps are performed in the IT strategy formulation process?

Each correct answer represents a complete solution. Choose all that apply.

- A. Decide how to get from here to there.
- B. Evaluate changes.
- C. Assess process maturity.
- D. Map out the big picture.

Answer: ABD

NEW QUESTION 33

Which of the following concepts is a semi-standard structured report supported by proven design methods and automation tools that can be used by managers to keep track of the execution of activities by staff within their control and monitor the consequences arising from these actions?

- A. Total Security Management
- B. Balanced Scorecard (BSC)
- C. Total Quality Management
- D. Six Sigma

Answer: B

NEW QUESTION 34

Drag and drop the various architecture domains for TOGAF at the appropriate places.

| DESCRIPTION | ARCHITECTURE DOMAINS |
|---|--|
| It defines the business strategy, governance, organization, and key business processes of the organization. | Placeholder Technical architecture |
| It provides a blueprint for the individual application systems to be deployed, the interactions between the application systems, and their relationships to the core business processes of the organization with the frameworks for services to be exposed as business functions for integration. | Placeholder Data architecture |
| It describes the structure of an organization's logical and physical data assets and the associated data management resources. | Placeholder Applications architecture |
| It describes the hardware, software and network infrastructure needed to support the deployment of core, mission-critical applications. | Placeholder Business architecture |

- A. Mastered
- B. Not Mastered

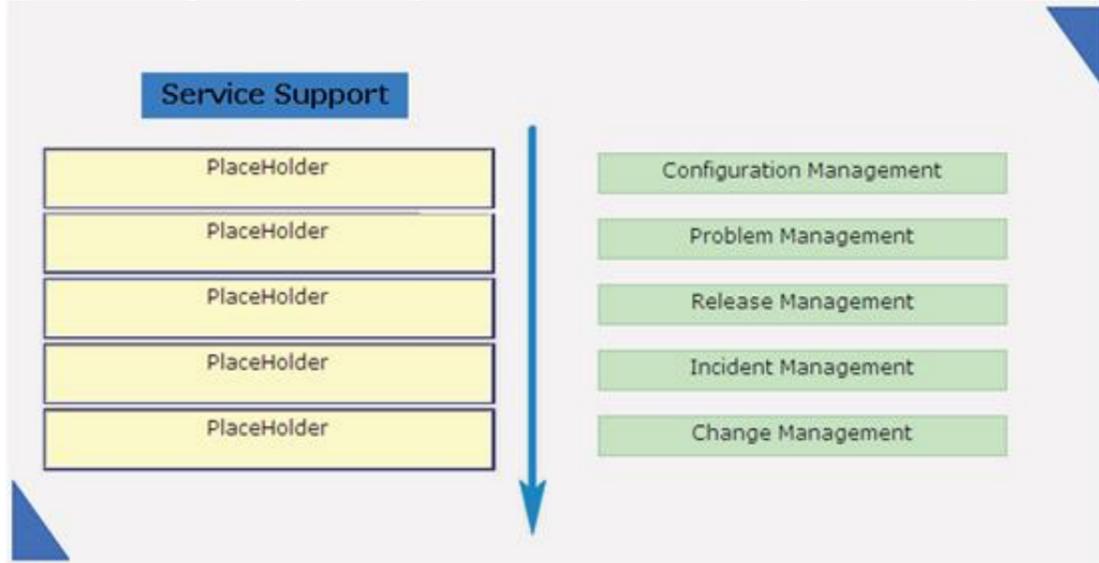
Answer: A

Explanation:

| DESCRIPTION | ARCHITECTURE DOMAINS | |
|---|---------------------------|---------------------------|
| It defines the business strategy, governance, organization, and key business processes of the organization. | Business architecture | Technical architecture |
| It provides a blueprint for the individual application systems to be deployed, the interactions between the application systems, and their relationships to the core business processes of the organization with the frameworks for services to be exposed as business functions for integration. | Applications architecture | Data architecture |
| It describes the structure of an organization's logical and physical data assets and the associated data management resources. | Data architecture | Applications architecture |
| It describes the hardware, software and network infrastructure needed to support the deployment of core, mission-critical applications. | Technical architecture | Business architecture |

NEW QUESTION 36

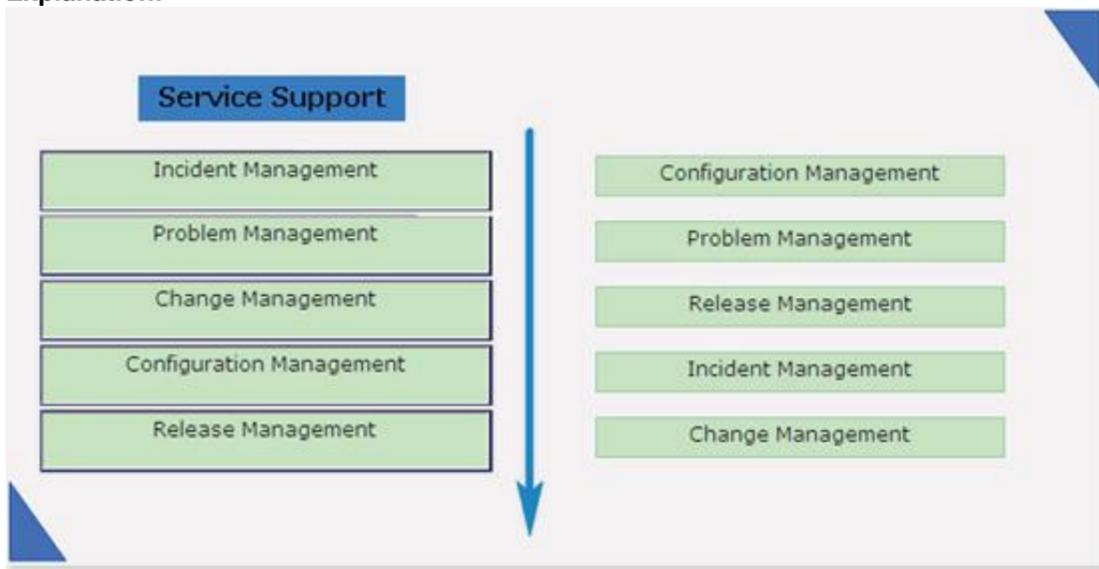
The Information Technology Infrastructure Library (ITIL) is a set of concepts and policies for managing information technology (IT) infrastructure, development, and operations. Drag and drop the ITIL processes that focus on service operation, i.e. operational processes in Service Support, in the correct places.



