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**CGEIT**

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**Sections**

1. Volume A
2. Volume B

**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: Volume A**

#### **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: Volume A**

#### **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:** Volume A

**Explanation**

**Explanation/Reference:**

#### **QUESTION 4**

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:** Volume A

**Explanation**

**Explanation/Reference:**

#### **QUESTION 5**

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:** Volume A

**Explanation**

**Explanation/Reference:**

#### **QUESTION 6**

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:** Volume A

**Explanation**



**Explanation/Reference:**

#### **QUESTION 7**

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:** Volume A

**Explanation**

**Explanation/Reference:**

**QUESTION 8**

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:** Volume A

**Explanation**

**Explanation/Reference:**

**QUESTION 9**

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



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- 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: Volume A**

**Explanation**

**Explanation/Reference:**

**QUESTION 10**

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: Volume A**

**Explanation**

**Explanation/Reference:**



**QUESTION 11**

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: Volume A**

**Explanation**

**Explanation/Reference:**

**QUESTION 12**

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:** Volume A

**Explanation**

**Explanation/Reference:**

**QUESTION 13**

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:** Volume A

**Explanation**

**Explanation/Reference:**

**QUESTION 14**

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: Volume A**

**Explanation**

**Explanation/Reference:**

#### **QUESTION 15**

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: Volume A**

**Explanation**

**Explanation/Reference:**

#### **QUESTION 16**

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: Volume A**

**Explanation**

**Explanation/Reference:**

**QUESTION 17**

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: Volume A**

**Explanation**

**Explanation/Reference:**



**QUESTION 18**

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: Volume A**

**Explanation**

**Explanation/Reference:**

**QUESTION 19**

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: Volume A**

**Explanation**

**Explanation/Reference:**

#### **QUESTION 20**

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: Volume A**

**Explanation**

**Explanation/Reference:**

#### **QUESTION 21**

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:** Volume A

**Explanation**

**Explanation/Reference:**

#### **QUESTION 22**

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:** Volume A

**Explanation**

**Explanation/Reference:**



#### **QUESTION 23**

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?



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

**Correct Answer: C**

**Section: Volume A**

**Explanation**

**Explanation/Reference:**



#### **QUESTION 24**

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: Volume A**

**Explanation**

**Explanation/Reference:**

**QUESTION 25**

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:** Volume A

**Explanation**

**Explanation/Reference:**

**QUESTION 26**

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:** Volume A

**Explanation**

**Explanation/Reference:**

**QUESTION 27**

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:** Volume A

**Explanation**

**Explanation/Reference:**

#### **QUESTION 28**

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:** Volume A

**Explanation**

**Explanation/Reference:**

#### **QUESTION 29**

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:** Volume A

**Explanation**



**Explanation/Reference:**

**QUESTION 30**

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: Volume A**

**Explanation**

**Explanation/Reference:**



**QUESTION 31**

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: Volume A**

**Explanation**

**Explanation/Reference:**

**QUESTION 32**

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:** Volume A

**Explanation**

**Explanation/Reference:**

### QUESTION 33

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:** Volume A

**Explanation**

**Explanation/Reference:**

### QUESTION 34

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:** Volume A

**Explanation**

**Explanation/Reference:**

### QUESTION 35

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:** Volume A

**Explanation**

**Explanation/Reference:**

### QUESTION 36

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: Volume A**

**Explanation**

**Explanation/Reference:**

**QUESTION 37**

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: Volume A**

**Explanation**

**Explanation/Reference:**



**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

**Correct Answer: B**

**Section: Volume A**

**Explanation**

**Explanation/Reference:**

**QUESTION 39**

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: Volume A**

**Explanation**

**Explanation/Reference:**

#### **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

**Correct Answer: D**

**Section: Volume A**

**Explanation**

**Explanation/Reference:**

#### **QUESTION 41**

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:** Volume A

**Explanation**

**Explanation/Reference:**

#### **QUESTION 42**

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

**Section:** Volume A

**Explanation**

**Explanation/Reference:**

#### **QUESTION 43**

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

**Correct Answer:** C

**Section:** Volume A



**Explanation**

**Explanation/Reference:**

**QUESTION 44**

Which of the following essential elements of IT Portfolio Investment Management enables portfolio managers to include or exclude investments, change start and end dates, adjust budgets and reevaluate priorities?

- A. Integrated Capability
- B. Portfolio Planning Analysis
- C. Portfolio What-If Planning
- D. Portfolio Management

**Correct Answer: C**

**Section: Volume A**

**Explanation**

**Explanation/Reference:**



**QUESTION 45**

Fred is the project manager of the PKL project. He is working with his project team to complete the quantitative risk analysis process as a part of risk management planning.

Fred understands that once the quantitative risk analysis process is complete, the process will need to be completed again in at least two other times in the project. When will the quantitative risk analysis process need to be repeated?

