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(CITM)

GAQM CITM-001

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QUESTION NO: 1

Which three are the business models that an international firm might adhere to? (Choose three)

- A. Intellectual Synergy
- B. Independent Operations
- C. Integrated Global IT
- D. Multinational Driven

ANSWER: B C D

Explanation:

“Independent Operations,” “Integrated Global IT,” and “Multinational Driven” describe recognized ways an organization can structure and govern activities across national boundaries. Independent Operations reflects a decentralized approach in which country units retain substantial autonomy to run local operations and respond to local conditions. Integrated Global IT reflects a highly integrated model that coordinates technology, standards, platforms, and shared services globally, helping the organization obtain consistency and scale benefits. Multinational Driven describes a model in which national subsidiaries are significant operational centers and business practices are shaped strongly by the requirements of their respective markets. Together, these models illustrate the central management challenge in international business: balancing global coordination with local responsiveness. This distinction is consistent with the international-management framework associated with Bartlett and Ghoshal, which examines how multinational enterprises organize knowledge, control, and responsiveness across borders. A useful overview of the global integration versus local responsiveness framework is available from [Strategy+Business](#). The broader role of multinational enterprises in organizing international production and operations is also discussed by [the OECD](#).

QUESTION NO: 2

A team is analysing how warehouse staff actually handle returns before selecting a replacement system. Which three data-collection techniques would provide direct evidence of the current process? (Choose three)

- A. Observing warehouse staff process returns
- B. Interviewing staff who approve return requests
- C. Reviewing return forms, reports, and written procedures
- D. Developing program code for the new system
- E. Preparing training material for end users

ANSWER: A B C

Explanation:

Observation shows how work is performed in practice, including informal workarounds. **Interviews** allow staff to explain exceptions, problems, and information needs. **Reviewing existing documents and records** helps the team examine return forms, policies, reports, and transaction evidence.

Developing program code and preparing user training are later delivery activities; they do not collect evidence about the existing process.

QUESTION NO: 3

One of the main reasons for building a data warehouse is to undertake data mining.

- A. True

B. False

ANSWER: A

Explanation:

The correct answer is **True**. A data warehouse is a centralized repository designed to integrate historical data from multiple operational sources, organize it consistently, and make it suitable for analysis and decision support. Supporting data mining is a major reason organizations build such repositories: mining techniques need reliable, integrated, cleansed, and often historical data to identify meaningful patterns, relationships, trends, exceptions, and predictive indicators. The extract, transform, and load process used to populate a warehouse improves consistency and quality across source systems, while warehouse structures can make large-scale analytical queries more practical. This creates an appropriate foundation for analytical activities such as customer segmentation, fraud detection, demand forecasting, and identifying purchasing patterns. Data mining is not the only purpose of a data warehouse—reporting, online analytical processing, performance measurement, and broader business intelligence are also important uses—but enabling advanced analysis and discovery is clearly among its principal objectives. IBM describes data warehousing as consolidating data for reporting and analysis, including data mining, in its [data warehouse overview](#). Oracle likewise explains that a warehouse supports business intelligence activities, including data mining and analytical processing, in its [Data Warehousing Guide](#).

QUESTION NO: 4

Which type of cost is incurred due to routine maintenance and modifications?

- A. Service cost
- B. Maintenance cost
- C. Management cost
- D. Miscellaneous cost

ANSWER: B

Explanation:

Maintenance cost is the appropriate term for the ongoing expenditure incurred after an information system has been deployed and placed into operational use. It covers the resources needed to keep the system reliable, secure, compliant, and fit for continued business use. Typical maintenance activities include correcting defects, applying patches and updates, adapting software to changes in infrastructure or regulations, improving performance, and making controlled modifications requested by users or the business. These costs are recurring operational lifecycle costs rather than the one-time costs of initially planning, designing, developing, testing, and implementing a system. For an IT manager, recognizing maintenance cost is essential when estimating total cost of ownership, setting operating budgets, evaluating vendor agreements, and ensuring that systems remain sustainable beyond their initial delivery. Routine support and modification work can continue for the entire useful life of a system, so it must be considered as part of long-term IT financial and strategic planning. GAQM identifies Corporate IT Strategy, including cost considerations, within the CITM curriculum; see the [GAQM CITM certification page](#). Related software lifecycle guidance from [ISO/IEC/IEEE 12207](#) also recognizes maintenance as a distinct lifecycle process.