- A. Mastered
- B. Not Mastered

Answer: A

Explanation:



NEW QUESTION 38

Which of the following is the main objective of business process outsourcing?

- A. Realigning business process with business strategy
- B. Permitting the enterprise to focus on core main competences
- C. Optimizing business processes
- D. Increasing the automation of business processes

Answer: B

NEW QUESTION 40

You are the project manager of a newly formed project to create a new manufacturing facility. You are working with a business analyst to identify, document, and prioritize stakeholders' needs for the facility. You'll also need to quantify any subjective terms and needs to define the project scope. What is this process called?

- A. Requirements analysis
- B. Project scope statement creation
- C. Requirements gathering
- D. Stakeholder analysis

Answer: D

NEW QUESTION 44

IT Governance is used by the management to regulate the Information Systems, to accomplish its objectives. IT governance forms an integral part of corporate governance. Which of the following elements are required to implement a good IT governance framework? Each correct answer represents a complete solution. Choose all that apply.

- A. Communication
- B. Structure
- C. Project
- D. Process

Answer: ABD

NEW QUESTION 47

Which of the following roles is responsible for review and risk analysis of all contracts on a regular basis?

- A. The Service Catalogue Manager
- B. The Supplier Manager
- C. The Configuration Manager
- D. The IT Service Continuity Manager

Answer: B

NEW QUESTION 50

All projects that are presented in your organization must go through a board to review the return on investment, risk, and worthiness of a project. All projects are considered but not all projects are initiated. What is the name of the process that this board is completing in your organization?

- A. Project selection committee
- B. Change governance
- C. Project portfolio management
- D. Project portfolio management board

Answer: C

NEW QUESTION 53

You work as a project manager for BlueWell Inc. There has been a delay in your project work that is adversely affecting the project schedule. You decided, with your stakeholders' approval, to fast track the project work to get the project done faster. When you fast track the project which of the following are likely to increase?

- A. Costs
- B. Risks
- C. Human resource needs
- D. Quality control concerns

Answer: B

NEW QUESTION 55

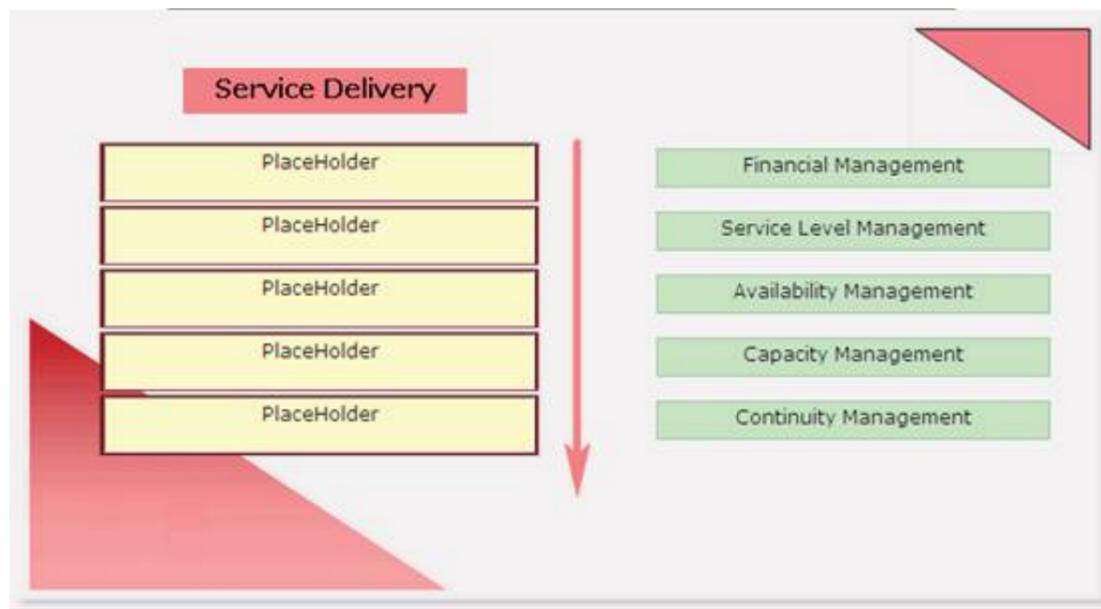
Which of the following processes ensures that all vital assets and resources of the organization are safeguarded?

- A. Defining Resource Requirements process
- B. Cost estimating process
- C. Vendor contract administration process
- D. Risk management process

Answer: D

NEW QUESTION 57

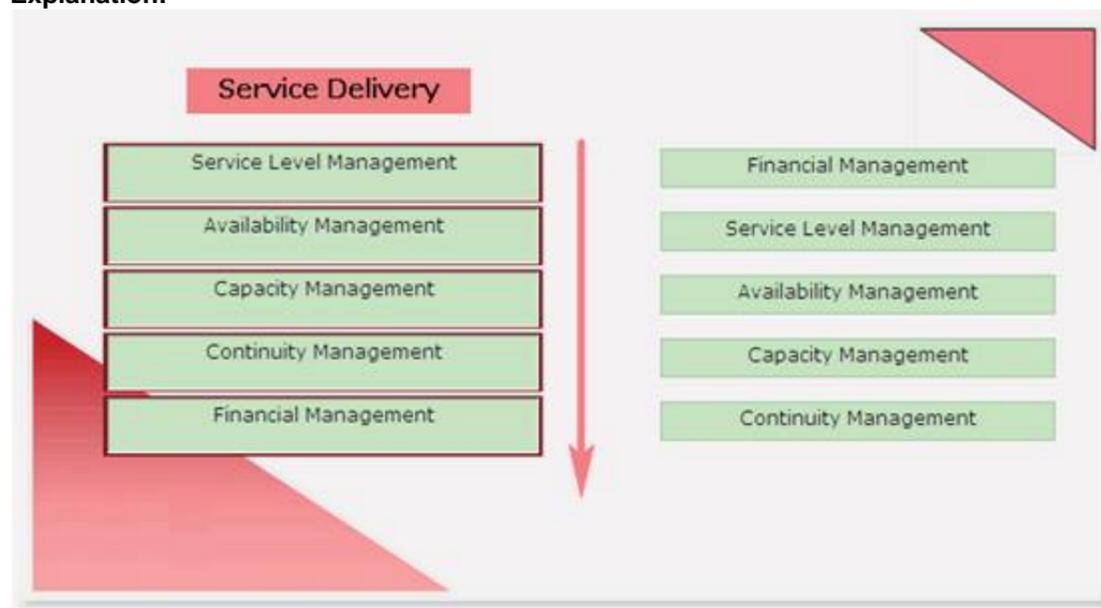
The Information Technology Infrastructure Library (ITIL) is a set of concepts and policies for managing information technology (IT) infrastructure, development, and operations. Drag and drop the ITIL processes that focus on service planning, i.e. tactical processes in Service Delivery, in the correct places.



