

Isaca.CGEIT.vNov-2024.by.Rian.203q

Number: CGEIT  
Passing Score: 800  
Time Limit: 120  
File Version: 15.0

**Exam Code: CGEIT**  
**Exam Name: Certified in the Governance of Enterprise IT**



## Exam A

### QUESTION 1

Which of the following IT governance practices would BEST support IT and enterprise strategic alignment?

- A. An IT communication plan is continuously updated
- B. External consultants regularly review the IT portfolio
- C. Senior management regularly reviews the IT portfolio
- D. IT service level agreements (SLAs) are periodically updated

**Correct Answer: C**

**Section:**

### QUESTION 2

Which of the following is the BEST way for an organization to minimize the difference between expected and delivered services when acquiring resources?

- A. Negotiate service level agreements (SLAs)
- B. Measure service delivery using industry benchmarks
- C. Require quarterly benefits realization reporting
- D. Include a right-to-audit clause in the contract.

**Correct Answer: A**

**Section:**



### QUESTION 3

Which of the following is the BEST indication that an implementation plan for a new governance initiative will be successful?

- A. Staff have been trained on the new initiative.
- B. External consultants created the plan.
- C. The plan assigns responsibility for completing milestones.
- D. The plan is designed to engage employees across the enterprise.

**Correct Answer: D**

**Section:**

**Explanation:**

This is because employee engagement is a key factor for the success of any change initiative, especially one that involves governance. Employee engagement refers to the degree of commitment, involvement, and ownership that employees have toward the organization and its goals<sup>1</sup>. By designing the implementation plan to engage employees across the enterprise, the organization can:

Communicate the vision, purpose, and benefits of the new governance initiative to employees<sup>2</sup>

Solicit feedback and suggestions from employees on how to implement the new governance initiative effectively<sup>2</sup>

Address any concerns or resistance that employees may have toward the new governance initiative<sup>2</sup>

Empower and motivate employees to participate in and support the new governance initiative<sup>2</sup>

Foster a culture of collaboration, learning, and innovation among employees<sup>2</sup>

Designing the implementation plan to engage employees across the enterprise can help to ensure that the new governance initiative is understood, accepted, and adopted by all stakeholders, and that it delivers the desired outcomes and value.

The other options, staff have been trained on the new initiative, external consultants created the plan, and the plan assigns responsibility for completing milestones are not as indicative as the plan is designed to engage

employees across the enterprise for the success of the implementation plan for a new governance initiative. They are more related to the execution and management of the implementation plan, rather than its design and alignment. They may also not be sufficient or effective for ensuring the success of the implementation plan, as they may not address the human and behavioral aspects of change, such as awareness, understanding, involvement, commitment, and ownership<sup>3</sup>. Reference: Employee Engagement: What Is It? | SHRM, How To Engage Employees In Organizational Change | Forbes, Change Management Best Practices: A Comprehensive Guide | Smartsheet

#### QUESTION 4

Which strategic planning approach would be MOST appropriate for a large enterprise to follow when revamping its IT services?

- A. Addressing gaps within the management of IT-related risk
- B. Focusing on business innovation through knowledge, expertise, and initiatives
- C. Calibrating and scaling delivery Of IT services in line with business requirements
- D. Adhering to on-time and on-budget IT service delivery

**Correct Answer: C**

**Section:**

**Explanation:**

This is because calibrating and scaling delivery of IT services means adjusting and optimizing the IT service portfolio, processes, and resources to meet the changing and diverse needs and expectations of the business<sup>1</sup>. By following this approach, the large enterprise can:

Align IT services with business strategy, objectives, and priorities<sup>1</sup>

Enhance IT service quality, efficiency, and effectiveness<sup>1</sup>

Improve IT service agility, flexibility, and responsiveness<sup>1</sup>

Reduce IT service costs, risks, and waste<sup>1</sup>

Increase IT service value, satisfaction, and innovation<sup>1</sup>

Calibrating and scaling delivery of IT services can help the large enterprise revamp its IT services in a way that supports and enables the business success.

The other options, addressing gaps within the management of IT-related risk, focusing on business innovation through knowledge, expertise, and initiatives, and adhering to on-time and on-budget IT service delivery are not as appropriate as calibrating and scaling delivery of IT services for a large enterprise to follow when revamping its IT services. They are more related to specific aspects or outcomes of IT service management, rather than a holistic and strategic approach. They may also be too narrow or rigid for a large enterprise that needs to adapt and evolve its IT services to the dynamic and complex business environment. They may not address the full scope or potential of IT service improvement and transformation.

#### QUESTION 5

From an IT governance perspective, which of the following would be the MOST significant impact of moving all IT applications to an external Software as a Service (SaaS) cloud provider?

