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Vendor: GIAC

Exam Code: GCPM

Exam Name: GIAC Certified Project Manager
Certification Practice Test

Version: Demo

QUESTION 1

You work as a project manager for PassGuide Inc. You report the project details directly to the vice president and the administrator of your organization. In which of the following types of organization structures are you working?

- A. Functional
- B. Matrix
- C. Jury
- D. Projectized

Correct Answer: B

QUESTION 2

Which of the following is described in the statement below? "It is a group of sequential and related project phases that are defined by the organization and control needs of the management or organizations concerned with the project, the nature of the project itself, and the application area."

- A. Verify scope
- B. Project charter
- C. Activity list
- D. Project life cycle

Correct Answer: D

QUESTION 3

You are using the PDCA model to determine, implement, monitor, control, and maintain Information Security Management System or ISMS. You have to evaluate the new processes and match up to the results against the probable results to determine the differences. In which of the following phases of the PDCA are you working?

- A. Do
- B. Act
- C. Plan
- D. Check

Correct Answer: D

QUESTION 4

Which of the following processes describes the statement below? "It consists of the processes required to ensure that the project contains all the work required to complete the project effectively."

- A. Project communications management
- B. Project scope management
- C. Risk management
- D. Project human resource management

Correct Answer: B

QUESTION 5

You work as a project manager for PassGuide Inc. You are in the project kickoff meeting. Which of the following documents are reviewed during the project kickoff meeting?

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

- A. Project budget
- B. Project WBS

- C. Project charter
- D. Project scope

Correct Answer: ACD

QUESTION 6

Which of the following processes formally permits the initiation of a project and marks the kickoff for all consequent development activities to begin?

- A. Develop project charter
- B. Develop project management plan
- C. Develop project scope statement
- D. Develop project team

Correct Answer: A

QUESTION 7

You work as a project manager for PassGuide Inc. A new project has been proposed to change all keyboards of every computer in your organization. There are 1,600 keyboards that will need to be removed and replaced with wireless keyboards. What document will you first need to start this project?

- A. Project risk statement
- B. Risk register
- C. Project charter
- D. Contract for new keyboards

Correct Answer: C

QUESTION 8

You work as a project manager for PassGuide Inc. You are performing a task to generate a hierarchical list of resources related by function and resource type that is used to facilitate planning and controlling of project work. Which of the following components of project management will you use to accomplish the above task?

- A. PERT chart
- B. RBS
- C. Gantt chart
- D. WBS

Correct Answer: B

QUESTION 9

Which of the following are the characteristics of the project life cycle? Each correct answer represents a complete solution. Choose all that apply.

- A. Cost and staffing are low at the start, are high as the work is carried out, and decrease as the project comes towards the end.
- B. Stakeholders influences, risk, and uncertainty are at peak in the beginning of the project.
- C. Skills to influence the final characteristics of the project's product, without much impact on cost, is at peak in the beginning of the project and reduces as the project progresses towards completion.
- D. It is limited by constraints, including resource constraints.

Correct Answer: ABC

QUESTION 10

You work as a project manager for PassGuide Inc. You have to subdivide project deliverables and project work into smaller, more manageable components. Which of the following processes will you use to perform the above task?

- A. Create WBS
- B. Verify scope
- C. Control scope
- D. Define activities

Correct Answer: A

QUESTION 11

You are a Project Manager in your organization who is managing a considerably huge budget project to develop new software. Considering the varied nature of your stakeholder group, you would like to put together a plan as to what information the stakeholders need, and how to provide that information. What is the document that you would need, and as part of which process group would you achieve this?

- A. Communications Management Plan, Execution Process group
- B. Project Management Plan, Planning Process Group
- C. Communications Management Plan, Planning Process Group
- D. Project Management Plan, Initiating Process Group

Correct Answer: C

QUESTION 12

You work as a project manager for PassGuide Inc. Which of the following stages of the process group, if not performed well by you, is unlikely that the project will be successful in meeting the business needs?

- A. Monitoring and controlling
- B. Initiation
- C. Executing
- D. Planning and design

Correct Answer: B

QUESTION 13

You work as a project manager for PassGuide Inc. Which of the following processes will you use to formalize the acceptance of the completed project deliverables?

- A. Verify scope
- B. Report performance
- C. Expert judgment
- D. Perform quality control

Correct Answer: A

QUESTION 14

Which of the following is described in the statement below? "It is a tool that defines a project and groups the project's discrete work elements in a way that helps organize and define the total work scope of the project."