- A. Mastered
- B. Not Mastered

Answer: A

Explanation:



NEW QUESTION 58

The entry points to Service Strategy are referred to as "the Four Ps". They identify the different forms a service strategy may take. Which of the following is a correct list of the 'Four Ps'?

- A. People, Products, Partners, and Profit
- B. People, Potential, Products, and Performance
- C. Potential, Preparation, Performance, and Profit
- D. Perspective, Position, Plan, and Pattern

Answer: D

NEW QUESTION 59

Which of the following stages of the Forrester's IT Governance Maturity Model describes that the IT governance processes are applied across the enterprise where all business units/entities conform to the same set of IT governance processes, and IT investment decisions are based on the enterprise view?

- A. Stage 3-Consistent
- B. Stage 4-Best practices
- C. Stage 1-Ad hoc
- D. Stage 2-Fragmented

Answer: A

NEW QUESTION 61

You are the project manager of the AMD project for your organization. In this project, you are currently performing quantitative risk analysis. The tool and technique you are using is simulation where the project model is computed many times with the input values chosen at random for each iteration. The goal is to create a probability distribution from the iterations for the project schedule. What technique will you use with this simulation?

- A. Pareto modeling
- B. Expected Monetary Value
- C. Monte Carlo Technique
- D. Analogous modeling

Answer: C

NEW QUESTION 64

Robert is the business analyst for his organization and he's working with several stakeholders to identify the business need for an opportunity. Robert needs to identify the stakeholder that will be responsible for authorizing the actions needed in order to meet the identified business need. Which stakeholder does Robert need to identify?

- A. Regulator
- B. Implementation Subject Matter Expert
- C. Sponsor
- D. Customer

Answer: C

NEW QUESTION 69

Which of the following are parts of SWOT Analysis?
Each correct answer represents a complete solution. Choose all that apply.

- A. Optimism
- B. Threats
- C. Weaknesses
- D. Opportunities
- E. Tools
- F. Strengths

Answer: BCDF

NEW QUESTION 73

Which positive risk response best describes a teaming agreement?

- A. Enhance
- B. Exploit
- C. Share
- D. Venture

Answer: C

NEW QUESTION 75

Your project is an agricultural-based project that deals with plant irrigation systems. You have discovered a byproduct in your project that your organization could use to make a profit. If your organization seizes this opportunity it would be an example of what risk response?

- A. Exploiting
- B. Positive
- C. Opportunistic
- D. Enhancing

Answer: A

NEW QUESTION 79

Which document refers to the steps that must be taken if there is a major gap in the projected delivery quality of a service and the actual delivery?

- A. Service Improvement Plan
- B. Service Quality Plan
- C. Business Service Catalogue
- D. Service Level Agreement

Answer: A

NEW QUESTION 80

Which of the following responsibilities are performed by the core team of IT governance? Each correct answer represents a complete solution. Choose all that apply.

- A. Provide service feedback to providers.
- B. Undertake core tasks.
- C. Define plan and deliverables.
- D. Report on process.

Answer: BCD

NEW QUESTION 81

Which of the following concepts is the business practice of developing and implementing comprehensive risk management and security practices for a firm's entire value chain?

- A. TOGAF
- B. TQM

- C. BSC
- D. TSM

Answer: D

NEW QUESTION 83

Sensitivity analysis is a technique for systematically changing parameters in a model to determine the effects of such changes and is useful for computer modelers for a range of purposes. Which of the following purposes does the sensitivity analysis include?
Each correct answer represents a complete solution. Choose all that apply.

- A. Decision making or the development of recommendations for decision makers
- B. Model development
- C. Estimating the average outcome
- D. Increased understanding or quantification of the system

Answer: ABD

NEW QUESTION 88

Beth is an HR Professional for her organization and she's been alerted by management that the company will be outsourcing a large portion of operations. This outsourcing will likely cause several employees to lose employment with the organization. Which of the following is the best course of action that Beth can take in regard to communicating with the employees about the outsourcing change?

- A. Be honest and truthful and do not hide the facts.
- B. Refer all questions about the outsourcing decision to management.
- C. Document all questions and create exact, formal answers in writing with management's approval.
- D. Don't share the details of the outsourcing decision.

Answer: A

NEW QUESTION 90

Which of the following processes are involved under the COBIT framework? Each correct answer represents a complete solution. Choose all that apply.

- A. Managing the IT workforce.
- B. Correcting all risk issues.
- C. Conducting IT risk assessments.
- D. Developing a strategic plan.

Answer: ACD

NEW QUESTION 95

Lisa is the project manager of the SQL project for her company. She has completed the risk response planning with her project team and is now ready to update the risk register to reflect the risk response. Which of the following statements best describes the level of detail Lisa should include with the risk responses she has created?

- A. The level of detail is set by historical information.
- B. The level of detail should correspond with the priority ranking.
- C. The level of detail is set of project risk governance.
- D. The level of detail must define exactly the risk response for each identified risk.

Answer: B

NEW QUESTION 96

You are the project manager for the ABC organization. Your current project has 75 internal stakeholders and 245 external stakeholders. Many of the risks within your project will only affect the internal stakeholders, but several of the identified risk events will affect the external stakeholders. Management would like to know the total number of communication channels in the project. How many communication channels exist in this project?

- A. 245
- B. 102,080
- C. 51,040
- D. 320

Answer: C

NEW QUESTION 101

Della works as a project manager for SoftTech Inc. She is working with the project stakeholders to begin the quantitative risk analysis process. Which of the following inputs will be needed for the quantitative risk analysis process in her project?
Each correct answer represents a complete solution. Choose all that apply.

- A. Project scope statement
- B. Risk management plan
- C. Cost management plan
- D. Risk register

Answer: BCD

NEW QUESTION 102

Which types of project tends to have more well-understood risks?