- A. The integration of the IT department with business lines
- B. The shift from service delivery to service management
- C. The improvement Of IT service alignment with business
- D. The necessity to update key risk indicators (KRIs)

**Correct Answer: B**

**Section:**

**Explanation:**

This is because moving all IT applications to an external SaaS cloud provider means that the organization is outsourcing the development, deployment, maintenance, and operation of its IT applications to a third-party vendor. This implies that the organization is relinquishing some control and ownership over its IT applications, and relying on the vendor to provide the required functionality, performance, quality, and security<sup>1</sup>. Therefore, the organization needs to shift its focus from delivering IT services internally to managing IT services externally. This involves the following activities<sup>2</sup>:

Establishing and maintaining a clear and comprehensive contract or service level agreement (SLA) with the SaaS vendor that defines the roles, responsibilities, expectations, and outcomes of both parties<sup>2</sup>

Monitoring and measuring the SaaS vendor's compliance with the contract or SLA, and ensuring that the vendor meets the agreed service levels, standards, and metrics<sup>2</sup>

Communicating and collaborating with the SaaS vendor regularly, and resolving any issues, conflicts, or changes that may arise during the service delivery<sup>2</sup>

Evaluating and improving the effectiveness and efficiency of the SaaS vendor's service delivery, and identifying and implementing any opportunities for innovation or optimization<sup>2</sup>

Managing the risks and challenges associated with outsourcing IT services to a SaaS vendor, such as data privacy, security, availability, compatibility, integration, dependency, cost, and performance issues<sup>2</sup>

The shift from service delivery to service management can have a significant impact on the IT governance framework, processes, policies, and practices of the organization. It can also affect the IT skills, roles, and

responsibilities of the IT staff and stakeholders. Therefore, the organization needs to adapt and adjust its IT governance approach accordingly to ensure that it can effectively oversee and optimize its IT services in a SaaS environment.

The other options, the integration of the IT department with business lines, the improvement of IT service alignment with business, and the necessity to update key risk indicators (KRIs) are not as significant as the shift from service delivery to service management for moving all IT applications to an external SaaS cloud provider from an IT governance perspective. They are more related to the outcomes or consequences of moving to a SaaS environment, rather than the impact or change itself. They may also not be unique or specific to a SaaS environment, as they may apply to other types or models of IT service delivery as well.

#### QUESTION 6

Which of the following is (the GREATEST benefit of using the life cycle approach to govern information assets'?

- A. Overall costs are optimized
- B. Operational costs are maintained
- C. Information availability is improved
- D. Compliance with regulatory requirements is ensured

**Correct Answer: A**

**Section:**

#### QUESTION 7

Which of the following provides the BEST information to assess the effective alignment of IT investments?

- A. IT balanced scorecard
- B. Net present value (NPV).
- C. IT delivery time metrics
- D. Total cost of ownership (TCO)

**Correct Answer: A**

**Section:**

#### QUESTION 8

A large retail chain realizes that while there has not been any loss of data, IT security has not been a priority and should become a key goal for the enterprise. What should be the FIRST high-level initiative for a newly created IT strategy committee in order to support this business goal?

- A. Identifying gaps in information asset protection
- B. Defining data archiving and retrieval policies
- C. Recruiting and training qualified IT security staff
- D. Modernizing internal IT security practices

**Correct Answer: A**

**Section:**

#### QUESTION 9

Risk management strategies are PRIMARILY adopted to:

- A. avoid risks for business and IT assets.
- B. take necessary precautions for claims and losses.
- C. achieve acceptable residual risk levels.
- D. achieve compliance with legal requirements.



**Correct Answer: C**

**Section:**

**QUESTION 10**

An enterprise made a significant change to its business operating model that resulted in a new strategic direction. Which of the following should be reviewed FIRST to ensure IT congruence with the new business strategy?

- A. IT risk appetite
- B. Enterprise project management framework
- C. IT investment portfolio
- D. Information systems architecture

**Correct Answer: C**

**Section:**

**QUESTION 11**

A chief technology officer (CTO) wants to ensure IT governance practices adequately address risk management specific to mobile applications. To create the appropriate risk policies for IT, it is MOST important for the CTO to:

- A. understand the enterprise's risk tolerance.
- B. create an IT risk scorecard.
- C. map the business goals to IT risk processes.
- D. identify the mobile technical requirements.

**Correct Answer: A**

**Section:**

**QUESTION 12**

A large financial institution is considering outsourcing customer call center operations which will allow the chosen vendor to access systems from offshore locations. Which of the following represents the GREATEST risk?

- A. Inconsistent customer service and reporting
- B. Loss of data confidentiality
- C. Lack of network availability
- D. Inadequate business continuity planning

**Correct Answer: B**

**Section:**

**QUESTION 13**

An IT director is negotiating a contract with a vendor for application management services. There is concern by other departments that the outsourced services may not be delivered successfully. Which of the following is the BEST way for the IT director to address this concern?

- A. Implement a communication management plan.
- B. Develop a comprehensive vendor management plan.
- C. Review the IT service risk management plan.
- D. Establish a policy on operational level agreements with vendors.

