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## Exam A

### QUESTION 1

You are the project manager of the NHQ project for your company. You are working with your project team to complete a risk audit. A recent issue that your project team responded to, and management approved, was to increase the project schedule because there was risk surrounding the installation time of a new material. Your logic was that with the expanded schedule there would be time to complete the installation without affecting downstream project activities. What type of risk response is being audited in this scenario?

- A. Avoidance
- B. Mitigation
- C. Parkinson's Law
- D. Lag Time

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**



### QUESTION 2

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.

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

### QUESTION 3

Your project spans the entire organization. You would like to assess the risk of the project but are worried that some of the managers involved in the project could affect the outcome of any risk identification meeting. Your worry is based on the fact that some employees would not want to publicly identify risk events that could make their supervisors look bad. You would like a method that would allow participants to anonymously identify risk events. What risk identification method could you use?

- A. Delphi technique
- B. Isolated pilot groups
- C. SWOT analysis
- D. Root cause analysis

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### QUESTION 4

Fill in the blank with an appropriate phrase.

\_\_\_\_\_models address specifications, requirements, design, verification and validation, and maintenance activities.

- A. See answer in explanation

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Life cycle

#### QUESTION 5

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. See answer in explanation

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Conformance

**QUESTION 6**

Which of the following is NOT a sub-process of Service Portfolio Management?

- A. Service Portfolio Update
- B. Business Planning Data
- C. Strategic Planning
- D. Strategic Service Assessment
- E. Service Strategy Definition

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**



**QUESTION 7**

Mary is the business analyst for your organization. She asks you what the purpose of the assess capability gaps task is. Which of the following is the best response to give Mary?

- A. It identifies the causal factors that are contributing to an effect the solution will solve.
- B. It identifies new capabilities required by the organization to meet the business need.
- C. It describes the ends that the organization wants to improve.
- D. It identifies the skill gaps in the existing resources.

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 8**

Which of the following are the roles of a CEO in the Resource management framework? Each correct answer represents a complete solution. Choose all that

apply.

- A. Organizing and facilitating IT strategic implementations
- B. Establishment of business priorities & allocation of resources for IT performance
- C. Overseeing the aggregate IT funding
- D. Capitalization on knowledge & information

**Correct Answer:** ABD

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### QUESTION 9

Fill in the blank with an appropriate phrase.

\_\_\_\_\_ is the study of how the variation (uncertainty) in the output of a mathematical model can be apportioned, qualitatively or quantitatively, to different sources of variation in the input of a model

- A. See answer in explanation



**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Sensitivity analysis

#### QUESTION 10

Which of the following is a process that occurs due to mergers, outsourcing or changing business needs?

- A. Voluntary exit
- B. Plant closing
- C. Involuntary exit
- D. Outplacement

**Correct Answer:** C

**Section:** (none)

## Explanation

### Explanation/Reference:

#### QUESTION 11

Fill in the blank with the appropriate word. An \_\_\_\_\_ is a resource, process, product, computing infrastructure, and so forth that an organization has determined must be protected.

A. See answer in explanation

**Correct Answer:** A

**Section:** (none)

### Explanation

### Explanation/Reference:

asset

#### QUESTION 12

You work as a project manager for TYU project. You are planning for risk mitigation. You need to identify the risks that will need a more in-depth analysis. Which of the following activities will help you in this?

- A. Estimate activity duration
- B. Quantitative analysis
- C. Qualitative analysis
- D. Risk identification

**Correct Answer:** C

**Section:** (none)

### Explanation

### Explanation/Reference:

#### QUESTION 13

An organization supports both programs and projects for various industries. What is a portfolio?

- A. A portfolio describes all of the monies that are invested in the organization.
- B. A portfolio is the total amount of funds that have been invested in programs, projects, and operations.

- C. A portfolio describes any project or program within one industry or application area.
- D. A portfolio describes the organization of related projects, programs, and operations.

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### **QUESTION 14**

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

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**



#### **QUESTION 15**

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

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 16**

Which of the following is the process of comparing the business processes and performance metrics including cost, cycle time, productivity, or quality?

- A. Agreement
- B. COBIT
- C. Service Improvement Plan
- D. Benchmarking

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**



**QUESTION 17**

You are the project manager of a large project that will last four years. In this project, you would like to model the risk based on its distribution, impact, and other factors.

There are three modeling techniques that a project manager can use to include both event-oriented and project oriented analysis. Which modeling technique does NOT provide event-oriented and project oriented analysis for identified risks?

- A. Modeling and simulation
- B. Expected monetary value
- C. Sensitivity analysis
- D. Jo-Hari Window

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 18**

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

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### **QUESTION 19**

Benchmarking is a continuous process that can be time consuming to do correctly.

Which of the following guidelines for performing benchmarking identifies the critical processes and creates measurement techniques to grade the process?

- A. Research
- B. Adapt
- C. Plan
- D. Improve



**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### **QUESTION 20**

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.

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### **QUESTION 21**

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

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**



#### **QUESTION 22**

Which of the following elements of planning gap measures the gap between the total potential for the market and the actual current usage by all the consumers in the market?