- A. First-of-its kind technology projects
- B. State-of-art technology projects
- C. Recurrent projects
- D. Operational work projects

Answer: C

NEW QUESTION 104

Marsha is the project manager of the NHQ Project. There's a risk that her project team has identified, which could cause the project to be late by more than a month. Marsha does not want this risk event to happen so she devises extra project activities to ensure that the risk event will not happen. The extra steps, however, will cost the project an additional \$10,000. What type of risk response is this approach?

- A. Exploiting
- B. Transference
- C. Mitigation
- D. Enhancing

Answer: C

NEW QUESTION 106

A project manager must have certain interpersonal skills to communicate with stakeholders and manage their expectations of the project work. Which of the following interpersonal skills has been identified as one of the biggest reasons for project success or failure?

- A. Motivation
- B. Influencing
- C. Political and cultural awareness
- D. Communication

Answer: D

NEW QUESTION 109

Which of the following external factors complicate the notion of business-IT for achieving strategic alignment? Each correct answer represents a complete solution. Choose all that apply.

- A. Resource limitations
- B. Economic and regulatory changes
- C. World region changes and events
- D. Market changes

Answer: BCD

NEW QUESTION 114

You work as a project manager for TechSoft Inc. You are working with the project stakeholders on the qualitative risk analysis process in your project. You have used all the tools to the qualitative risk analysis process in your project. Which of the following techniques is NOT used as a tool in qualitative risk analysis process?

- A. Risk Data Quality Assessment
- B. Risk Categorization
- C. Risk Reassessment
- D. Risk Urgency Assessment

Answer: C

NEW QUESTION 119

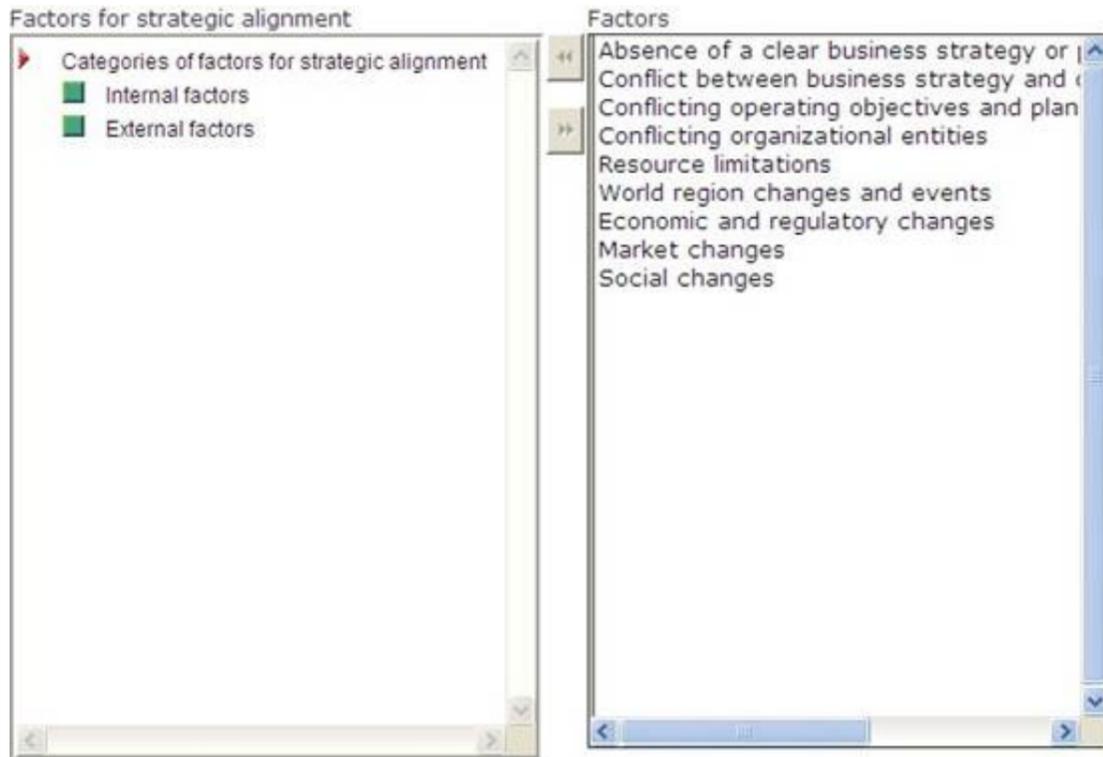
Paul has been asked to complete SWOT analysis for his solution scope. What does SWOT analysis mean?

- A. Stakeholder Weaknesses, Organizational Threats
- B. Strengths, Weaknesses, Opportunities, Threats
- C. Strengths, Weaknesses, Opportunities, Time
- D. Stakeholders Weaknesses, Organization, Threats

Answer: B

NEW QUESTION 122

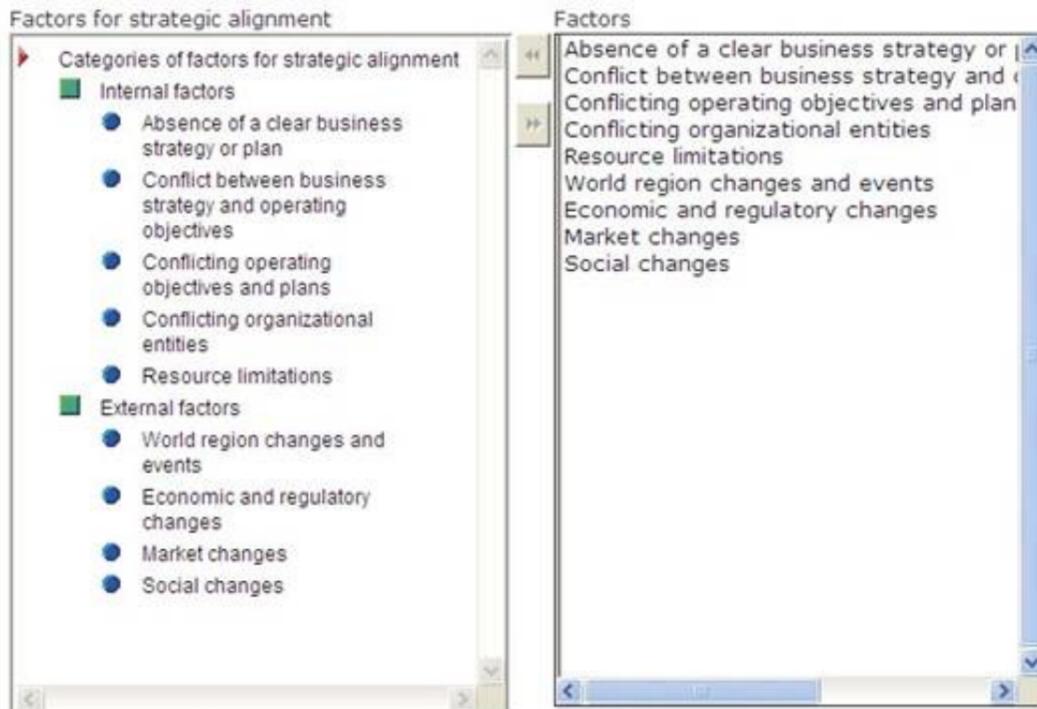
There are two categories of factors that complicate the notion of business-IT for achieving strategic alignment. Place the appropriate factors in their corresponding categories.