**Correct Answer: D**

**Section:**



**QUESTION 14**

Which of the following is the BEST IT architecture concept to ensure consistency, interoperability, and agility for infrastructure capabilities?

- A. Establishment of an IT steering committee
- B. Standards-based reference architecture and design specifications
- C. Establishment of standard vendor and technology designations
- D. Design of policies and procedures

**Correct Answer: A**

**Section:**

**QUESTION 15**

A company is considering selling products online, and the CIO has been asked to advise the board of directors of potential problems with this strategy. Which of the following is the CIO's BEST course of action?

- A. Review the security framework.
- B. Conduct a return on investment (ROI) analysis.
- C. Review the enterprise architecture (EA).
- D. Perform a risk assessment.

**Correct Answer: D**

**Section:**

**QUESTION 16**

In a large enterprise, which of The following is the MOST effective way to understand the business activities associated with the enterprise's information architecture?

- A. Reviewing IT design with business process managers
- B. Reviewing business strategy with senior management
- C. Mapping business processes within a framework
- D. Aligning business objectives to organizational strategy

**Correct Answer: A**

**Section:**

**QUESTION 17**

A board of directors is concerned that a major IT implementation has the potential to significantly disrupt enterprise operations. Which of the following would be MOST helpful in identifying the extent of the potential impact of the disruption?

- A. An analysis of the current enterprise risk appetite
- B. An earned value analysis (EVA) of the implementation
- C. A risk assessment of the implementation
- D. A review of lessons learned from previous implementations

**Correct Answer: C**

**Section:**

**QUESTION 18**

Which of the following is the MOST comprehensive method to report on overall IT performance to the board of directors?

- A. Balanced scorecard
- B. Net present value (NPV)
- C. Performance-based payments
- D. Return on investment (ROI)

**Correct Answer: A**

**Section:**

**QUESTION 19**

A CIO has been asked to modify an organization's IT performance measurement system to reflect recent changes in technology, including the movement of some data processing to a cloud solution. Which of the following is the PRIMARY consideration when designing such a measurement system?

- A. Ensuring that cost of measurement and reporting is minimized
- B. Ensuring the measurement system maps to the enterprise architecture (EA)
- C. Adequately defining the scope of services moved to the cloud
- D. Correctly understanding stakeholder needs for IT-related measurement

**Correct Answer: D**

**Section:**

**QUESTION 20**

Which of the following MOST effectively demonstrates operational readiness to address information security risk issues?

- A. Executive management has announced an information security risk initiative.
- B. IT management has communicated the need for information security risk management to the business.
- C. A policy has been communicated stating enterprise commitment and readiness to address information security risk.
- D. Procedures have been established for assessing and mitigating information security risks.

**Correct Answer: D**

**Section:**

**QUESTION 21**

An enterprise's CIO requires all IT processes within the enterprise to be clearly defined. Which of the following would be the MOST immediate outcome?

- A. Performance
- B. Repeatability
- C. Scalability
- D. Optimization

**Correct Answer: A**

**Section:**

**QUESTION 22**

Best practice states that IT governance MUST:

- A. enforce consistent policy across the enterprise.
- B. be applied in the same manner throughout the enterprise.
- C. apply consistent target levels of maturity to processes.
- D. be a component of enterprise governance.

**Correct Answer: D**

**Section:**

**QUESTION 23**

The MOST important aspect of an IT governance framework to ensure that IT supports repeatable business processes is:

- A. earned value management.
- B. quality management,.
- C. resource management.
- D. risk management

**Correct Answer: A**

**Section:**

**QUESTION 24**

A new CIO has been charged with updating the IT governance structure. Which of the following is the MOST important consideration to effectively influence organizational and process change?

- A. Obtaining guidance from consultants
- B. Aligning IT services to business processes
- C. Redefining the IT risk appetite
- D. Ensuring the commitment of stakeholders



**Correct Answer: D**

**Section:**

**QUESTION 25**

The PRIMARY benefit of integrating IT resource planning into enterprise strategic planning is that it enables the enterprise to:

- A. allocate resources efficiently to achieve desired goals.
- B. adjust business goals depending upon resource availability.
- C. prioritize resource allocation based on sourcing strategy.
- D. develop tactical plans to achieve resource optimization.

**Correct Answer: A**

**Section:**

**QUESTION 26**

An enterprise is implementing a new IT governance program. Which of the following is the BEST way to increase the likelihood of its success?

- A. The IT steering committee approves the implementation efforts.
- B. The CIO communicates why IT governance is important to the enterprise.
- C. Implementation follows an IT audit recommendation.



D. The CIO issues a mandate for adherence to the program.

**Correct Answer: A**

**Section:**

**QUESTION 27**

Which of the following is the PRIMARY element in sustaining an effective governance framework?