- A. Quantitative risk analysis process will be completed again after the risk response planning and as a part of monitoring and controlling.
- B. Quantitative risk analysis process will be completed again after the plan risk response planning and as part of procurement.
- C. Quantitative risk analysis process will be completed again after new risks are identified and as part of monitoring and controlling.
- D. Quantitative risk analysis process will be completed again after the cost management planning and as a part of monitoring and controlling.

**Correct Answer: A**

**Section: Volume A**

**Explanation**

**Explanation/Reference:**

**QUESTION 46**

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

**Correct Answer: B**

**Section: Volume A**

**Explanation**

**Explanation/Reference:**

**QUESTION 47**

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

**Correct Answer: D**

**Section: Volume A**

**Explanation**

**Explanation/Reference:**

**QUESTION 48**

In software development, which of the following analysis is used to document the services and functions that have been accidentally left out, deliberately eliminated or still need to be developed?

- A. Vulnerability analysis
- B. Cost-benefit analysis

- C. Requirement analysis
- D. Gap analysis

**Correct Answer:** D

**Section:** Volume A

**Explanation**

**Explanation/Reference:**

#### **QUESTION 49**

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

**Correct Answer:** D

**Section:** Volume A

**Explanation**

**Explanation/Reference:**

#### **QUESTION 50**

Melody is the project manager for her organization. She has created a risk response to conduct more tests on the software her project is creating. The identified risk that prompted this response was that the software is mission-critical and must be flawless before it can be put into product. What type of a risk response has Melody used in this scenario?

- A. Transference
- B. Enhance
- C. Avoidance
- D. Mitigation

**Correct Answer:** D

**Section: Volume A**

**Explanation**

**Explanation/Reference:**

**QUESTION 51**

Which of the following are the roles of a CIO in the Resource management framework?

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

- A. Standardizes architecture & technology.
- B. Defines value creation roles within IT.
- C. Provides IT infrastructure to facilitate knowledge & information creation/sharing.
- D. Establishes business priorities & allocates resources for IT performance.

**Correct Answer:** ABC

**Section: Volume A**

**Explanation**

**Explanation/Reference:**



**QUESTION 52**

Elizabeth is a project manager for her organization and she finds risk management to be very difficult for her to manage. She asks you, a lead project manager, at what stage in the project will risk management become easier. What answer best resolves the difficulty of risk management practices and the effort required?



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- A. Risk management only becomes easier the more often it is practiced.



- B. Risk management only becomes easier when the project is closed.
- C. Risk management is an iterative process and never becomes easier.
- D. Risk management only becomes easier when the project moves into project execution.

**Correct Answer:** A

**Section:** Volume A

**Explanation**

**Explanation/Reference:**

### QUESTION 53

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



**Correct Answer:** A

**Section:** Volume A

**Explanation**

**Explanation/Reference:**

### QUESTION 54

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

**Correct Answer: C**  
**Section: Volume A**  
**Explanation**

**Explanation/Reference:**

**QUESTION 55**

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

**Correct Answer: C**  
**Section: Volume A**  
**Explanation**



**Explanation/Reference:**

**QUESTION 56**

Which of the following levels of Gartner's cost optimization framework describes the right kind of partnership with IT vendors, which can benefit each party in times of economic upturns?

- A. Cost Savings within IT
- B. Joint Business and IT Cost Savings
- C. IT Procurement
- D. Enabling Innovation and Business Restructuring

**Correct Answer: C**  
**Section: Volume A**  
**Explanation**

**Explanation/Reference:**

**QUESTION 57**

Which conduct stakeholder analysis technique is useful for identifying shared characteristics of a stakeholder group?

- A. Brainstorming
- B. Scope modeling
- C. Interviews
- D. Surveys

**Correct Answer:** D

**Section:** Volume A

**Explanation**

**Explanation/Reference:**

**QUESTION 58**

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



**Correct Answer:** BCDF

**Section:** Volume A

**Explanation**

**Explanation/Reference:**

**QUESTION 59**

You are the project manager of the NNN project for your company. You and the project team are working together to plan the risk responses for the project. You feel that the team has successfully completed the risk response planning and now you must initiate what risk process it is. Which of the following risk processes is repeated after the plan risk responses to determine if the overall project risk has been satisfactorily decreased?

- A. Risk response implementation

- B. Quantitative risk analysis
- C. Risk identification
- D. Qualitative risk analysis

**Correct Answer: B**

**Section: Volume A**

**Explanation**

**Explanation/Reference:**

**QUESTION 60**

You are the project manager for your company and a new change request has been approved for your project. This change request, however, has introduced several new risks to the project. You have communicated these risk events and the project stakeholders understand the possible effects these risks could have on your project. You elect to create a mitigation response for the identified risk events. Where will you record the mitigation response?

- A. Risk log
- B. Risk management plan
- C. Risk register
- D. Project management plan

**Correct Answer: C**

**Section: Volume A**

**Explanation**

**Explanation/Reference:**

**QUESTION 61**

Which positive risk response best describes a teaming agreement?

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

**Correct Answer: C**

**Section: Volume A**

**Explanation**

**Explanation/Reference:**

**QUESTION 62**

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 you're your organization seizes this opportunity it would be an example of what risk response?