- A. Mastered
- B. Not Mastered

Answer: A

Explanation:



NEW QUESTION 127

Which of the following methods offers a number of modeling practices and disciplines that contribute to a successful service-oriented life cycle management and modeling?

- A. Service-oriented modeling and architecture (SOMA)
- B. Service-oriented architecture (SOA)
- C. Sherwood Applied Business Security Architecture (SABSA)
- D. Service-oriented modeling framework (SOMF)

Answer: D

NEW QUESTION 128

Which of the following processes involves choosing the alternative strategies, executing a contingency or fallback plan, taking corrective action, and modifying the project management plan?

- A. Scope Change control
- B. Monitor and Control risk
- C. Integrated Change control
- D. Configuration Management

Answer: B

NEW QUESTION 131

Which of the following problems occur with performance measurement systems that limit their usefulness? Each correct answer represents a complete solution.

Choose all that apply.

- A. It is dependent on gross aggregates, which tend to understate or ignore distributional contributions and consequences.
- B. It is dependent on the timely occurrence of corrective action which is required for effective management control.
- C. It is dependent on historical patterns and reluctant to accept new structural changes that are capable of generating different outcomes
- D. It is dependent on summary data, which emphasizes averages and discounts outliers.

Answer: ACD

NEW QUESTION 132

Which of the following process groups is the most efficient at providing resources to the development of the procurement process?

- A. Acquisition process
- B. Contract management
- C. Process management
- D. Resource management

Answer: A

NEW QUESTION 137

You work as the project manager for BlueWell Inc. You are monitoring the project performance. You want to make a decision to change the project plan to eliminate a risk in order to protect the project objectives.

Which of the following strategies will you use to tackle the risk?

- A. Risk mitigation
- B. Risk avoidance
- C. Risk acceptance
- D. Risk transference

Answer: B

NEW QUESTION 140

Management wants you to create a visual diagram of what resources will be utilized in the project deliverables. What type of a chart is management asking you to create?

- A. RACI chart
- B. Roles and responsibility matrix
- C. Work breakdown structure
- D. Resource breakdown structure

Answer: D

NEW QUESTION 145

Lisa is the project manager of the FKN project for her organization. She is working with Sam, the CIO, to discuss a discount the vendor has offered the project based on the amount of materials that is ordered. Lisa and Sam review the offer and agree that while their project may qualify for the discounted materials the savings is nominal and they would not necessarily pursue the savings. Lisa documents this positive risk response in the risk register. What risk response is this?

- A. Share
- B. Acceptance
- C. Enhance
- D. Transference

Answer: B

NEW QUESTION 147

Which of the following best describes the identification, analysis, and ranking of risks?

- A. Plan Risk management
- B. Design of experiments
- C. Fixed-price contracts
- D. Fast tracking

Answer: A

NEW QUESTION 149

There are five inputs to the quantitative risk analysis process. Which one of the following is NOT an input to the perform quantitative risk analysis process?

- A. Risk management plan
- B. Risk register
- C. Enterprise environmental factors
- D. Cost management plan

Answer: C

NEW QUESTION 150

Which of the following stages of the Forrester's IT Governance Maturity Model describes that the IT governance processes is fully developed and optimized across the enterprise, and a well-built IT portfolio management process is put to ensure that all IT investment decisions are themselves optimized?

- A. Stage 2-Fragmented
- B. Stage 4-Best practices
- C. Stage 3-Consistent
- D. Stage 1-Ad hoc

Answer: B

NEW QUESTION 153

Jane is the project manager of the GBB project for her company. In the current project a vendor has offered the project a ten percent discount based if they will order 100 units for the project. It is possible that the GBB Project may need the 100 units, but the cost of the units is not a top priority for the project. Jane documents the offer and tells the vendor that they will keep the offer in mind and continue with the project as planned. What risk response has been given in this project?

- A. Acceptance
- B. Enhance
- C. Sharing
- D. Exploiting

Answer: A

NEW QUESTION 155

Stephen is the project manager of the GBB project. He has worked with two subject matter experts and his project team to complete the risk assessment technique. There are approximately 47 risks that have a low probability and a low impact on the project. Which of the following answers best describes what Stephen should do with these risk events?

- A. The low probability and low impact risks should be added to the risk register.
- B. Because they are low probability and low impact, the risks can be dismissed.
- C. Because they are low probability and low impact, Stephen should accept the risks.
- D. The low probability and low impact risks should be added to a watchlist for future monitoring.

Answer: D

NEW QUESTION 156

In which of the following methods of risk mitigation does the senior management approve the implementation of the controls that are recommended by the risk management team, and that will lower the risk to an acceptable level?

- A. Risk Avoidance
- B. Risk Alleviation
- C. Risk Limitation
- D. Risk Transference

Answer: B

NEW QUESTION 157

A project team member has just identified a new project risk. The risk event is determined to have significant impact but a low probability in the project. Should the risk event happen it'll cause the project to be delayed by three weeks, which will cause new risk in the project. What should the project manager do with the risk event?

- A. Add the identified risk to a quality control management control chart.
- B. Add the identified risk to the low-level risk watchlist.
- C. Add the identified risk to the risk register.
- D. Add the identified risk to the issues log.

Answer: C

NEW QUESTION 162

Which of the following are the tasks performed by the Management committee in the Resource management framework?
Each correct answer represents a complete solution. Choose all that apply.

- A. To work on architectural design
- B. To define value creation roles within IT
- C. To balance sustain/growth proposals
- D. To manage complex projects

Answer: ACD

NEW QUESTION 166

Which of the following frameworks is for enterprise architecture, and provides a comprehensive approach to the design, planning, implementation, and governance of an enterprise information architecture?