- A. Identification of optimal business resources
- B. Establishment of a performance metric system
- C. Ranking of critical business risks
- D. Assurance of the execution of business controls

**Correct Answer: B**

**Section:**

**QUESTION 28**

A global financial enterprise has been experiencing a substantial number of information security incidents that have directly affected its business reputation. Which of the following should be the IT governance board's FIRST course of action?

- A. Require revisions to how security incidents are managed by the IT department.
- B. Request an IT security assessment to identify the main security gaps.
- C. Execute an IT maturity assessment of the security process.
- D. Mandate an update to the enterprise's IT security policy.

**Correct Answer: B**

**Section:**

**QUESTION 29**

An enterprise has had the same IT governance framework in place for several years. Currently, large and small capital projects go through the same architectural governance reviews. Despite repeated requests to streamline the review process for small capital projects, business units have received no response from IT. The business units have recently escalated this issue to the newly appointed GO. Which of the following should be done FIRST to begin addressing business needs?

- A. Create a central repository for the business to submit requests.
- B. Explain the importance of the IT governance framework.
- C. Assess the impact of the proposed change.
- D. Assign a project team to implement necessary changes.

**Correct Answer: C**

**Section:**

**QUESTION 30**

Which of the following is MOST critical for the successful implementation of an IT process?

- A. Process framework
- B. Service delivery process model
- C. Objectives and metrics



D. IT process assessment

**Correct Answer: C**

**Section:**

**QUESTION 31**

The board of directors has mandated the use of geolocation software to track mobile assets assigned to employees who travel outside of their home country. To comply with this mandate, the IT steering committee should FIRST request

- A. the inclusion of mandatory training for remote device users.
- B. an architectural review to determine appropriate solution design.
- C. an assessment to determine if data privacy protection is addressed.
- D. an update to the acceptable use policy.

**Correct Answer: C**

**Section:**

**QUESTION 32**

An analysis of an organization's security breach is complete. The results indicate that the quality of the code used for updates to its primary customer-facing software has been declining and security flaws were introduced. The FIRST IT governance action to correct this problem should be to review:

- A. compliance with the user testing process.
- B. the change management control framework.
- C. the qualifications of developers to write secure code.
- D. the incident response plan.



**Correct Answer: B**

**Section:**

**QUESTION 33**

Which of the following is the MOST effective way of assessing enterprise risk?

- A. Business impact analysis (BIA)
- B. Business vulnerability assessment
- C. Likelihood of threat analysis
- D. Operational risk assessment

**Correct Answer: D**

**Section:**

**QUESTION 34**

A CIO must determine if IT staff have adequate skills to deliver on key strategic objectives. Which of the following will provide the MOST useful information?

- A. Employee performance metrics
- B. Project risk reports
- C. Gap analysis results
- D. Training program statistics

**Correct Answer: C**

**Section:**

**QUESTION 35**

When evaluating benefits realization of IT process performance, the analysis MUST be based on;

- A. key business objectives.
- B. industry standard key performance indicators (KPIs).
- C. portfolio prioritization criteria.
- D. IT risk policies.

**Correct Answer: A**

**Section:**

**QUESTION 36**

Which of the following is the PRIMARY ongoing responsibility of the IT governance function related to risk?

- A. Responding to and controlling all IT risk events
- B. Communicating the enterprise risk management plan
- C. Ensuring IT risk management is aligned with business risk appetite
- D. Verifying that all business units have staff skilled at assessing risk

**Correct Answer: C**

**Section:**

**QUESTION 37**

An enterprise considering implementing IT governance should FIRST develop the scope of the IT governance program and:

- A. initiate the program using an implementation roadmap.
- B. establish initiatives for business and managers.
- C. acquire the resources that will be required.
- D. communicate the program to stakeholders to gain consensus.

**Correct Answer: D**

**Section:**

**QUESTION 38**

Which of the following should be the MAIN reason for an enterprise to implement an IT risk management framework?

- A. The need to enable IT risk-aware decisions by executives
- B. The results of an external audit report concerning IT risk management processes.
- C. The need to address market regulations and internal compliance in IT risk
- D. The ability to benchmark IT risk policies against major competitors

**Correct Answer: A**

**Section:**



**QUESTION 39**

An enterprise's information security function is making changes to its data retention and backup policies. Which of the following presents the GREATEST risk?

- A. Business data owners were not consulted.
- B. The new policies increase the cost of data backups.
- C. Data backups will be hosted at third-party locations.
- D. The retention period for data backups is increased.

**Correct Answer: A**

**Section:**

**QUESTION 40**

Which of the following would be MOST important to update if a decision is made to ban end user-owned devices in the workplace?

- A. Employee nondisclosure agreement
- B. Enterprise risk appetite statement
- C. Enterprise acceptable use policy
- D. Orientation training materials

**Correct Answer: C**

**Section:**

**QUESTION 41**

Which of the following is the MOST effective way to manage risks within the enterprise?