- A. WBS
- B. RBS
- C. Gantt chart
- D. Critical path

Correct Answer: A

QUESTION 15

Which of the following are the characteristics of a project? Each correct answer represents a complete solution. Choose all that apply.

- A. Its success is measured by evaluating whether it meets or exceeds expectations of the stakeholders.
- B. It is temporary in nature and has a definite beginning and ending date.
- C. It is completed when the project goals are achieved.
- D. It is common in nature.

Correct Answer: ABC

QUESTION 16

You are the program manager for your project. You are working with the project managers regarding the procurement processes for their projects. You have ruled out one particular contract type because it is considered too risky for the program. Which one of the following contract types is usually considered to be the most dangerous for the buyer?

- A. Cost plus incentive fee
- B. Time and materials
- C. Cost plus percentage of costs
- D. Fixed fee

Correct Answer: C

QUESTION 17

Which of the following processes formally permits the initiation of a project and marks the kickoff for all consequent development activities to begin?

- A. Develop project scope statement
- B. Develop project management plan
- C. Develop project charter
- D. Develop project team

Correct Answer: C

QUESTION 18

You work as a project manager for PassGuide Inc. You are working on a project that has a budget of \$805,000 and you have completed 45 percent of the project work. Due to some errors, however, you have actually spent \$430,000 of the budget. Management wants to know the project's cost performance index. Which of the following values will you report?

- A. 0.87
- B. 0.80
- C. 0.84
- D. 0.86

Correct Answer: C

QUESTION 19

You work as a project manager for PassGuide Inc. You are working on several projects. Your projects vary in size and budget. You have to calculate the ratios of schedule and cost compared to plan, so that you can compare relative schedule and cost performance of each project. Which of the following components of EVM provide measures of schedule and cost performance that are not affected by the size of the project?

- A. BAC and EAC
- B. CPI and SPI
- C. CV and SV
- D. PV and EV

Correct Answer: B

QUESTION 20

James works as the project manager for a software project. He and his team are on the Direct and Manage Project Execution process. All of the following are inputs of this process except for which one?

- A. Project charter
- B. Organizational process assets
- C. Enterprise environmental factors
- D. Approved environmental requests
- E. Project management plan

Correct Answer: A

QUESTION 21

You work as a project manager for BlueWell Inc. Which of the following techniques will you use to determine whether particular work can best be accomplished by the project team or must be purchased from the outside sources?

- A. Expert Judgment
- B. Make-or-Buy Analysis
- C. Contract Types
- D. Procurement Negotiations

Correct Answer: B

QUESTION 22

Charlie has just completed the project according to the terms of the contract. She and the customer are completing a walk through of the project deliverables, and the customer is asking for changes to the deliverables before she'll accept the product. What project management process should manage the documented change request that may come from scope verification?

- A. Scope management
- B. Perform integrated change control
- C. Control Scope
- D. Control change control

Correct Answer: B

QUESTION 23

Which of the following techniques is described in the statement below? "It evaluates the abstract early start and finish dates and late start and finish dates for all activities devoid of any resource limitations by performing a forward and backward pass analysis through the schedule network."

- A. Resource utilization
- B. Critical path method
- C. Critical Chain method
- D. Resource leveling heuristic

Correct Answer: B

QUESTION 24

You work as a project manager for PassGuide Inc. You are performing steps to carry out and finish the project according to the measures drawn through the planning stage. Which of the following stages of the project are you working on?

- A. Monitoring and controlling
- B. Closing
- C. Initiation
- D. Execution

Correct Answer: D

QUESTION 25

You are in a project to create a Website. Your project team has met a few times and you're working with them to develop the project's WBS. Jan, a marketing expert, is in disagreement with Larry over how the Website should function. Gary and Gina are in disagreement over who'll take the lead on the design of the software for the Website. Mark, Mary, and Martha are all bickering about the photo management approach for the Website's pictures. What stage of team development is your project team currently in?

- A. Forming
- B. Storming
- C. Performing
- D. Norming

Correct Answer: B

QUESTION 26

Which of the following components of EVA is described in the statement below? "It is a measure of how much of the project value has been earned so far through completed work, that is, the budgeted cost of the work that has been performed through the project status date."