- A. TOGAF
- B. Val IT
- C. BISL
- D. COBIT

Answer: A

NEW QUESTION 171

What is the key output handed over to Service Transition within Service Design?

- A. Business Perspective
- B. Service Portfolio Management
- C. ITIL Small-Scale Implementation
- D. Service Design Package

Answer: D

NEW QUESTION 172

Billy is the project manager of the HAR Project and is in month six of the project. The project is scheduled to last for 18 months. Management asks Billy how often the project team is participating in risk reassessment in this project. What should Billy tell management if he's following the best practices for risk management?

- A. Project risk management happens at every milestone.
- B. Project risk management has been concluded with the project planning.
- C. At every status meeting the project team project risk management is an agenda item.
- D. Project risk management is scheduled for every month in the 18-month project.

Answer: C

NEW QUESTION 174

What business analysis element tries to identify as many potential options as possible to meet the business objectives and fill identified gaps in capabilities?

- A. Decision analysis
- B. Alternative generation
- C. Documentation of assumptions and constraints
- D. Ranking of approaches

Answer: B

NEW QUESTION 179

Service Level Management provides for continual identification, monitoring and review of the levels of IT services specified in the service level agreements (SLAs). What are the responsibilities of Service Level Management?

Each correct answer represents a part of the solution. Choose all that apply.

- A. Producing and maintaining a Service Catalog.
- B. Liaising with Availability Management.
- C. Ensuring that the agreed IT services are delivered.
- D. Ensuring the primary functions of the Service Desk.
- E. Ensuring that appropriate IT Service Continuity plans have been made.

Answer: ABCE

NEW QUESTION 183

Which of the following frameworks describes an enterprise view of all project management activities and how these activities contribute to the success of the organization?

- A. Casualty Actuarial Society framework
- B. COSO ERM
- C. Enterprise project management (EPM)
- D. COBIT

Answer: C

NEW QUESTION 186

For the entire IT organizations to be agile, all members of the IT organizations need to understand the need for agility and be committed to this process. Which of the following working principles or activity loops are involved for the IT organizations to be agile?

Each correct answer represents a complete solution. Choose all that apply.

- A. Loop 2
- B. Loop 4
- C. Loop3
- D. Loop 1

Answer: ACD

NEW QUESTION 190

You are interviewing members of a project team to test their understanding of the assigned risk responses as risk owners. You and the project manager are working together to evaluate the risk responses to determine their effectiveness in the project. What project management technique are you performing with the project manager in this scenario?

- A. Risk identification with the project team

- B. Risk audits
- C. Risk analysis
- D. Stakeholder analysis as the project team is a stakeholder

Answer: B

NEW QUESTION 193

Ned is the project manager of the HNN project for your company. Ned has asked you to help him complete some probability distributions for his project. What portion of the project will you most likely use for probability distributions?

- A. Uncertainty in values such as duration of schedule activities
- B. Risk probability and impact matrixes
- C. Bias towards risk in new resources
- D. Risk identification

Answer: A

NEW QUESTION 194

You are the project manager of the NGQQ Project for your company. To help you communicate project status to your stakeholders, you are going to create a stakeholder register. All of the following information should be included in the stakeholder register except for which one?

- A. Stakeholder management strategy
- B. Assessment information of the stakeholders' major requirements, expectations, and potential influence
- C. Stakeholder classification of their role in the project
- D. Identification information for each stakeholder

Answer: A

NEW QUESTION 199

You work as a project manager for BlueWell Inc. You have to communicate the causes of risk events to the stakeholders. Which risk diagramming technique you will use to communicate the causes of risk events to project stakeholders?

- A. Project network diagrams
- B. Ishikawa diagrams
- C. Process flow charts
- D. Influence diagrams

Answer: B

NEW QUESTION 202

Fill in the blank with an appropriate phrase.

_____ are activities that are dangerous to complete and manage such as construction, electrical work, or manufacturing.

- A. Pure risks

Answer: A

NEW QUESTION 204

What project management plan is most likely to direct the quantitative risk analysis process for a project in a matrix environment?

- A. Risk management plan
- B. Staffing management plan
- C. Risk analysis plan
- D. Human resource management plan

Answer: A

NEW QUESTION 208

Which of the following outsourcing defines the performance objectives reached by negotiation between the user and the provider of a service, or between an outsourcer and an organization?

- A. Service level Agreement (SLA)
- B. Proposal
- C. Contract
- D. Outsource

Answer: A

NEW QUESTION 213

Shawn is the project manager of the WHT Project for his company. In this project Shawn's team reports that they have found a way to complete the project work for less cost than what was originally planned. The project team presents a new software that will help to automate the project work. While the software and the associated training costs \$25,000 it will save the project nearly \$65,000 in total costs. Shawn agrees to the software and changes to the project management plan accordingly. What type of risk response has been used in this instance?

- A. Enhancing
- B. Accepting
- C. Avoidance
- D. Exploiting

Answer: D

NEW QUESTION 216

You work as the project manager for Bluewell Inc. You are working on NGQQ Project for your company. You have completed the risk analysis processes for the risk events. You and the project team have created risk responses for most of the identified project risks. Which of the following risk response planning techniques will you use to shift the impact of a threat to a third party, together with the responses?

- A. Risk transference
- B. Risk avoidance
- C. Risk acceptance
- D. Risk mitigation

Answer: A

NEW QUESTION 220

Fred is the project manager of a large project in his organization. Fred needs to begin planning the risk management plan with the project team and key stakeholders. Which plan risk management process tool and technique should Fred use to plan risk management?

- A. Planning meetings and analysis
- B. Variance and trend analysis
- C. Data gathering and representation techniques
- D. Information gathering techniques

Answer: A

NEW QUESTION 221

Gary is the project manager of the MMQ project for his company. He is working with his project team to plan the risk responses for his project. Sarah, a project team member, does not understand the process that Gary is using to plan the risk responses. Which approach is the preferred method to address project risks and the risk responses?

- A. Risks in the project should be addressed by their probability for creating risk responses.
- B. Risks in the project should be addressed by the organization's risk tolerance for creating risk responses.
- C. Risks in the project should be addressed by their priority for creating risk responses.
- D. Risks in the project should be addressed by their impact for creating risk responses.

Answer: C

NEW QUESTION 226

During qualitative risk analysis you want to define the risk urgency assessment. All of the following are indicators of risk priority except for which one?