- A. Assign individuals responsibilities and accountabilities for management of risks.
- B. Make staff aware of the risks in their area and risk management techniques.
- C. Provide financial resources for risk management systems.
- D. Document procedures and reporting processes.

**Correct Answer: A**

**Section:**

**QUESTION 42**

Which of the following is an ADVANTAGE of using strategy mapping?

- A. It provides effective indicators of productivity and growth.
- B. It depicts the maturity levels of processes that support organizational strategy.
- C. It identifies barriers to strategic alignment and links them to specific outcomes.
- D. It depicts the cause-and-effect linked relationships between strategic objectives.

**Correct Answer: D**

**Section:**

**QUESTION 43**

Due to continually missed service level agreements (SLAs), an enterprise plans to terminate its contract with a vendor providing IT help desk services. The enterprise's IT department will assume the help desk-related responsibilities. Which of the following would BEST facilitate this transition?



- A. Requiring the enterprise architecture (EA) be updated
- B. Validating that the balanced scorecard is still meaningful
- C. Ensuring IT will operate at a lower cost than the vendor
- D. Ensuring a change management plan is in place

**Correct Answer: D**

**Section:**

**QUESTION 44**

A manufacturing company has recently decided to outsource portions of its IT operations. Which of the following would BEST justify this decision?

- A. Core legacy systems are not fully integrated with enterprise IT systems.
- B. Business users are not able to decide upon IT service levels to be provided.
- C. Increasing complexity of core business and IT processes have led to dramatic increasing costs.
- D. The business strategy requires significant IT resource scalability over the next five years.

**Correct Answer: D**

**Section:**

**QUESTION 45**

A CIO believes that a recent mission-critical IT decision by the board of directors is not in the best financial interest of all stakeholders. Which of the following is the MOST ethical course of action?

- A. Share concerns with the legal department.
- B. Request a meeting with the board.
- C. Engage an independent cost-benefit analysis.
- D. Request an internal audit review of the board's decision.

**Correct Answer: B**

**Section:**

**QUESTION 46**

A retail enterprise has cost reduction as its top priority. From a governance perspective, which of the following should be the MOST important consideration when evaluating different IT investment options?

- A. Support for increased sales
- B. Risk associated with each option
- C. Industry best practices
- D. Business value impact

**Correct Answer: D**

**Section:**

**QUESTION 47**

Which of the following is the MOST important consideration for data classification to be successfully implemented?

- A. Users should be provided with clear instructions that are easy to follow and understand.
- B. The data classification tools integrate with other tools that help manage the data.



- C. The classification scheme should be closely aligned with the IT strategic plan.
- D. Senior management should be properly trained in monitoring compliance.

**Correct Answer: B**

**Section:**

**QUESTION 48**

Which of the following BEST reflects the ethical values adopted by an IT organization?

- A. IT principles and policies
- B. IT balanced scorecard
- C. IT governance framework
- D. IT goals and objectives

**Correct Answer: A**

**Section:**

**QUESTION 49**

Which of the following would provide the BEST input for prioritizing strategic IT improvement initiatives?

- A. Business dependency assessment
- B. Business process analysis
- C. Business case evaluation
- D. Business impact analysis (BIA)

**Correct Answer: D**

**Section:**

**QUESTION 50**

What is the PRIMARY objective for performing an IT due diligence review prior to the acquisition of a competitor?

- A. Document the competitor's governance structure.
- B. Ensure that the competitor understands significant IT risks.
- C. Assess the status of the risk profile of the competitor.
- D. Determine whether the competitor is using industry-accepted practices.

**Correct Answer: C**

**Section:**

**QUESTION 51**

The IT program manager does not see the value of conducting risk assessments for a new major IT project. The manager is reluctant to cooperate with internal auditors and the newly formed steering committee. Midway through the project, program requirements were changed because the CEO is a friend of a vendor and wants to implement this vendor's new technology. This decision will cause the current IT program budget to be insufficient and will be shown as overspending.

After the requirement change request, the IT program manager should FIRST:

- A. obtain confirmation from the business and a decision by the steering committee.
- B. request additional funding from the business owner to cover the additional scope.



- C. report the matter to internal audit as a program deviation to be reviewed.
- D. align IT with the business and agree to the business request.

**Correct Answer: C**

**Section:**

**QUESTION 52**

An enterprise is planning a change in business direction. As a result, IT risk will significantly increase. Which of the following should be the GO'S FIRST course of action?

- A. Recommend delaying the business change.
- B. Implement IT changes to align with the plan.
- C. Report the risk to executive management
- D. Plan for the corresponding IT reorganization.

**Correct Answer: C**

**Section:**

**QUESTION 53**

Which of the following is MOST important to effectively initiate IT-enabled change?

- A. Establish a change management process.
- B. Obtain top management support and ownership.
- C. Ensure compliance with corporate policy.
- D. Benchmark against best practices.