- A. PV
- B. AC
- C. SV
- D. EV

Correct Answer: D

QUESTION 27

You are the project manager of the NHT Project. This project has 12,345 office doors to install throughout a campus. Each of the doors costs the project \$456 and requires special hardware to electronically lock and open the doors. You've gathered the project team before they begin the installation for a hands-on training. As a group you and the project team install 50 doors following a checklist of instructions so that every door will be installed exactly the same throughout the campus and with minimal waste. This is an example of what project execution technique?

- A. Preventive action
- B. Implemented corrective action
- C. Quality control
- D. Defect repair validation

Correct Answer: A

QUESTION 28

You are the project manager for your organization. Marcy, a project stakeholder, is demanding that you add some deliverables to your project scope for free. You explain to Marcy that it's too late in the project execution to consider adding these deliverables, as most of the software your project team is creating is nearly done. Marcy and you escalate the issue to management.

Management decides that you will add the deliverables to the project scope if Marcy pays a significant fee and allows you additional time to complete the project. What conflict resolution method has management offered?

- A. Issue management
- B. Compromising
- C. Forcing
- D. Confronting

Correct Answer: B

QUESTION 29

Diane is the project manager of the HGF Project. A risk that has been identified and analyzed in the project planning processes is now coming into fruition. What individual should respond to the risk with the preplanned risk response?

- A. Diane
- B. Risk owner
- C. Subject matter expert
- D. Project sponsor

Correct Answer: B

QUESTION 30

You are a new Project Manager that has been entrusted with a software development project that is in progress. A sub-contracting company has been awarded a cost reimbursable contract to do the development work on this project, and the project has been completed. While trying to close this procurement, you discover that still there are some unresolved claims. However, the sub contract company does not accept that these claims are unresolved. Which of the following is the best method for reaching the final equitable settlement?

- A. Litigation
- B. Mediation
- C. Direct negotiation
- D. Alternative dispute resolution

Correct Answer: C

QUESTION 31

You are the project manager of a project to create a network inside of a building. You need to hire an electrician to run network cable throughout the building. Based on your experience, you create an estimate for the work that you'll measure all of the bids against. This is an example of what type of procurement seller selection?

- A. Seller rating system
- B. Independent estimate
- C. Weighting system
- D. Screening system

Correct Answer: B

QUESTION 32

Sam is the project manager for his organization. His project is not doing well on project schedule performance, and management wants him to predict how the project schedule and cost will end. Management has asked Sam to report and forecast his project's performance based on the Delphi Method, scenario building, technology forecasting, and to forecast by analogy. What forecasting method is management asking Sam to use?

- A. Earned value management method
- B. Time series methods
- C. Causal/econometric methods
- D. Judgmental methods

Correct Answer: D

QUESTION 33

You are the project manager for your organization and would like to use a time and materials contract for a small project. What must a time and materials contract have to safeguard the project?

- A. Terms for payment
- B. Approval from the project sponsor
- C. An approved vendor by a leading trade organization
- D. A not-to-exceed clause

Correct Answer: D

QUESTION 34

You work as a project manager for PassGuide Inc. You want to improve the competencies and interaction of team members to enhance project performance. Which of the following processes will help you to accomplish the task?

- A. Manage Project Team
- B. Acquire Project Team
- C. Develop Project Team
- D. Develop Human Resource Plan

Correct Answer: C

QUESTION 35

You are the project manager of the JKM Project for your organization. Your project is supposed to be 60 percent complete but you are only 45 percent complete. The project has an assigned budget of \$765,000 but you have already spent \$365,000 to reach this point in the project due to some errors and rework. Management is pressing you on when you'll complete the project and how much the project will likely cost based on the current performance. You need to tell management what the project's current cost performance index (CPI) is. What value should you report to management based on your project's performance?

- A. \$306,000
- B. .75
- C. .94
- D. \$344,250

Correct Answer: C

QUESTION 36

You work as a project manager for PassGuide Inc. You want to include a budget contingency to accommodate the risk of incurring unidentifiable but normally occurring costs within the defined scope. Which of the following processes will help you to accomplish the task?

- A. Cost controlling
- B. Cost budgeting
- C. Cost baselining
- D. Cost estimation

Correct Answer: C

QUESTION 37

Which of the following are the types of casual/econometric forecasting methods? Each correct answer represents a complete solution. Choose all that apply.

- A. ARIMA
- B. Econometrics
- C. ARMA
- D. Scenario building

Correct Answer: ABC

QUESTION 38

Which of the following documents is described in the statement below? "It is an exchange of promises between two or more parties to do an act which is enforceable in the court of law."