- A. Risk rating
- B. Warning signs
- C. Cost of the project
- D. Symptoms

Answer: C

NEW QUESTION 230

Ben is the project manager of the CMH Project for his organization. He has identified a risk that has a low probability of happening, but the impact of the risk event could save the project and the organization with a significant amount of capital. Ben assigns Laura to the risk event and instructs her to research the time, cost, and method to improve the probability of the positive risk event. Ben then communicates the risk event and response to management. What risk response has been used here?

- A. Enhance
- B. Transference
- C. Sharing
- D. Exploit

Answer: A

NEW QUESTION 232

Which of the following types of agreement creates a confidential relationship between the parties to protect any type of confidential and proprietary information or a trade secret?

- A. CNC
- B. NDA
- C. SLA
- D. Non-price competition

Answer: B

NEW QUESTION 236

Gary is the project manager for his organization. He is working with the project stakeholders on the project requirements and how risks may affect their project. One of the stakeholders is confused about what constitutes risks in the project. Which of the following is the most accurate definition of a project risk?

- A. It is an unknown event that can affect the project scope.
- B. It is an uncertain event that can affect at least one project objective.
- C. It is an uncertain event that can affect the project costs.
- D. It is an uncertain event or condition within the project execution.

Answer: B

NEW QUESTION 239

Which of the following processes contained in the Portfolio Management domain of Val IT identifies resource requirements?

- A. PM5
- B. PM3
- C. PM2
- D. PM4

Answer: C

NEW QUESTION 242

Which of the following ISO standards defines the corporate governance of IT?

- A. ISO 9000
- B. ISO 27001
- C. ISO 20000
- D. ISO 38500

Answer: D

NEW QUESTION 245

Which of the following concepts aims to limit errors to 1 per million units produced?

- A. TQM
- B. BSC
- C. Six Sigma
- D. TSM

Answer: A

NEW QUESTION 246

Which of the following processes contained in the Value Governance domain of Val IT establishes the organizational structures?

- A. VG7
- B. VG9
- C. VG6
- D. VG8

Answer: A

NEW QUESTION 247

Which of the following activity loops describes improvement of the existing processes?

- A. Loop 3
- B. Loop 4
- C. Loop 1
- D. Loop 2

Answer: D

NEW QUESTION 252

Which of the following phases in SDLC transforms the detailed requirements into complete, detailed system design document?

- A. Planning
- B. Design
- C. Development
- D. Initiation

Answer: B

NEW QUESTION 253

Which of the following phases in SDLC provides the basis for acquiring the resources needed to achieve a solution?

- A. Design

- B. Planning
- C. Development
- D. Initiation

Answer: B

NEW QUESTION 254

Which of the following phases of IT lifecycle occurs during the concept and idea stages of basic research?

- A. IT asset phase
- B. IT discovery phase
- C. IT process phase
- D. IT project phase

Answer: B

NEW QUESTION 255

Which of the following project management plans defines the risk identification, analysis, response, and monitoring strategies?

- A. Communications Management Plan
- B. Resource Management Plan
- C. Risk Management Plan
- D. Stakeholder management strategy

Answer: C

NEW QUESTION 256

Which of the following functions of HR department is liable for policy creation, policy communication, record creation, and HR information systems?

- A. Compensation and benefit
- B. Personnel policy
- C. Analysis and design for work
- D. Support for strategy

Answer: B

NEW QUESTION 258

What is the formula for measuring the "usage gap"?

- A. Usage gap = market potential - existing usage
- B. Usage gap = market potential * existing usage
- C. Usage gap = market potential / existing usage
- D. Usage gap = market potential + existing usage

Answer: A

NEW QUESTION 260

Which of the following individuals/team advises on infrastructure needs and architectural design?

- A. Management committee
- B. CEO
- C. CIO
- D. IT Strategy Committee

Answer: A

NEW QUESTION 262

Which of the following categories describes the value added by the process divided by the value of the labor and capital consumed?

- A. Quality
- B. Timeliness
- C. Quantity
- D. Productivity

Answer: D

NEW QUESTION 266

Which of the following processes uses statistical evidences to determine progress toward specific defined organizational objectives?

- A. Resource management
- B. Risk management
- C. Value delivery
- D. Performance measurement

Answer: D

NEW QUESTION 268

Which of the following individuals ensures that IT complies with policy, laws and regulations?

- A. Project sponsor
- B. Compliance officer
- C. Supplier
- D. Business partner

Answer: B

NEW QUESTION 273

Which of the following individuals supports and contributes to customer's governance approach?

- A. User representatives
- B. Supplier/Business partners
- C. Compliance officers
- D. Project sponsors

Answer: B

NEW QUESTION 275

Which of the following techniques builds various plausible views of possible futures for a business?

- A. PEST analysis
- B. Scenario Planning
- C. SWOT Analysis
- D. Market Segmentation

Answer: B

NEW QUESTION 279

Which of the following areas focuses on aligning with the business and collaborative solutions?

- A. Risk management
- B. Strategic alignment
- C. Resource management
- D. Value delivery

Answer: B

NEW QUESTION 280

Which of the following areas concentrates on optimizing expenses, and providing the value of IT?

- A. Value delivery
- B. Risk management
- C. Resource management
- D. Strategic alignment

Answer: A

NEW QUESTION 282

Which of the following is used as a tool that assists in risk identification?

- A. Performance report
- B. Status report
- C. Variance analysis
- D. Issue log

Answer: D

NEW QUESTION 286

Which of the following resource categories includes skill sets, certifications, productivity, and morale?

- A. Partners
- B. Processes
- C. People
- D. Products

Answer: C

NEW QUESTION 290

Which of the following attributes are the COBIT's generic maturity model attributes? Each correct answer represents a complete solution. Choose all that apply.

- A. Policies, plans and procedures

- B. Tools and automation
- C. Awareness and communication
- D. Availability and accessibility

Answer: ABC

NEW QUESTION 292

Which of the following steps of IT governance program decides on the highest priority projects that will help to improve the management and governance of the significant gap areas?

- A. Define target areas
- B. Develop improvement strategies
- C. Measure results
- D. Understand and define the risks

Answer: B

NEW QUESTION 297

Which of the following components of COSO ERM framework encompasses the nature of an enterprise, and sets the basis for how risk is viewed and addressed by an organization people, including risk management philosophy and risk appetite, integrity and ethical values, and the environment in which it operates?

