

Exam Number/Code:GCPM

Exam Name:GIAC Certified Project
Manager Certification Practice Test

Version: Demo

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QUESTION NO: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:2

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:3

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:4

You are the project manager of the HJU project for your company. This project will last for 148 months and has a project budget of \$454647,000. Robert, one of your stakeholders, has introduced a scope change request that will likely have an impact on the project costs

and schedule. Robert assures you that he will pay for the extra time and costs associated with the risk event. You tell Robert that the change request may affect more areas of the project than just time and cost and that you are worried about the additional risks the change request will bring. What project management component is responsible for evaluating a change request and its impact on all of the project management knowledge areas?

- A. Integrated change control
- B. Configuration management
- C. Project change control system
- D. Risk analysis

Answer: A

QUESTION NO:5

Which of the following types of organizational structures represents a hierarchy where every member has one leader and the employees are grouped by the area of expertise?

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

Answer: B

QUESTION NO:6

You work as a project manager for PassGuide Inc. You want your team to be placed in a single location where they can work in a face-to-face environment to enhance their ability to perform as a team. Which of the following techniques will you use to accomplish the task?

- A. Co-location
- B. Team-building activities
- C. Training
- D. Recognition and rewards

Answer: A

QUESTION NO:7

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

Answer: D

QUESTION NO:8

You are the project manager of the NNN Project. Stakeholders in the two-year project have requested to send status reports to them via email every week. You have agreed and are sending the reports on each Thursday. After six months of the project, the stakeholders are pleased with the project progress and they would like you to reduce the status reports to every two weeks.

What process will examine the change to this project process and implement it in the project?

- A. Project change control process
- B. Configuration management
- C. Perform integrated change control process
- D. Communications management

Answer: C

QUESTION NO:9

You work as a project manager for PassGuide Inc. Two of your team members are held in a conflict on a module of the project assigned to them. You have told them to work together to find a mutually beneficial solution. Which of the following conflict resolution techniques will your team members follow to achieve the solution?

- A. Compromise
- B. Collaboration
- C. Avoidance
- D. Competition

Answer: B

QUESTION NO: 10

Mark works as a project manager for PassGuide Inc. He has to identify the internal and external stakeholders who will interact and influence the overall outcome of the project. Which of the following process groups will help him to accomplish the task?

- A. Initiating
- B. Planning
- C. Monitoring and Controlling
- D. Executing

Answer: A

QUESTION NO:11

The Project Communications Management knowledge area focuses on which of the following processes?

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

- A. Identify Stakeholders
- B. Distribute Information
- C. Create Work Breakdown Structure (WBS)
- D. Report Performance

Answer: A,B,D

QUESTION NO:12

Amy works as a project manager for PassGuide Inc. She has to develop a visual diagram which can depict the resources that will be used within the project. Which of the following diagrams will Amy create to accomplish the task?

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

Answer: C

QUESTION NO:13

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:14

CORRECT TEXT

Fill in the blank with the appropriate term.

_____ (also called contractor conferences, vendor conferences, and pre-bid conferences) are meetings with prospective sellers prior to preparation of a bid or proposal.

- A. Bidder conferences

Answer: A

QUESTION NO:15

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

"It is a companion document to the WBS. It describes each component in the WBS. It includes a brief definition of the scope or statement of work, defined deliverables, a list of associated activities, and a list of milestones. It details all work packages in WBS including estimates and billing information."

- A. WBS dictionary
- B. Contract
- C. Project charter
- D. Activity list

Answer: A

QUESTION NO:16

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

Answer: C

QUESTION NO:17

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

Answer: A

QUESTION NO:18

Sasha is the project manager of a large construction project. She is finalizing ground rules, training, and team-building activities for her project team members. In which of the following processes is she working on?

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

Answer: C

QUESTION NO:19

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:20

You work as a project manager for PassGuide Inc. You are working on the control schedule process. Which of the following techniques will you use to find ways to bring project activities that are behind into alignment with the plan?

- A. Resource leveling
- B. What-if scenario analysis
- C. Adjusting leads and lags
- D. Schedule compression

Answer: C