**Correct Answer: A**

**Section:**

**QUESTION 54**

Which of the following would BEST help to improve an enterprise's ability to manage large IT investment projects?

- A. Creating a change management board
- B. Reviewing and evaluating existing business cases
- C. Implementing a review and approval process for each phase
- D. Publishing the IT approval process online for wider scrutiny

**Correct Answer: C**

**Section:**

**QUESTION 55**

A business case indicates an enterprise would reduce costs by implementing a bring your own device (BYOD) program allowing employees to use personal devices for email. Which of the following should be the FIRST governance action?

- A. Assess the enterprise architecture (EA).
- B. Update the network infrastructure.
- C. Update the BYOD policy.
- D. Assess the BYOD risk.



**Correct Answer: D**

**Section:**

**QUESTION 56**

The CIO of a financial services company is tasked with ensuring IT processes are in compliance with recently instituted regulatory changes. The FIRST course of action should be to:

- A. align IT project portfolio with regulatory requirements.
- B. create an IT balanced scorecard.
- C. identify the penalties for noncompliance.
- D. perform a current state assessment.

**Correct Answer: D**

**Section:**

**QUESTION 57**

The CIO of an enterprise learns the payroll server of a competitor has been the victim of ransomware. To help plan for the possibility of ransomed corporate data, what should be the CIO's FIRST course of action?

- A. Require development of key risk indicators (KRIs).
- B. Develop a policy to address ransomware.
- C. Request a targeted risk assessment.
- D. Back up corporate data to a secure location.

**Correct Answer: C**

**Section:**

**QUESTION 58**

Which of the following aspects of the transition from X-rays to digital images would be BEST addressed by implementing information security policy and procedures?

- A. Establishing data retention procedures
- B. Training technicians on acceptable use policy
- C. Minimizing the impact of hospital operation disruptions on patient care
- D. Protecting personal health information

**Correct Answer: D**

**Section:**

**QUESTION 59**

Prior to decommissioning an IT system, it is MOST important to:

- A. assess compliance with environmental regulations.
- B. assess compliance with the retention policy.
- C. review the media disposal records.
- D. review the data sanitation records.

**Correct Answer: B**

**Section:**





**QUESTION 60**

A CEO determines the enterprise is lagging behind its competitors in consumer mobile offerings, and mandates an aggressive rollout of several new mobile services within the next 12 months. To ensure the IT organization is capable of supporting this business objective, what should the CIO do FIRST?

- A. Request an assessment of current in-house mobile technology skills.
- B. Create a sense of urgency with the IT team that mobile knowledge is mandatory.
- C. Procure contractors with experience in mobile application development.
- D. Task direct reports with creating training plans for their teams.

**Correct Answer: A**

**Section:**

**QUESTION 61**

Which of the following is the MOST effective way for a CIO to govern business unit deployment of shadow IT applications in a cloud environment?

- A. Implement controls to block the installation of unapproved applications.
- B. Educate the executive team about the risk associated with shadow IT applications.
- C. Provide training to the help desk to identify shadow IT applications.
- D. Review and update the application implementation process.

**Correct Answer: B**

**Section:**

**QUESTION 62**

A CEO is concerned that IT costs have significantly exceeded budget without resulting benefits. The root causes are an overlap of IT projects and a lack of alignment with business demands. Which of the following would BEST enable remediation of this situation?

- A. Require IT business cases be approved by the board of directors.
- B. Assign a set of key risk indicators (KRIs) to each new IT project.
- C. Conduct a performance assessment of IT projects.
- D. Implement an IT portfolio management policy.

**Correct Answer: A**

**Section:**

**QUESTION 63**

Senior management wants to expand offshoring to include IT services as other types of business offshoring have already resulted in significant financial benefits for the enterprise. The CIO is currently midway through a successful five-year strategy that relies heavily on internal IT resources. What should the CIO do NEXT?

- A. Reevaluate the offshoring strategy.
- B. Abandon the current IT strategy.
- C. Continue with the existing IT strategy.
- D. Reevaluate the current IT strategy.

**Correct Answer: D**

**Section:**

**QUESTION 64**

Which of the following is the BEST way to ensure the continued usefulness of IT governance reports for stakeholders?

- A. Conduct quarterly audits and adjust reporting based on findings.
- B. Establish a standard process for providing feedback.
- C. Rely on IT leaders to advise when adjustments should be made.
- D. Issue frequent service level satisfaction surveys.

**Correct Answer: B**

**Section:**

**QUESTION 65**

The use of an IT balanced scorecard enables the realization of business value of IT through:

- A. business value and control mechanisms.
- B. outcome measures and performance drivers.
- C. financial measures and investment management.
- D. vision and alignment with corporate programs.

**Correct Answer: B**

**Section:**

**QUESTION 66**

The CEO of a large enterprise has announced the commencement of a major business expansion that will double the size of the organization. IT will need to support the expected demand expansion. What should the CIO do FIRST?