QUESTION NO: 5

_____ occurs because the data we want may not be directly under the read-write heads.

- A. Sequential delay
- B. Rotational delay
- C. Seek time
- D. Collision time

ANSWER: B

Explanation:

Rotational delay is correct because, after a hard disk's read-write head has reached the required track, the platter may still need to rotate before the requested sector arrives beneath that head. This waiting period is also commonly called rotational latency. It is determined by the disk's rotational speed and by the current physical position of the desired sector when the read operation reaches the correct track. On average, the rotational delay is approximately half of one full platter rotation; consequently, disks with higher revolutions per minute generally have lower average rotational latency. For example, a drive rotating at 7,200 RPM completes a rotation in about 8.33 milliseconds, so its average rotational delay is roughly 4.17 milliseconds. Rotational delay is an important component of traditional magnetic-disk access time, alongside the time required to move the head to the target track and the time required to transfer data once the sector is available. The term directly describes the specific delay caused by the requested data not yet being positioned under the read-write heads. See the [IBM discussion of disk performance](#) and the [TechTarget definition of rotational latency](#).

QUESTION NO: 6

Which Strategy is much like the multinational as there are autonomous local subsidiaries?

- A. Transitional Strategy
- B. Risk Strategy
- C. International Strategy
- D. Global Strategy

ANSWER: C

Explanation:

International Strategy is correct because it commonly involves a company transferring products, capabilities, and knowledge developed at its home location into foreign markets while allowing foreign subsidiaries meaningful autonomy in local operations. This structure can therefore resemble a multinational arrangement: local subsidiaries are able to manage many market-facing activities independently rather than being controlled in every detail by headquarters. The key strategic purpose is to leverage an organization's established home-country competencies internationally, typically with limited adaptation of the core product or service. This approach is most appropriate where pressures to reduce costs through global integration and pressures to extensively tailor offerings to individual local markets are both relatively low. Headquarters retains control of the central competencies, brand, and overall strategic direction, while subsidiaries can address operational and local market needs. This balance distinguishes an international strategy as a practical model for firms expanding abroad without fully redesigning their offerings or centralizing all decisions globally. OpenStax describes international strategy as transferring products and skills to foreign markets with limited local adaptation: [OpenStax, Types of International Strategies](#). Additional strategic-management context is available from [Virginia Tech Pressbooks](#).

QUESTION NO: 7

Which two designs are considered to design a system? (Choose two)

- A. Structured design
- B. Object-Oriented Design
- C. Functional Design
- D. Organizational Design

ANSWER: A B

Explanation:

Structured design and Object-Oriented Design are established approaches for designing information systems. Structured design decomposes a system hierarchically into smaller functions and modules. This decomposition helps a team define clear processing responsibilities, interfaces, data flows, and testable components, making it especially useful where requirements and business processes can be represented as a well-understood sequence of functions. IBM's overview of structured analysis and design describes the approach as a disciplined way to model and partition system behavior: [IBM Documentation](#).

Object-Oriented Design instead organizes the solution around collaborating objects and classes that encapsulate state and behavior. Designers identify domain concepts, define their responsibilities and relationships, and use abstraction, encapsulation, inheritance, and polymorphism to produce maintainable, reusable software structures. This approach aligns naturally with object-oriented programming and is commonly expressed through UML design models. The Object Management Group's UML specification provides the standard modeling foundation used for such designs: [OMG UML Specification](#). Together, these represent two widely recognized system-design approaches: one primarily function/module-oriented and one primarily object/class-oriented.