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

**Correct Answer: A**

**Section: Volume A**

**Explanation**

**Explanation/Reference:**



**QUESTION 63**

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

**Correct Answer: A**

**Section: Volume A**

**Explanation**

**Explanation/Reference:**

**QUESTION 64**

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.

**Correct Answer:** BCD

**Section:** Volume A

**Explanation**

**Explanation/Reference:**

#### QUESTION 65

Which of the following IT governance frameworks provides governance of IT investments, produced by the IT Governance Institute (ITGI), and is a formal statement of principles and processes for IT portfolio management?

- A. VMM
- B. Val IT
- C. Risk IT
- D. COBIT

**Correct Answer:** B

**Section:** Volume A

**Explanation**

**Explanation/Reference:**

#### QUESTION 66

Which of the following roles in Service Design is responsible for delivering a particular service within the agreed service levels and also acts as the counterpart of the Service Level Manager when negotiating OLAs?

- A. The Service Design Manager
- B. The Service Level Manager

- C. The Service Owner
- D. The Service Catalogue Manager

**Correct Answer: C**

**Section: Volume A**

**Explanation**

**Explanation/Reference:**

#### **QUESTION 67**

Harold is the project manager of a large project in his organization. He has been actively communicating and working with the project stakeholders. One of the outputs of the manage stakeholder expectations process can actually create new risk events for Harold's project. Which output of the manage stakeholder expectations process can create risks?

- A. Project management plan updates
- B. Project document updates
- C. Change requests
- D. Organizational process assets updates

**Correct Answer: C**

**Section: Volume A**

**Explanation**

**Explanation/Reference:**

#### **QUESTION 68**

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

**Correct Answer: D**

**Section: Volume A**

**Explanation****Explanation/Reference:****QUESTION 69**

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

**Correct Answer:** ABD

**Section:** Volume A

**Explanation****Explanation/Reference:****QUESTION 70**

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
- C. Document all
- D. Don't share the details of the outsourcing decision.

**Correct Answer:** A

**Section:** Volume A

**Explanation****Explanation/Reference:**



**QUESTION 71**

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.

**Correct Answer:** ACD

**Section:** Volume A

**Explanation**

**Explanation/Reference:**

**QUESTION 72**

Which of the following types of IT organizational structures states that all IT resources are centralized under a single reporting structure with centralized resource allocation (staffing), and the organizational structure is built around the resource pools?

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



**Correct Answer:** C

**Section:** Volume A

**Explanation**

**Explanation/Reference:**

**QUESTION 73**

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.

**Correct Answer: B**

**Section: Volume A**

**Explanation**

**Explanation/Reference:**

#### **QUESTION 74**

Which of the following domains of CGEIT aims to guarantee that the IT enables and supports the achievement of business objectives through the integration of IT strategic plans with business strategic plans and the alignment of IT services with enterprise operations? A. Risk Management

B. IT Governance Framework

C. Strategic Alignment

D. Value Delivery

**Correct Answer: C**

**Section: Volume A**

**Explanation**

**Explanation/Reference:**



#### **QUESTION 75**

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

**Correct Answer: C**

**Section: Volume A**

**Explanation**

**Explanation/Reference:**

**QUESTION 76**

Which of the following is a process improvement approach that provides organizations with the essential elements for effective process improvement and guides process improvement across a project, a division, or an entire organization?

- A. Capability Maturity Model Integration
- B. Service Portfolio
- C. COBIT
- D. Six Sigma

**Correct Answer: A**

**Section: Volume A**

**Explanation**

**Explanation/Reference:**

**QUESTION 77**

Amy is the project manager for her company. In her current project the organization has a very low tolerance for risk events that will affect the project schedule. Management has asked Amy to consider the affect of all the risks on the project schedule. What approach can Amy take to create a bias against risks that will affect the schedule of the project?

- A. She can filter all risks based on their affect on schedule versus other project objectives.
- B. She can have the project team pad their time estimates to alleviate delays in the project schedule
- C. She can shift risk-laden activities that affect the project schedule from the critical path as much a possible.
- D. She can create an overall project rating scheme to reflect the bias towards risks that affect the project schedule.

**Correct Answer: D**

**Section: Volume A**

**Explanation**

**Explanation/Reference:**

**QUESTION 78**

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

**Correct Answer:** BCD

**Section:** Volume A

**Explanation**

**Explanation/Reference:**

#### QUESTION 79

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



**Correct Answer:** C

**Section:** Volume A

**Explanation**

**Explanation/Reference:**

#### QUESTION 80

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

**Correct Answer:** C

**Section:** Volume A

**Explanation**

**Explanation/Reference:**

#### QUESTION 81

Which of the following frameworks describes a standard for processes within business information management at the strategy, management and operations level?



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

**Correct Answer:** B

**Section:** Volume A

**Explanation**

**Explanation/Reference:**

#### QUESTION 82

You are the project manager of a large construction project. You are evaluating the strengths, weaknesses, opportunities, and threats involved in a project. In which of the following processes are you on?