- A. Risk register
- B. Contract
- C. Project calendar
- D. Resource calendar

Correct Answer: B

QUESTION 39

You work as a project manager for PassGuide Inc. You are using market risk, value at risk (VaR), historical simulation (HS), and extreme value theory (EVT) so as to analyze a portfolio and make forecasts of the likely losses that would be incurred for a variety of risks. Which of the following processes are you using to accomplish the task?

- A. Risk limitation
- B. Risk modeling
- C. Risk exposure
- D. Risk threshold

Correct Answer: B

QUESTION 40

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

Correct Answer: C

QUESTION 41

Which of the following processes is described in the statement below? "It is the process of identifying the specific actions to be performed to produce the project deliverables."

- A. Define Activities
- B. Define Scope
- C. Sequence Activities
- D. Create WBS

Correct Answer: A

QUESTION 42

All of the following are examples of project resources, which can be procured except for which one?

- A. Facilities for the project war room
- B. Contractors
- C. Quality metrics
- D. Laptop computers

Correct Answer: C

QUESTION 43

Holly is the project manager of a project in a functional environment. Jason, the functional manager, has just informed Holly a new requirement that he has approved for the project. Holly documents the change and updates the project scope. What document should Holly also update in light of this change?

- A. Project time estimate
- B. Project WBS
- C. Project cost estimate
- D. Project risk plan

Correct Answer: B

QUESTION 44

Which of the following models is used to determine, implement, monitor, control, and maintain Information Security Management System or ISMS?

- A. Continual Service Improvement Model
- B. RACI model
- C. Service Model
- D. PDCA model

Correct Answer: D

QUESTION 45

You work as a project manager for PassGuide Inc. You are working on directing and managing the execution of your project. Which of the following is the most likely outcome as part of this phase of the project?

- A. Deliverables
- B. Quality metrics
- C. Quality control measurements
- D. Organizational process assets update

Correct Answer: A

QUESTION 46

Which of the following are inputs of the perform quality assurance process? Each correct answer represents a complete solution. Choose all that apply.

- A. Change requests
- B. Quality metrics
- C. Work performance information
- D. Project management plan

Correct Answer: BCD

QUESTION 47

You are the project manager for your organization and are planning the project work with your project team. You are currently breaking down the project scope into work packages to determine an accurate time and cost estimate. What document are you and the project team creating?

- A. Project scope
- B. Work breakdown structure
- C. Code of accounts
- D. Project management plan

Correct Answer: B

QUESTION 48

You are in need of procuring several tons of pea gravel for a construction. You'll need the vendor to provide a bid for the pea gravel on a specific date and time and that's one of the requirements included in the procurement document package you are reviewing. Who creates the procurement document package?

- A. The project sponsor
- B. Both parties contribute
- C. The seller
- D. The buyer

Correct Answer: D

QUESTION 49

Which of the following is described in the statement below? "It contains a complete set of indexed contract documentation. It is prepared to be included with the final project files."

- A. Procurement file
- B. Project charter
- C. Risk register
- D. Stakeholder register

Correct Answer: A

QUESTION 50

Which of the following techniques is used to acquire the required services from outside sources when the organization lacks the internal staff required to finish a project?

- A. Pre-assignment
- B. Negotiation
- C. Virtual team
- D. Acquisition

Correct Answer: D

QUESTION 51

You work as a project manager for PassGuide Inc. You have to evaluate the performance efficiencies of a project. The table given below has the following related values: Which of the following will be the cost variance (CV) of the project at the current point of time?

Measurement	Value
BCWP (or EV)	420
BCWS (or PV)	350
ACWP (or AC)	390

- A. 25
- B. -25
- C. 30
- D. -30

Correct Answer: C

QUESTION 52

You are the project manager of the NHQ Project and are trying to determine which seller you should choose for the project. You have received proposals from six vendors and they are all very good proposal, qualified to complete the project work, and the prices are close to the same. You would like to create method of ranking each vendor based and assign a score value to several different categories. Because

the project is a high-profile project, you have assigned 25 points to experience and 10 points for all of the other categories to judge the vendors. This is considered what type of source selection process?

- A. Screening system
- B. Weighting system
- C. Preferred vendor list
- D. Benefits-cost analysis

Correct Answer: B

QUESTION 53

You work as a Project Manager for PassGuide Inc. You are developing the schedule for your project. Your project deals with the construction of a new building for PassGuide Inc. You want to break the project into small, individual, and manageable components. Which of the following tasks will you perform in the above scenario?