QUESTION NO: 8

Which are the three impacts of Globalization? (Choose three)

- A. Rationalized manufacturing
- B. Managing risk across currencies
- C. Worldwide purchase
- D. Security concern
- E. Theft

ANSWER: A B C

Explanation:

Globalization increases the integration of national economies, supply chains, financial markets, and consumer markets. **Rationalized manufacturing** is an impact because organizations can locate sourcing, production, assembly, and distribution activities in countries offering appropriate skills, resources, infrastructure, or cost advantages. This enables international specialization and more integrated global supply chains. **Managing risk across currencies** is also a direct business impact: cross-border purchasing, sales, financing, and investment create exposure to exchange-rate movements. International firms therefore need treasury practices and financial controls to measure, mitigate, or hedge currency exposure. **Worldwide purchase** reflects the expansion of markets beyond national borders. Businesses and consumers can procure goods and services internationally, increasing supplier access, market reach, product variety, and competitive pressure. For an IT manager, these effects commonly influence technology decisions involving globally connected enterprise systems, supplier platforms, data exchange, payments, and operational resilience. The World Trade Organization describes how trade connects economies through international exchange and value chains, while the International Monetary Fund explains the role of cross-border economic and financial integration in globalization. See the [World Trade Report 2023](#) and the [IMF overview of globalization](#).

QUESTION NO: 9

A security review identifies a program that records user keystrokes and another program that presents itself as useful software while concealing malicious behaviour. Which two malicious-code categories have been identified? (Choose two)

- A. Keylogger
- B. Trojan horse
- C. Worm
- D. Logic bomb

ANSWER: A B

Explanation:

Keylogger and **Trojan horse** are correct. A keylogger captures keystrokes and may be used to obtain passwords or other sensitive information. A Trojan horse disguises malicious functionality as a legitimate or useful program. A worm is distinguished by independent self-replication and propagation, while a logic bomb remains dormant until a specified condition or event occurs.

QUESTION NO: 10

In object-oriented approach, program consists of interrelated classes of objects.

- A. True
- B. False

ANSWER: A

Explanation:

True is correct. Object-oriented programming organizes software around objects, which encapsulate data (state) together with the operations (behavior) that act on that data. Classes define the common structure and behavior for a category of objects, while individual objects are instances created from those class definitions. A complete object-oriented program therefore typically consists of multiple classes whose objects collaborate to perform the program's work. Their relationships and interactions may include association, composition, aggregation, inheritance, and method calls (often described conceptually as message passing). This approach helps represent problem-domain entities in a modular way: each class has clear responsibilities, and its implementation details can be encapsulated behind its public interface. Such organization supports maintainability, reuse, testing, and extension because changes can often be localized to the relevant class or object interaction. The wording "interrelated classes of objects" accurately conveys the central structural idea of the object-oriented approach, although in practical terminology classes define object types and objects are the interacting runtime instances. See the [Oracle Java tutorial on object-oriented concepts](#) and the [MDN overview of object-oriented programming](#).

QUESTION NO: 11

Which two factors are important while considering Interpreting Information? (Choose two)

- A. Personal
- B. External
- C. Situational
- D. Financial

ANSWER: B C

Explanation:

External and **Situational** are the key factors for interpreting information effectively. External considerations address the origin and quality of information: a manager should consider the source, its credibility and potential bias, the evidence supporting the information, and whether it is current enough for the decision at hand. This helps ensure that an interpretation rests on dependable, relevant material rather than unsupported assertions or obsolete data.

Situational considerations establish the context in which the information is being used. Meaning can depend on the problem being addressed, organizational objectives, stakeholder needs, intended audience, timing, operational constraints, and the decision that must be made. An item of information may be accurate but still be interpreted differently, or have limited usefulness, when the business context changes. Considering both the external quality of information and its situational context enables IT managers to derive meaning that is relevant, defensible, and actionable. This aligns with the CITM emphasis on understanding and interpreting information as a management competency. See GAQM's [Certified Information](#)

QUESTION NO: 12

A monthly sales report from an external market-data provider shows a sharp decline in demand. A manager proposes immediately reducing support staff. What is the most appropriate first action when interpreting this information?

- A. Evaluate the source reliability and the situational context of the report
- B. Reduce support staff before further analysis is undertaken
- C. Ignore the report because it was produced outside the organization
- D. Accept the reported decline without checking its assumptions or coverage

ANSWER: A

Explanation:

Evaluate the source and situational context is correct. Before making a significant staffing decision, the manager should confirm the credibility, completeness, and timeliness of the external report and determine whether contextual factors, such as a reporting-method change, seasonal variation, or a temporary promotion, explain the result.

Important decisions require more than accepting a single report at face value. Delaying all analysis or relying only on internal opinion would not provide a defensible interpretation of the available information.