- A. Define Scope
- B. Identify Risks
- C. Plan Risk Responses
- D. Plan Risk Management

**Correct Answer:** B

**Section:** Volume A

**Explanation**

**Explanation/Reference:**

#### **QUESTION 83**

Which of the following is NOT a valid maturity level of the Software Capability Maturity Model (CMM)?

- A. Repeatable level
- B. Managed level
- C. Defined level
- D. Fundamental level



**Correct Answer:** D

**Section:** Volume A

**Explanation**

**Explanation/Reference:**

#### **QUESTION 84**

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

**Correct Answer:** D

**Section:** Volume A

**Explanation**

**Explanation/Reference:**

#### **QUESTION 85**

TOGAF is based on four pillars, called architecture domains. Which of the following architecture domains 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?

- A. Business architecture
- B. Applications architecture
- C. Technical architecture
- D. Data architecture

**Correct Answer:** B

**Section:** Volume A

**Explanation**

**Explanation/Reference:**

#### **QUESTION 86**

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

**Correct Answer:** BCD

**Section:** Volume A

**Explanation**



**Explanation/Reference:**

**QUESTION 87**

You are hosting a collection of stakeholders from across the organization to identify the ideas and attitudes about your company's help desk. You want the stakeholders to honestly share their opinions about the help desk service so you can identify problems, solutions, and take actions to improve the service. What type of requirements elicitation activity is this?

- A. Root cause analysis
- B. Stakeholder analysis
- C. Focus groups
- D. Workshop

**Correct Answer: C**

**Section: Volume A**

**Explanation**

**Explanation/Reference:**



**QUESTION 88**

Which of the following are the main objectives of the Performance measurement domain? Each correct answer represents a complete solution. Choose all that apply.

- A. It satisfies the customer's need.
- B. It defines value creation roles within IT.
- C. It meets out the goals.
- D. It statistically controls the process sequences.

**Correct Answer: ACD**

**Section: Volume A**

**Explanation**

**Explanation/Reference:**

**QUESTION 89**



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

**Correct Answer: C**

**Section: Volume A**

**Explanation**

**Explanation/Reference:**

#### **QUESTION 90**

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

**Correct Answer: B**

**Section: Volume A**

**Explanation**

**Explanation/Reference:**

#### **QUESTION 91**

You work as a project manager for BlueWell Inc. You are about to complete the quantitative risk analysis process for your project. You can use three available tools and techniques to complete this process. Which one of the following is NOT a tool or technique that is appropriate for the quantitative risk analysis process?

- A. Quantitative risk analysis and modeling techniques
- B. Organizational process assets

- C. Expert judgment
- D. Data gathering and representation techniques

**Correct Answer: B**

**Section: Volume B**

**Explanation**

**Explanation/Reference:**

### **QUESTION 92**

You work as a project manager for BlueWell Inc. Your project is using a new material to construct a large warehouse in your city. This new material is cheaper than traditional building materials, but it takes some time to learn how to use the material properly. You have communicated to the project stakeholders that you will be able to save costs by using the new material, but you will need a few extra weeks to complete training to use the materials. This risk response of learning how to use the new materials can also be known as what term?

- A. Cost-benefits analysis
- B. Benchmarking
- C. Cost of conformance to quality
- D. Team development



**Correct Answer: C**

**Section: Volume B**

**Explanation**

**Explanation/Reference:**

### **QUESTION 93**

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)

**Correct Answer: D**

**Section: Volume B**

**Explanation**

**Explanation/Reference:**

**QUESTION 94**

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

**Correct Answer: B**

**Section: Volume B**

**Explanation**

**Explanation/Reference:**



**QUESTION 95**

Which of the following architecture domains for TOGAF describes the structure of an organization's logical and physical data assets and the associated data management resources?

- A. Applications architecture
- B. Technical architecture
- C. Data architecture
- D. Business architecture

**Correct Answer: C**

**Section: Volume B**

**Explanation**

**Explanation/Reference:**

**QUESTION 96**

Which volume provides guidance on clarification and prioritization of service-provider investments in services?

- A. Service Operation
- B. Service Strategy
- C. Service Design
- D. Service Management

**Correct Answer:** B

**Section:** Volume B

**Explanation**

**Explanation/Reference:**

**QUESTION 97**

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.

**Correct Answer:** ACD

**Section:** Volume B

**Explanation**

**Explanation/Reference:**

**QUESTION 98**

You are the project manager of the NKJ Project for your company. The project's success or failure will have a significant impact on your organization's profitability for the coming year. Management has asked you to identify the risk events and communicate the event's probability and impact as early as possible in the project. Management wants to avoid risk events and needs to analyze the cost-benefits of each risk event in this project. What term is assigned to the low-level of stakeholder tolerance in this project?

- A. Risk utility function
- B. Mitigation-ready project management
- C. Risk-reward mentality
- D. Risk avoidance

**Correct Answer:** A

**Section:** Volume B

**Explanation**

**Explanation/Reference:**

#### **QUESTION 99**

Which of the following techniques is used for understanding the "environment" in which a business operates?

