

GIAC

Exam GCPM

GIAC Certified Project Manager

Version: 6.0

[Total Questions: 397]

Topic break down

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Topic 1, Volume A

Question No : 1 - (Topic 1)

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

Answer: B

Question No : 2 - (Topic 1)

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

Answer: B

Question No : 3 - (Topic 1)

You work as a project manager for PassGuide Inc. You have to address the following information on the business case justifying the project, including return on investment. Which of the following documents will you use to address the above information?

- A. Project charter
- B. Risk register
- C. Stakeholder register
- D. Project scope statement

Answer: A

Question No : 4 - (Topic 1)

Which of the following are the essential qualities of an HR manager?

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

- A. Excellent communication skills and leadership qualities
- B. Excellent technical skills in the field of project management
- C. Strong presentation abilities
- D. Creative thinker and excellent team player

Answer: A,C,D

Question No : 5 - (Topic 1)

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

Answer: C

Question No : 6 - (Topic 1)

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

Answer: D

Question No : 7 - (Topic 1)

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.

Answer: A,B,C

Question No : 8 - (Topic 1)

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

Answer: A

Question No : 9 - (Topic 1)

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. Contract for new keyboards
- C. Risk register
- D. Project charter

Answer: D

Question No : 10 - (Topic 1)

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

Answer: C

Question No : 11 - (Topic 1)

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

Answer: B

Question No : 12 - (Topic 1)

Which of the following quality costs determines, assesses, or audits products or services to assure conformance to quality standards and performance requirements?

- A. Internal failure cost
- B. Prevention cost
- C. Appraisal cost
- D. External failure cost

Answer: C

Question No : 13 - (Topic 1)

Jessica works as a project manager for PassGuide Inc. She wants to discuss with the team members some of the project risks and issues that have occurred. Jessica has faxed the report to her project team for them to review. Based on the standard communications model, which component in this scenario is the decoder?

- A. Fax machine
- B. Team member
- C. Jessica
- D. Telephone wire

Answer: A

Question No : 14 - (Topic 1)

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

Answer: D

Question No : 15 - (Topic 1)

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. Stakeholder register
- D. Risk register

Answer: A

Question No : 16 - (Topic 1)

Which of the following is defined as the time it takes to complete a task or a set of interdependent tasks?

- A. Lag time
- B. Mean time
- C. Fixed time
- D. Lead time

Answer: D

Question No : 17 - (Topic 1)

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

Answer: A

Question No : 18 - (Topic 1)

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.

Answer: A,B,C

Question No : 19 - (Topic 1)

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

Answer: D

Question No : 20 - (Topic 1)

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

Answer: C

Question No : 21 - (Topic 1)

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

Answer: A,B,C

Question No : 22 - (Topic 1)

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

Answer: C

Question No : 23 - (Topic 1)

You work as a project manager for PassGuide Inc. You have to measure the potential risks on the two dimensions of a graph. Which of the following charts will you use to accomplish the task?

- A. Gantt chart
- B. Risk probability and impact matrix
- C. Pareto chart
- D. Control chart

Answer: B

Question No : 24 - (Topic 1)

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

Answer: A,C,D

Question No : 25 - (Topic 1)

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

Answer: C

Question No : 26 - (Topic 1)

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

Answer: B

Question No : 27 - (Topic 1)

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.

Answer: A

Question No : 28 - (Topic 1)

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

Answer: B

Question No : 29 - (Topic 1)

Jane works as a project manager for PassGuide Inc. The project on which Jane is working will last for three years and includes 200 stakeholders. How often should the Identify Risks process take place?

- A. Throughout the project
- B. Only once, at the beginning of the project
- C. Throughout the executing processes
- D. Once per project phase

Answer: A

Question No : 30 - (Topic 1)

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

Answer: C

Question No : 31 - (Topic 1)

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

Answer: A

Question No : 32 - (Topic 1)

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

Answer: D

Question No : 33 - (Topic 1)

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

Answer: A

Question No : 34 - (Topic 1)

You work as a project manager for PassGuide Inc. You are working with your project team to plan the risk responses. Your project has a budget of \$450,000 and is expected to last

seven months. You have identified a risk event that has a probability of .60 and has a cost impact of \$250,000 within the project. While creating a risk response for this event, what is the risk exposure of the event that must be considered for the cost of the risk response?

- A. Risk exposure is \$250,000.
- B. Risk exposure is \$150,000.
- C. Risk exposure is \$350,000.
- D. Risk exposure is \$50,000.

Answer: B

Question No : 35 - (Topic 1)

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

Answer: A

Question No : 36 - (Topic 1)

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

Answer: B