- A. Create WBS.
- B. Create a Gantt chart.
- C. Create an activity diagram.
- D. Create a PERT chart.

Correct Answer: A

QUESTION 54

Which of the following elements facilitates people to know large amounts of information as a picture rather than a table of names and numbers?

- A. Risk register
- B. Stakeholder register
- C. Project charter
- D. Organization chart

Correct Answer: D

QUESTION 55

Which of the following tasks are performed by the scope development process? Each correct answer represents a complete solution. Choose all that apply.

- A. To facilitate clear responsibility assignments
- B. To define a baseline for performance measurement and control
- C. To determine whether a scope change has occurred
- D. To improve the accuracy of cost, duration, and resource estimates

Correct Answer: ABD

QUESTION 56

Which of the following is the process of monitoring cost performance and controlling changes to the cost baseline?

- A. Cost control
- B. Bottom-up cost estimation
- C. Cost budgeting
- D. Performance review

Correct Answer: A

QUESTION 57

Mark works as a project manager for PassGuide Inc. His project is in an emergency situation. For this

reason, he has hired a trader who is about to join immediately. Which of the following types of contract is needed in such a situation?

- A. Incentive-based contract
- B. Letter contract
- C. Fixed fee contract
- D. Time and materials contract

Correct Answer: B

QUESTION 58

You work as a project manager for PassGuide Inc. 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 ownership of the response?

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

Correct Answer: B

QUESTION 59

You work as a project manager for PassGuide Inc. You do not want to change the task relationship, but you require a "waiting time" before the starting of the activity can begin. Which of the following is the best approach to alleviate this issue?

- A. Add management reserve to the project activities.
- B. Add lag time to the project activities.
- C. Add lead time to the project activities.
- D. Add float to the project activities.

Correct Answer: B

QUESTION 60

You work as a project manager for PassGuide Inc. You want to demonstrate how a process performs over time and when a process is subject to special cause variation, resulting in an out-of-control condition. Which of the following Perform Quality Control tools will help you accomplish the above task?

- A. Control chart
- B. Scatter diagram
- C. Cause-and-effect diagram
- D. Pareto chart

Correct Answer: A

QUESTION 61

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

Correct Answer: C

QUESTION 62

You work as a project manager for PassGuide Inc. You are working on the Plan quality process for your project. Which of the following are inputs of the Plan quality process? Each correct answer represents a complete solution. Choose all that apply.

- A. Scope baseline
- B. Stakeholder register
- C. Project document updates
- D. Cost performance baseline

Correct Answer: ABD

QUESTION 63

You work as a project manager for PassGuide Inc. You are working on directing and managing the execution of your project. Which of the following is the most likely outcome as part of this phase of the project?

- A. Quality control measurements
- B. Quality metrics
- C. Deliverables
- D. Organizational process assets update

Correct Answer: C

QUESTION 64

Which of the following theories describes the statement below? "It states that there are certain factors in the workplace that cause job satisfaction, while a separate set of factors cause dissatisfaction."

- A. Herzberg's theory
- B. Ouchi's Theory Z
- C. McGregor's X and Y
- D. Expectancy theory

Correct Answer: A

QUESTION 65

Dawn is the project manager of the HQQ Project and she believes the project work is done. She has prepared the final project report, which includes information on the financial performance, schedule performance, and project team performance in the project. All of the following documents are used to measure the completeness of the project scope except for which one?

- A. Project scope statement
- B. Project charter
- C. Project WBS Dictionary
- D. Project WBS

Correct Answer: B

QUESTION 66

You are a new Project Manager who has been entrusted with a project. You have been directing and managing the execution of your project. Which of the following is the most likely outcome as part of this phase of the project?

- A. Expert Judgment
- B. Lessons learned
- C. Project Charter
- D. Approved Deliverables

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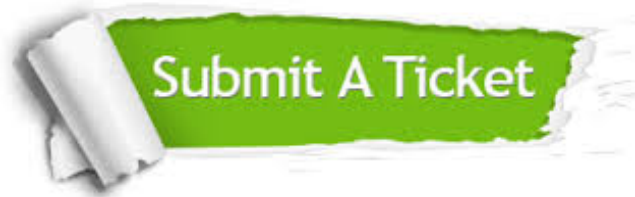
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