- A. Critical success factor analysis
- B. PEST analysis
- C. SWOT analysis
- D. Market segmentation



**Correct Answer:** B

**Section:** Volume B

**Explanation**

**Explanation/Reference:**

#### **QUESTION 100**

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

**Correct Answer:** A

**Section:** Volume B

**Explanation**

**Explanation/Reference:**

**QUESTION 101**

You are working with your project stakeholders to identify risks within the JKP Project.

You want to use an approach to engage the stakeholders to increase the breadth of the identified risks by including internally generated risk. Which risk identification approach is most suited for this goal?

- A. Brainstorming
- B. Assumptions analysis
- C. SWOT analysis
- D. Delphi Technique

**Correct Answer: C**

**Section: Volume B**

**Explanation**

**Explanation/Reference:**



**QUESTION 102**

John is the project manager of the NHQ Project for his company. His project has 75 stakeholders, some of which are external to the organization. John needs to make certain that he communicates about risk in the most appropriate method for the external stakeholders. Which project management plan will be the best guide for John to communicate to the external stakeholders?

- A. Communications Management Plan
- B. Risk Response Plan
- C. Project Management Plan
- D. Risk Management Plan

**Correct Answer: A**

**Section: Volume B**

**Explanation**

**Explanation/Reference:**

**QUESTION 103**

As seen from the perspective of how the enterprise defines and executes business strategies to achieve its goals and objectives, which of the following elements does the ERM comprise of? Each correct answer represents a complete solution. Choose all that apply.

- A. Enhancing risk response decisions
- B. Providing integrated responses to few risks
- C. Reducing operational surprises and losses
- D. Aligning risk appetite and strategy

**Correct Answer:** ACD

**Section:** Volume B

**Explanation**

**Explanation/Reference:**

#### **QUESTION 104**

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



**Correct Answer:** B

**Section:** Volume B

**Explanation**

**Explanation/Reference:**

#### **QUESTION 105**

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

**Correct Answer:** D

**Section:** Volume B

**Explanation**

**Explanation/Reference:**

**QUESTION 106**

You are the project manager of the CUL project in your organization. You and the project team are assessing the risk events and creating a probability and impact matrix for the identified risks. Which one of the following statements best describes the requirements for the data type used in qualitative risk analysis?

- A. A qualitative risk analysis requires fast and simple data to complete the analysis.
- B. A qualitative risk analysis required unbiased stakeholders with biased risk tolerances.
- C. A qualitative risk analysis encourages biased data to reveal risk tolerances.
- D. A qualitative risk analysis requires accurate and unbiased data if it is to be credible.

**Correct Answer:** D

**Section:** Volume B

**Explanation**

**Explanation/Reference:**



**QUESTION 107**

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

**Correct Answer:** B

**Section:** Volume B

**Explanation**

**Explanation/Reference:**



**QUESTION 108**

You are the project manager of the GHY Project and would like to perform a review of your project from several different characteristics. You would like to review what worked in the project and what needed improvement. What type of analysis would be most appropriate for the end of project review?

- A. Feasibility study
- B. Product breakdown
- C. Business case study
- D. SWOT analysis

**Correct Answer:** D

**Section:** Volume B

**Explanation**

**Explanation/Reference:**

**QUESTION 109**

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

**Correct Answer:** A

**Section:** Volume B

**Explanation**

**Explanation/Reference:**

**QUESTION 110**

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

**Correct Answer:** C  
**Section:** Volume B  
**Explanation**

**Explanation/Reference:**

**QUESTION 111**

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

**Correct Answer:** B  
**Section:** Volume B

**Explanation**

**Explanation/Reference:**



**QUESTION 112**

You are the project manager of the NHQ Project for your company. You have completed qualitative and quantitative analysis of your identified project risks and you would now like to find an approach to increase project opportunities and to reduce threats within the project. What project management process would best help you?

- A. Plan risk responses
- B. Create a risk governance approach
- C. Create the project risk register
- D. Monitor and control project risks

**Correct Answer:** A  
**Section:** Volume B

**Explanation**

**Explanation/Reference:**

**QUESTION 113**

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

**Correct Answer: A**

**Section: Volume B**

**Explanation**

**Explanation/Reference:**



**QUESTION 114**

Availability Management allows organizations to sustain the IT service availability to support the business at a justifiable cost. Which of the following elements of Availability Management is used to perform at an agreed level over a period of time? Each correct answer represents a part of the solution. Choose all that apply.

- A. Reliability
- B. Security
- C. Recoverability
- D. Serviceability
- E. Resilience
- F. Maintainability
- G. Error control

**Correct Answer: ABCDEF**

**Section: Volume B**

**Explanation**

**Explanation/Reference:**

**QUESTION 115**

Your project team has identified a project risk that must be responded to. The risk has been recorded in the risk register and the project team has been discussing potential risk responses for the risk event. The event is not likely to happen for several months but the probability of the event is high. Which one of the following is a valid response to the identified risk event?