- A. Project gap
- B. Competitive gap
- C. Usage gap
- D. Product gap

**Correct Answer:** C

**Section:** (none)

## Explanation

### Explanation/Reference:

#### QUESTION 23

Mark is the project manager of the BFL project for his organization. He and the project team are creating a probability and impact matrix using RAG rating. There is some confusion and disagreement among the project team as to how a certain risk is important and priority for attention should be managed. Where can Mark determine the priority of a risk given its probability and impact?

- A. Risk response plan
- B. Look-up table
- C. Project sponsor
- D. Risk management plan

**Correct Answer:** B

**Section:** (none)

### Explanation

### Explanation/Reference:



#### QUESTION 24

Which of the following processes is responsible for low risk, frequently occurring low cost changes?

- A. Incident Management
- B. IT Facilities Management
- C. Release Management
- D. Request Fulfillment

**Correct Answer:** D

**Section:** (none)

### Explanation

### Explanation/Reference:

#### QUESTION 25

You are a management consultant. WebTech Inc., an e-commerce organization, hires you to analyze its SWOT. Which of the following factors will you not

consider for the SWOT analysis?

- A. Bandwidth
- B. Pricing
- C. Product
- D. Promotion

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### **QUESTION 26**

You work as a project manager for BlueWell Inc. You are working on a project and the management wants a rapid and cost-effective means for establishing priorities for planning risk responses in your project. Which risk management process can satisfy management's objective for your project?

- A. Quantitative analysis
- B. Qualitative risk analysis
- C. Historical information
- D. Rolling wave planning



**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### **QUESTION 27**

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

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 28**

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

**Correct Answer:** C

**Section:** (none)

**Explanation**



**Explanation/Reference:**

**QUESTION 29**

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

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 30**

Which of the following sub-processes of Service Portfolio Management is used to define the overall goals that the service provider should follow in its development based on the outcome of Strategic Service Assessment?

- A. Service Portfolio Update
- B. Strategic Service Assessment
- C. Service Strategy Definition
- D. Strategic Planning

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 31**

Which of the following are the main goals of Broadcasting Board of Governors (BBG)'s strategic plan 2008-2013? Each correct answer represents a complete solution. Choose all that apply.

- A. It employs modern communication techniques and technologies.
- B. It builds on our reach and impact within the muslim world.
- C. It engages the world in conversation about England.
- D. It enhances program delivery across all platforms.

**Correct Answer:** ABD

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 32**

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

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

### QUESTION 33

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



**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

### QUESTION 34

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

**Correct Answer:** A

**Section:** (none)

## Explanation

### Explanation/Reference:

#### QUESTION 35

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

**Correct Answer:** D

**Section:** (none)

### Explanation

### Explanation/Reference:



#### QUESTION 36

Management has asked you to perform a risk audit and report back on the results.

Bonny, a project team member asks you what a risk audit is. What do you tell Bonny?

- A. A risk audit is a review of the effectiveness of the risk responses in dealing with identified risks and their root causes, as well as the effectiveness of the risk management process.
- B. A risk audit is a review of all the risks that have yet to occur and what their probability of happening are.
- C. A risk audit is an audit of all the risks that have occurred in the project and what their true impact on cost and time has been.
- D. A risk audit is a review of all the risk probability and impact for the risks, which are still present in the project but which have not yet occurred.

**Correct Answer:** A

**Section:** (none)

### Explanation

### Explanation/Reference:

#### QUESTION 37

Wendy is the project manager of the FBL project for your company. She has identified several risks within her project and has created a risk contingency reserve of \$45,000 total. Her project is nearly complete and many of the risks have not happened in the project. What should Wendy do with the funds in the contingency reserve?

- A. The funds for the risks that have passed and have not happened are transferred to the project budget.
- B. The funds remain in the contingency reserve until all of the risks have passed.
- C. The funds remain in the contingency reserve until the project is closed.
- D. The funds for the risks that have passed and have not happened are released.

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### **QUESTION 38**

Which of the following frameworks defines ERM as a process, effected by an entity's board of directors, management, and other personnel, applied in strategy setting and across the enterprise?

- A. COBIT
- B. COSO ERM framework
- C. Casualty Actuarial Society framework
- D. Val IT

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### **QUESTION 39**

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.

**Correct Answer:** ABD

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### **QUESTION 40**

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

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**



#### **QUESTION 41**

You are the project manager of the HJK project for your organization. You and the project team have created risk responses for many of the risk events in the project. A teaming agreement is an example of what risk response?

- A. Mitigation
- B. Sharing
- C. Transference
- D. Acceptance

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 42**

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

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 43**

In which of the following phases of the SDLC does the software and other components of the system faithfully incorporate the design specifications and provide proper documentation and training?

- A. Design
- B. Initiation
- C. Programming and training
- D. Evaluation and acceptance

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 44**

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

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### **QUESTION 45**

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



**Correct Answer:** ABD

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### **QUESTION 46**

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

**Correct Answer:** B