- A. Risk response
- B. Risk assessment
- C. Control activity
- D. Internal environment

Answer: D

NEW QUESTION 301

Which of the following are the categories of IT-related spending or investments defined by the META group? Each correct answer represents a complete solution. Choose all that apply.

- A. Grow the business
- B. Strategic investment
- C. Transform the business
- D. Run the business

Answer: ACD

NEW QUESTION 305

Choose and re-order the responsibilities performed by the IT Management team of IT governance.

Correct Answer Your Answer

Responsibilities performed by IT Management

Responsibilities

- Define IT governance and control framework.
- Develop business cases for improvements.
- Set IT objectives.
- Assess IT capability and identify gaps.
- Assess risks and identify concerns.
- Design and implement solutions.
- Identify critical IT processes.
- Undertake core tasks.
- Define plan and deliverables.
- Commit skilled resources.
- Initiate a continual improvement program.

- A. Mastered
- B. Not Mastered

Answer: A

Explanation:

Correct Answer Your Answer

Responsibilities performed by IT Management

Responsibilities

- Set IT objectives.
- Define IT governance and control framework.
- Identify critical IT processes.
- Assess risks and identify concerns.
- Assess IT capability and identify gaps.
- Initiate a continual improvement program.
- Develop business cases for improvements.
- Design and implement solutions.
- Commit skilled resources.

NEW QUESTION 307

Which of the following are the process control objectives for the process controls embedment? Each correct answer represents a complete solution. Choose all that apply.

- A. Process ownership

- B. Process goals and objectives
- C. Process repeatability
- D. Process availability

Answer: ABC

NEW QUESTION 310

Which of the following guides provides risk and value statements to help identify and validate the need to execute each control objective?

- A. IT assurance guide
- B. IT control objectives for Basel II guide
- C. COBIT control practices guide
- D. IT control for Sarbanes Oxley guide

Answer: C

NEW QUESTION 313

Which of the following quadrant analysis identifies the key issues of anticipation of business needs, service levels over cost, and business enablement and facilitation (removal of obstacles)?

- A. High level role (strategic/transformational) and business market followers (risk-averse/mature)
- B. Low level role (tactical/utility) and business market leader (risk-taker/high growth)
- C. Low level role (tactical/utility) and business market followers (risk-averse/mature)
- D. High level role (strategic/transformational) and business market leader (risk-taker/high growth)

Answer: B

NEW QUESTION 316

Which of the following components of the COSO ERM identifies the required information, captures it, and communicates it in a form and time frame that enable people to carry out their responsibilities?

- A. Information and communication
- B. Internal environment
- C. Monitoring
- D. Objectives setting

Answer: A

NEW QUESTION 318

Which of the following statements explains the difference between the IT strategy committee and the IT steering committee?

- A. The IT strategy committee assists the executive in the delivery of the IT strategy, whereas the IT steering committee advises the board and management on IT strategy.
- B. The IT strategy committee focuses on implementation, whereas the IT steering committee focuses on the current and future strategic IT issues.
- C. The IT strategy committee aligns and approves the IT architecture, whereas the IT steering committee monitors the resource and priority conflicts.
- D. The IT strategy committee provides direction to management relative to IT strategy, whereas the IT steering committee monitors the resource and priority conflicts.

Answer: D

NEW QUESTION 323

Fill in the blank with an appropriate phrase.

The ____ creates and delivers momentum in gaining executive support, and provides help to set up messaging that is constantly conveyed to motivate the team, and gives information to the stakeholders.

- A. communication plan

Answer: A

NEW QUESTION 328

Which of the following objectives are used by the system to increase costs or revenues? Each correct answer represents a complete solution. Choose all that apply.

- A. Erecting barriers to entry by competitors
- B. Increasing production rates
- C. Improving product quality
- D. Creating new distribution channels

Answer: AD

NEW QUESTION 332

The testing methods help in shaping opinion against assurance objectives by combining one or more of the test types. Which of the following are the test types used in this process?

Each correct answer represents a complete solution. Choose all that apply.

- A. Observe
- B. Inspect
- C. Plan
- D. Inquire

Answer: ABD

NEW QUESTION 337

Which of the following processes contained in the Portfolio Management domain of Val IT creates an overall portfolio view?

- A. PM8
- B. PM7
- C. PM9
- D. PM10

Answer: C

NEW QUESTION 342

Which of the following individuals provides service feedback to the providers?

- A. Compliance officers
- B. User representatives
- C. Project sponsors
- D. Suppliers

Answer: B

NEW QUESTION 346

Which of the following activity loops describes creation of new processes?

- A. Loop 3
- B. Loop 2
- C. Loop 4
- D. Loop 1

Answer: A

NEW QUESTION 350

In which of the following editions of COBIT was "Management Guidelines" added?

- A. The third edition
- B. The first edition
- C. The fourth edition
- D. The second edition

Answer: D

NEW QUESTION 351

Which of the following service delivery processes includes controls, document and record, as its sub processes?

- A. Service level management
- B. Service reporting
- C. Information security management
- D. Capacity management

Answer: C

NEW QUESTION 354

Which of the following phases of IT lifecycle is governed by a series of stages and gates for managing the lifecycle of projects?

- A. IT project phase
- B. IT process phase
- C. IT asset phase
- D. IT discovery phase

Answer: A

NEW QUESTION 359

Which of the following service delivery processes has the goal to produce, agreed on, timely, reliable, and accurate reports for the effective communication?

- A. Service level management
- B. Service reporting
- C. Information security management
- D. Capacity management

Answer: B

NEW QUESTION 360

What is the major goal of risk management in the decision-making process?

- A. To manage the clients
- B. To manage the time
- C. To manage the resources
- D. To manage the uncertainty

Answer: D

NEW QUESTION 365

Which of the following risk functions ensures the product/service alignment with the customer requirements?

- A. Accounting
- B. Marketing
- C. Strategic planning
- D. Credit

Answer: B

NEW QUESTION 368

Which of the following is the process of defining the way work is performed and the tasks that a given job requires?

- A. Selection
- B. Recruitment
- C. Job design
- D. Job analysis

Answer: C

NEW QUESTION 371

Which of the following categories measures the health of the organization and the working environment of its employees?

- A. Quantity
- B. Safety
- C. Effectiveness
- D. Efficiency

Answer: B

NEW QUESTION 374

Which of the following is concerned with fairness and transparency?

- A. Continual Service Improvement
- B. Service Support
- C. Service Strategy
- D. Governance

Answer: D

NEW QUESTION 378

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