- A. Risk audit
- B. Earned value management
- C. Corrective action
- D. Technical performance measurement

**Correct Answer: C**

**Section: Volume B**

**Explanation**

**Explanation/Reference:**



**QUESTION 116**

You are the business analyst for the YGT Organization. You have just completed a capabilities gap assessment and have determined that your organization does not have the necessary resources and technology to seize a business opportunity. What is the most likely course of action for the organization?



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- A. Hire contractors to complete the project work.
- B. Move onto the next opportunity.
- C. Launch a new project.

D. Hire additional resources.

**Correct Answer: C**

**Section: Volume B**

**Explanation**

**Explanation/Reference:**

#### **QUESTION 117**

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 watch list for future monitoring.

**Correct Answer: D**

**Section: Volume B**

**Explanation**

**Explanation/Reference:**

#### **QUESTION 118**

Which of the following is a continuous process of comparing performance with desired objectives to identify opportunities for improvement, and is conducted by individuals, groups, or organizations relating to their own work?

- A. Management Assessment
- B. Continuous improvement
- C. Self Assessment
- D. Control

**Correct Answer: C**

**Section: Volume B**

**Explanation**

**Explanation/Reference:**

**QUESTION 119**

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

**Correct Answer: B**

**Section: Volume B**

**Explanation**

**Explanation/Reference:**

**QUESTION 120**

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.

**Correct Answer: C**

**Section: Volume B**

**Explanation**

**Explanation/Reference:**

**QUESTION 121**

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

**Correct Answer:** ACD

**Section:** Volume B

**Explanation**

**Explanation/Reference:**

#### QUESTION 122

Which of the following steps are performed in the Planning phase of IT Assurance methodology? Each correct answer represents a complete solution. Choose all that apply.

- A. Plan the risk-based assurance initiatives.
- B. Scope and plan assurance initiatives.
- C. Perform a quick risk assessment.
- D. Assess process maturity.



**Correct Answer:** ACD

**Section:** Volume B

**Explanation**

**Explanation/Reference:**

#### QUESTION 123

Which of the following essential elements of IT Portfolio Investment Management describes the ability to model the IT Portfolio with metrics most appropriate to the business such as ROI, Break- Even, Cost Avoidance, and Revenue Return?

- A. Integrated Capability
- B. Portfolio What-If Planning

- C. Integrated Dashboards and Scorecards
- D. Highly Configurable

**Correct Answer:** D

**Section:** Volume B

**Explanation**

**Explanation/Reference:**

**QUESTION 124**

Which of the following domains of CGEIT aims to guarantee that the IT function remains aligned with the organization's strategic objectives?

- A. Strategic Alignment
- B. Risk Management
- C. Value Delivery
- D. IT Governance Framework

**Correct Answer:** D

**Section:** Volume B

**Explanation**

**Explanation/Reference:**



**QUESTION 125**

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

**Correct Answer:** A

**Section:** Volume B

**Explanation**



**Explanation/Reference:**

**QUESTION 126**

Service Transition contains detailed descriptions of which of the following processes?

- A. Change Management, Capacity Management, Event Management, and Service Request Management
- B. Service Level Management, Service Portfolio Management, Service Asset and Configuration Management
- C. Service Asset and Configuration Management, Release Management, and Request Fulfillment
- D. Change Management, Service Asset and Configuration Management, Release and Deployment Management

**Correct Answer: D**

**Section: Volume B**

**Explanation**

**Explanation/Reference:**



**QUESTION 127**

Which of the following processes is responsible for controlling, recording and reporting on versions, attributes, and relationships relating to components of the Information Technology (IT) infrastructure?

- A. Service Catalogue Management
- B. Service Level Management
- C. ICT Operations Management
- D. Service Asset and Configuration Management

**Correct Answer: D**

**Section: Volume B**

**Explanation**

**Explanation/Reference:**

**QUESTION 128**

You are the project manager of the GHG project for your company. You have identified the project risks, completed qualitative and quantitative analysis, and created risk responses. You also need to document how and when risk audits will be performed in the project. Where will you define the frequency of risk audits?

- A. Schedule management plan
- B. Risk management plan
- C. Quality management plan
- D. Risk response plan

**Correct Answer:** B

**Section:** Volume B

**Explanation**

**Explanation/Reference:**

**QUESTION 129**

What stakeholder(s) must participate in the document elicitation result?

- A. Business analyst and the key stakeholders
- B. Business analyst and the business owner
- C. Business analyst, business analysis team, and the key stakeholders
- D. Business analyst

**Correct Answer:** D

**Section:** Volume B

**Explanation**

**Explanation/Reference:**

**QUESTION 130**

You are the HR Professional for your organization and you're working with the management to define the role of contractors versus employees in your organization. According to the Internal Revenue Service, there are three categories of control that help determine whether a person is a contractor or an employee. Which one of the following is not one of the three levels of control as defined by the IRS for employee versus contractor?