- A. Review the resource utilisation matrix.
- B. Recruit IT resources based on the expansion decision.
- C. Embed IT personnel in the business units.
- D. Update the IT strategic plan to align with the decision.

**Correct Answer: D**

**Section:**

**QUESTION 67**

An enterprise has been focused on establishing an IT risk management framework. Which of the following should be the PRIMARY motivation behind this objective?

- A. Promoting responsibility throughout the enterprise for managing IT risk.
- B. Increasing the enterprise's risk tolerance level and risk appetite.
- C. Engaging executives in examining IT risk when developing policies.
- D. Maintaining a complete and accurate risk registry to better manage IT risk

**Correct Answer: A**

**Section:**

**QUESTION 68**

Which of the following is MOST important for the effective design of an IT balanced scorecard?

- A. On-demand reporting and continuous monitoring
- B. Consulting with the CIO
- C. Emphasizing the financial results
- D. Identifying appropriate key performance indicators (KPIs)

**Correct Answer: D**

**Section:**

**QUESTION 69**

An IT audit report indicates that a lack of IT employee risk awareness is creating serious security issues in application design and configuration. Which of the following would be the BEST key risk indicator (KRI) to show progress in IT employee behavior?

- A. Number of IT employees attending security training sessions
- B. Results of application security testing
- C. Number of reported security incidents
- D. Results of application security awareness training quizzes

**Correct Answer: B**

**Section:**

**QUESTION 70**

A strategic systems project was implemented several months ago. Which of the following is the BEST reference for the IT steering committee as they evaluate its level of success?

- A. Stakeholder satisfaction surveys
- B. The project's net present value (NPV)
- C. Operating metrics of the new system

**Correct Answer: A**

**Section:**

**QUESTION 71**

Which of the following is the MOST important reason for selecting IT key risk indicators (KRIs)?

- A. Demonstrating the effectiveness of IT risk policies
- B. Assessing the current IT controls model
- C. Enabling comparison against similar IT KRIs
- D. Increasing the probability of achieving IT goals

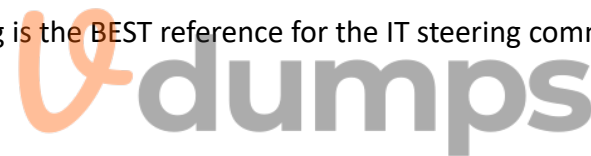
**Correct Answer: A**

**Section:**

**QUESTION 72**

A large organization with branches across many countries is in the midst of an enterprise resource planning (ERP) transformation. The IT organization receives news that the branches in a country where the impact to the enterprise is to be greatest are being sold. What should be the NEXT step?

- A. Update the ERP business case and re-evaluate the ROI.



- B. Cancel the ERP transformation and re-allocate project funds.
- C. Adjust the ERP implementation plan and budget.
- D. Continue with the ERP migration according to plan.

**Correct Answer: A**

**Section:**

**QUESTION 73**

A marketing enterprise is considering procuring customer information to more accurately target customer communications and increase sales. The data has a very high cost to the enterprise. Which of the following would provide the MOST comprehensive view into the potential value to the organization?

- A. Investment services board review
- B. Net present value (NPV) calculation
- C. Risk assessment results
- D. Cost-benefit analysis results

**Correct Answer: B**

**Section:**

**QUESTION 74**

Which of the following provides the BEST assurance on the effectiveness of IT service management processes?

- A. Performance of incident response
- B. Continuous monitoring
- C. Key risk indicators (KRIs)
- D. Compliance with internal controls



**Correct Answer: A**

**Section:**

**QUESTION 75**

A rail transport company has the worst on-time arrival record in the industry due to an antiquated IT system that controls scheduling. Despite employee resistance, an initiative to upgrade the technology and related processes has been approved. To maximize employee engagement throughout the project, which of the following should be in place prior to the start of the initiative?

- A. Procurement management plan
- B. Organizational change management plan
- C. Risk response plan
- D. Resource management plan

**Correct Answer: B**

**Section:**

**QUESTION 76**

A rail transport company has the worst on-time arrival record in the industry due to an antiquated IT system that controls scheduling. Despite employee resistance, an initiative to upgrade the technology and related processes has been approved. To maximize employee engagement throughout the project, which of the following should be in place prior to the start of the initiative?

- A. Procurement management plan

- B. Organizational change management plan
- C. Risk response plan
- D. Resource management plan

**Correct Answer: B**

**Section:**

**QUESTION 77**

An enterprise has a large backlog of IT projects. The current strategy is to execute projects as they are submitted, but executive management does not believe this method is optimal. Which of the following is the MOST important action to address this concern?

- A. Implement stage-gating to determine the value of each project.
- B. Establish a performance dashboard that determines business value.
- C. Implement a methodology to prioritize projects based on resource availability.
- D. Create a combined business/IT committee to determine project prioritization.

