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**Questions & Answers**  
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## EXIN EPI Certified Information Technology Manager Sample Questions (Q33-Q38):

### NEW QUESTION # 33

During several project meetings, it is discovered that certain team members are not fully aware of, and/or do not understand, the activities for which they are responsible. Which process is most likely to be blamed for this?

- A. Communication management
- B. Scope management
- C. Cost management
- D. Risk management

**Answer: A**

Explanation:

Team members' lack of awareness or understanding of their responsibilities points to a failure in communication management(C). According to PMBOK, communication management ensures that project information, including roles, responsibilities, and activities, is effectively communicated to all stakeholders.

Poor communication planning or execution (e.g., unclear task assignments or inadequate briefings) can lead to misunderstandings, as seen in this scenario.

\* Risk management (A):Focuses on identifying and mitigating risks, not task communication.

\* Cost management (B):Deals with budgeting and cost control, not role clarification.

\* Scope management (D):Defines project scope and deliverables, but communication management ensures team members understand their responsibilities within that scope.

Reference:EPI CITM study guide, under Project Management, likely covers PMBOK's communication management processes, emphasizing stakeholder engagement and information distribution. Check sections on project communication or stakeholder management.

### NEW QUESTION # 34

One of the company's assets is valued at \$200,000.00. Based on historical data, the exposure factor is 25%, and the Annual Loss Expectancy (ALE) is calculated at \$100,000.00. What is the Annualized Rate of Occurrence (ARO)?

- A. 0.4
- B. 0
- C. 1

**Answer: C**

Explanation:

In risk management, the Annual Loss Expectancy (ALE) is calculated as:

$ALE = SLE \times ARO$ , where  $SLE = Asset Value \times Exposure Factor (EF)$ .

Given:

\* Asset Value = \$200,000

\* Exposure Factor (EF) = 25% = 0.25

\* ALE = \$100,000

Calculate SLE:

$SLE = Asset Value \times EF = \$200,000 \times 0.25 = \$50,000$

Calculate ARO:

$ALE = SLE \times ARO$

$\$100,000 = \$50,000 \times ARO$

$ARO = \$100,000 \div \$50,000 = 2$

Thus, the Annualized Rate of Occurrence (ARO) is 2(C), meaning the incident is expected to occur twice per year.

\* 0.4 (A):Incorrect; implies a lower frequency (0.4 times per year).

\* 1 (B):Incorrect; would yield an ALE of \$50,000, not \$100,000.

Reference:EPI CITM study guide, under Risk Management, likely covers quantitative risk analysis, including ALE, SLE, and ARO calculations. Check sections on risk assessment or quantitative analysis.

### NEW QUESTION # 35

Due to technical and operational constraints, the preferred control to lower the risks identified is to outsource part of IT operations to an external vendor. What type of risk treatment is applied here?

- A. Modification
- B. Retention
- **C. Transferred**
- D. Sharing

#### Answer: C

Explanation:

Outsourcing IT operations to an external vendor is a form of risk transfer (C), where the responsibility for managing certain risks (e.g., operational or technical risks) is shifted to the vendor. According to ISO 31000, risk treatment strategies include transferring risk to a third party, often through contracts or outsourcing agreements, where the vendor assumes responsibility for mitigating specific risks.

\* Sharing (A): Involves distributing risk among multiple parties, not fully transferring it to one.

\* Retention (B): Means accepting the risk without mitigation, not applicable here.

\* Modification (D): Refers to changing processes or controls to reduce risk, not outsourcing.

Reference: EPI CITM study guide, under Risk Management, likely references ISO 31000's risk treatment strategies, including risk transfer. Check sections on risk treatment or outsourcing.

### NEW QUESTION # 36

In project management, what is the objective of a 'lessons learned' report?

- **A. Bringing forward positive and negative elements with the intent to benefit future projects**
- B. To inform the project owner with the overall achievement of the project's objectives
- C. To identify all risks that occurred during the project
- D. To establish accountability for the mistakes being made in the project

#### Answer: A

Explanation:

A lessons learned report in project management is designed to document both positive and negative experiences from a project to improve future projects. According to the Project Management Institute (PMI) and frameworks like PMBOK, the purpose is to capture insights, successes, challenges, and recommendations to enhance processes, avoid repeating mistakes, and replicate successes in future initiatives.

Option A focuses only on reporting achievements, which is too narrow. Option B emphasizes accountability for mistakes, which is not the primary goal, as the report aims to improve rather than blame. Option C is incorrect because identifying risks is part of risk management, not the primary focus of lessons learned.

Option D correctly captures the intent to benefit future projects by analyzing both positive and negative aspects.

Reference: EPI CITM study guide, under Project Management, likely references PMBOK or similar frameworks, specifically the "Close Project or Phase" process, where lessons learned are documented. Check the section on project closure or knowledge management.

### NEW QUESTION # 37

The new system (application) is ready for adoption (implementation). The customer is concerned that an instant change-over from the current system to the new system will create a large impact on the user base.

You are requested to propose an approach for adoption. Which of the items listed below is recommended?

- A. Coordinated
- B. Big bang
- **C. Parallel**
- D. Phased

#### Answer: C

Explanation:

When implementing a new system, the customer's concern about a large impact on the user base suggests the need for a low-risk, controlled adoption strategy. In application management, the parallel adoption approach (B) involves running both the old and new

systems simultaneously for a period, allowing users to transition gradually while ensuring the new system functions correctly. This minimizes disruption, as the old system remains operational as a fallback if issues arise with the new system.

\* **Big bang (A):** This approach involves switching entirely to the new system at once, which is high-risk and likely to cause significant disruption, especially for a concerned user base. It's unsuitable here due to the potential for widespread impact.

\* **Coordinated (C):** This is not a standard term in application deployment strategies. It may imply a managed transition but lacks the specificity of parallel or phased approaches.

\* **Phased (D):** This involves rolling out the new system incrementally (e.g., by department or module), which reduces risk but doesn't provide the same level of safety as parallel, where both systems run concurrently to ensure continuity.

The parallel approach is ideal for mitigating risks during a critical system transition, as it allows validation of the new system's performance while maintaining business continuity. According to ITIL or SDLC frameworks, parallel adoption is often recommended for mission-critical systems to ensure stability and user acceptance.

Reference: EPI CITM study guide, under Application Management, likely discusses system implementation strategies within the Software Development Life Cycle (SDLC) or ITIL's service asset and configuration management. Refer to sections on application deployment, transition planning, or change management for details on parallel adoption.

## NEW QUESTION # 38

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