- A. Type of relationship
- B. Locale of work performed

- C. Behavioral control
- D. Financial control

**Correct Answer:** B

**Section:** Volume B

**Explanation**

**Explanation/Reference:**

#### **QUESTION 131**

Holly and Gary are HR Professionals in their organization and they're working to develop the strategic plan for their organization. Holly and Gary are using SWOT analysis to help understand the needs of human, financial, technological, capital, and other aspects of their organization. What is SWOT?

- A. SWOT is an analysis to define the strengths, weaknesses, opportunities, and threats an organization may face.
- B. SWOT is an analysis to define the schedule, weaknesses, opportunities, and timetable of a project endeavor.
- C. SWOT is an analysis to define the strengths, weaknesses, openness, and timeliness of an organization.
- D. SWOT is an analysis to define the seriousness, weaknesses, openness, and timetable of organization development.

**Correct Answer:** A

**Section:** Volume B

**Explanation**

**Explanation/Reference:**

#### **QUESTION 132**

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

**Correct Answer:** D

**Section:** Volume B

**Explanation**

**Explanation/Reference:**

**QUESTION 133**

Which of the following processes are covered by Service Strategy? Each correct answer represents a complete solution. Choose all that apply.

- A. Service Portfolio Management
- B. IT Financial Management
- C. Demand Management
- D. IT Architecture Management
- E. Supplier Management

**Correct Answer:** ABCE

**Section:** Volume B

**Explanation**

**Explanation/Reference:**

**QUESTION 134**

Which of the following terms related to risk management represents the estimated frequency at which a threat is expected to occur?

- A. Single Loss Expectancy (SLE)
- B. Exposure Factor (EF)
- C. Annualized Rate of Occurrence (ARO)
- D. Safeguard

**Correct Answer:** C

**Section:** Volume B

**Explanation**

**Explanation/Reference:**

**QUESTION 135**

Which of the following concepts is used to reduce the errors produced during the manufacturing or service process, increase customer satisfaction, streamline supply chain management, aims for modernization of equipment and ensures workers have the highest level of training?

- A. Balanced Scorecard (BSC)

- B. Six Sigma
- C. Total Quality Management
- D. Total Security Management

**Correct Answer: C**

**Section: Volume B**

**Explanation**

**Explanation/Reference:**

**QUESTION 136**

Enterprise analysis provides many things for an organization. All of the following are tasks included in enterprise analysis except for which one?

- A. Solution performance assessment
- B. Define business need
- C. Determine solution approach
- D. Assess capability gaps

**Correct Answer: A**

**Section: Volume B**

**Explanation**



**Explanation/Reference:**

**QUESTION 137**

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.

**Correct Answer: C**

**Section: Volume B**

**Explanation**

**Explanation/Reference:**

**QUESTION 138**

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

**Correct Answer:** B

**Section:** Volume B

**Explanation**

**Explanation/Reference:**

**QUESTION 139**

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.

**Correct Answer:** ABCE

**Section:** Volume B

**Explanation**

**Explanation/Reference:**

**QUESTION 140**

You are the project manager of a computer upgrade project. You and the vendor are in dispute over the deliverables the vendor was to provide and configure. What document can best describe how you and the vendor are to proceed if there is a claim against the vendor?

- A. Procurement management plan
- B. Project cost management plan
- C. Enterprise environmental factors
- D. Contract

**Correct Answer: D**

**Section: Volume B**

**Explanation**

**Explanation/Reference:**

**QUESTION 141**

Which of the following is a way of delivering value to customers by facilitating outcome that customers wish to get without the control of specific costs and risks?

- A. Processes
- B. Service Desk
- C. Functions
- D. Service

**Correct Answer: D**

**Section: Volume B**

**Explanation**

**Explanation/Reference:**

**QUESTION 142**

Which of the following objectives can be the best coordinated with the Human resource management?

- A. Increasing the automation of the business processes
- B. Satisfying the business needs
- C. Rewarding employee fairly
- D. Focusing on the business improvements

**Correct Answer: B**

**Section: Volume B**

**Explanation**



**Explanation/Reference:**

**QUESTION 143**

Which of the following steps are performed in the Scoping phase of IT Assurance methodology? Each correct answer represents a complete solution. Choose all that apply.

- A. Customize control objectives.
- B. Scope and plan assurance initiatives.
- C. Select the control objectives for critical processes.
- D. Assess process maturity.

**Correct Answer:** ABC

**Section:** Volume B

**Explanation**

**Explanation/Reference:**

**QUESTION 144**

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

**Correct Answer:** C

**Section:** Volume B

**Explanation**

**Explanation/Reference:**

**QUESTION 145**

Which of the following planned and purposeful management processes are required by Strategic Alignment? Each correct answer represents a complete solution. Choose all that apply.



- A. Clarifying the role that IT should play
- B. Aligning IT strategy with the business strategy
- C. Evaluating, post implementation, benefits delivered by IT
- D. Creating and sustaining awareness of the strategic role of IT at a top management level

**Correct Answer:** ACD

**Section:** Volume B

**Explanation**

**Explanation/Reference:**

**QUESTION 146**

Which of the following terms includes performance objectives and criteria (POCs), performance indicators, and any other means that evaluate the success in achieving a specified goal?

- A. Precision
- B. Performance Measurement System
- C. Performance Measure
- D. Performance Measurement Category

**Correct Answer:** C

**Section:** Volume B

**Explanation**

**Explanation/Reference:**

**QUESTION 147**

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

**Correct Answer:** ACD



**Section: Volume B**

**Explanation**

**Explanation/Reference:**

**QUESTION 148**

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

**Correct Answer: B**

**Section: Volume B**

**Explanation**

**Explanation/Reference:**



**QUESTION 149**

Which of the following domains of COBIT addresses the development of a maintenance plan that a company should adopt in order to prolong the life of an IT system and its components?

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

**Correct Answer: B**

**Section: Volume B**

**Explanation**

**Explanation/Reference:**

**QUESTION 150**

Which of the following frameworks defines ERM as the discipline by which an organization in any industry assesses, controls, exploits, finances, and monitors risks from all sources for the purpose of increasing the organization's short- and long-term value to its stakeholders?

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



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**Correct Answer:** D

**Section:** Volume B

**Explanation**

**Explanation/Reference:**

**QUESTION 151**

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

**Correct Answer:** A

**Section: Volume B****Explanation****Explanation/Reference:****QUESTION 152**

Walter is the project manager of a large construction project. He'll be working with several vendors on the project. Vendors will be providing materials and labor for several parts of the project. Some of the works in the project are very dangerous so Walter has implemented safety requirements for all of the vendors and his own project team.

Stakeholders for the project have added new requirements, which have caused new risks in the project. A vendor has identified a new risk that could affect the project if it comes into fruition. Walter agrees with the vendor and has updated the risk register and created potential risk responses to mitigate the risk. What should Walter also update in this scenario considering the risk event?

- A. Project contractual relationship with the vendor
- B. Project communications plan
- C. Project scope statement
- D. Project management plan

**Correct Answer: D****Section: Volume B****Explanation****Explanation/Reference:****QUESTION 153**

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

**Correct Answer: A****Section: Volume B****Explanation**

**Explanation/Reference:**

**QUESTION 154**

Which of the following stages of the Forrester's IT Governance Maturity Model states that there are no proper IT governance processes, and it is not documented by management as a requirement?

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

**Correct Answer: C**

**Section: Volume B**

**Explanation**

**Explanation/Reference:**

**QUESTION 155**

Event Management, Problem Management, Access Management, and Request Fulfillment are part of which of the following stages of the Service Lifecycle?

- A. Service Strategy
- B. Service Transition
- C. Continual Service Improvement
- D. Service Operation

**Correct Answer: D**

**Section: Volume B**

**Explanation**

**Explanation/Reference:**

**QUESTION 156**

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

**Correct Answer: B**  
**Section: Volume B**

**Explanation**

**Explanation/Reference:**

**QUESTION 157**

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

**Correct Answer: A**  
**Section: Volume B**

**Explanation**

**Explanation/Reference:**

**QUESTION 158**

The water sanitation project manager has determined that risks associated with handling certain chemicals are too high. He has therefore decided to allow someone else to complete this portion of the project by outsourcing the handling and installation of the chemicals and filter equipment to an experienced contractor. This is an example of which of the following?

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

**Correct Answer:** A  
**Section:** Volume B

**Explanation**

**Explanation/Reference:**

**QUESTION 159**

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

**Correct Answer:** A  
**Section:** Volume B  
**Explanation**



**Explanation/Reference:**

**QUESTION 160**

Which of the following essential elements of IT Portfolio Investment Management seamlessly initiates the projects, and incorporates the asset and software development costs to improve the accuracy of ongoing portfolio assessment and project prioritization?

- A. Portfolio Management
- B. Portfolio What-If Planning
- C. Integrated Capability
- D. Portfolio Planning Analysis

**Correct Answer:** C  
**Section:** Volume B  
**Explanation**

**Explanation/Reference:**

**QUESTION 161**

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

**Correct Answer:** D

**Section:** Volume B

**Explanation**

**Explanation/Reference:**

**QUESTION 162**

Which of the following sub-processes of Capacity Management is concerned with the management of the individual components of the IT Infrastructure?

- A. Capacity Management Reporting
- B. Business Capacity Management
- C. Service Capacity Management
- D. Resource Capacity Management

**Correct Answer:** D

**Section:** Volume B

**Explanation**

**Explanation/Reference:**

**QUESTION 163**

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

**Correct Answer:** A

**Section:** Volume B

**Explanation**

**Explanation/Reference:**

#### **QUESTION 164**

Which of the following are the advantages of IT Resource Management? Each correct answer represents a complete solution. Choose all that apply.

- A. It develops the IT service quality and effectiveness.
- B. It reduces the IT project complexity.
- C. It reduces the enterprise risks.
- D. It provides customer organization to construct the Request for Proposal (RFP).

**Correct Answer:** ABC

**Section:** Volume B

**Explanation**

**Explanation/Reference:**



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