**Correct Answer: D**

**Section:**

**QUESTION 78**

An IT strategy committee wants to ensure that a risk program is successfully implemented throughout the enterprise. Which of the following would BEST support this goal?

- A. A risk management framework
- B. Mandatory risk awareness courses for staff
- C. A risk recognition and reporting policy
- D. Commitment from senior management

**Correct Answer: D**

**Section:**

**QUESTION 79**

Which of the following would be the PRIMARY impact on IT governance when a business strategy is changed?

- A. Performance outcomes of IT objectives
- B. IT governance structure
- C. Maturity level of IT processes
- D. Relationship level with IT outsourcers

**Correct Answer: A**

**Section:**

**QUESTION 80**

The MOST successful IT performance metrics are those that:

- A. measure financial results.
- B. measure all areas.
- C. are approved by the stakeholders.



D. contain objective measures.

**Correct Answer: B**

**Section:**

**QUESTION 81**

When implementing an IT governance framework, which of the following would BEST ensure acceptance of the framework?

- A. Factoring in the effects of enterprise culture
- B. Using subject matter experts
- C. Using industry-accepted practices
- D. Complying with regulatory requirements

**Correct Answer: A**

**Section:**

**QUESTION 82**

An executive sponsor of a partially completed IT project has learned that the financial assumptions supporting the project have changed. Which of the following governance actions should be taken FIRST?

- A. Schedule an interim project review.
- B. Request a risk assessment.
- C. Re-evaluate the project in the portfolio.
- D. Request an update to the business case

**Correct Answer: A**

**Section:**



**QUESTION 83**

An enterprise has decided to create its first mobile application. The IT director is concerned about the potential impact of this initiative. Which of the following is the MOST important input for managing the risk associated with this initiative?

- A. Enterprise architecture (EA)
- B. IT risk scorecard
- C. Enterprise risk appetite
- D. Business requirements

**Correct Answer: C**

**Section:**

**QUESTION 84**

As the required core competencies of the IT workforce are anticipated and identified, what is the NEXT step in strengthening the department's human resource assets?

- A. Develop a responsible, accountable, consulted, and informed (RACI) chart.
- B. Create an effective recruitment, retention, and training program.
- C. Commit to the board performance metrics and bonus structure.
- D. Develop personnel requirements for third-party assurance.

**Correct Answer: B**

**Section:**

**QUESTION 85**

To generate value for the enterprise, it is MOST important that IT investments are:

- A. aligned with the IT strategic objectives.
- B. approved by the CFO.
- C. consistent with the enterprise's business objectives.
- D. included in the balanced scorecard.

**Correct Answer: C**

**Section:**

**QUESTION 86**

An enterprise plans to implement a business intelligence (BI) tool with data sources from various enterprise applications. Which of the following is the GREATEST challenge to implementation?

- A. Interface issues between enterprise and BI applications
- B. Large volumes of data fed from enterprise applications
- C. The need for staff to be trained on the new BI tool
- D. Data definition and mapping sources from applications

**Correct Answer: B**

**Section:**

**QUESTION 87**

The use of new technology in an enterprise will require specific expertise and updated system development processes. There is concern that IT is not properly sourced. Which of the following should be the FIRST course of action?

- A. Perform a risk assessment on potential outsourcing.
- B. Update the enterprise architecture (EA) with the new technology.
- C. Review the IT balanced scorecard for sourcing opportunities.
- D. Assess the gap between current and required staff competencies.

**Correct Answer: D**

**Section:**

**QUESTION 88**

An enterprise is evaluating a Software as a Service (SaaS) solution to support a core business process. There is no outsourcing governance or vendor management in place. What should be the CEO's FIRST course of action?

- A. Ensure the roles and responsibilities to manage service providers are defined.
- B. Establish a contract with the SaaS solution provider.
- C. Instruct management to use the standard procurement process.
- D. Ensure the service level agreements (SLAs) for service providers are defined.

**Correct Answer: A**

**Section:**



**QUESTION 89**

An IT steering committee wants the enterprise's mobile workforce to use cloud-based file storage to save non-sensitive corporate data, removing the need for remote access to that information. Before this change is implemented, what should be included in the data management policy?

- A. A mandate for periodic employee training on how to classify corporate data files
- B. A mandate for the encryption of all corporate data files at rest that contain sensitive data
- C. A process for blocking access to cloud-based apps if inappropriate content is discovered
- D. A requirement to scan approved cloud-based apps for inappropriate content

**Correct Answer: A**

**Section:**

**QUESTION 90**

Who is PRIMARILY accountable for delivering the benefits of an IT-enabled investment program to the enterprise?

- A. Program manager
- B. IT steering committee chair
- C. CIO
- D. Business sponsor

**Correct Answer: D**

**Section:**

**QUESTION 91**

An enterprise incurred penalties for noncompliance with privacy regulations. Which of the following is MOST important to ensure appropriate ownership of access controls to address this deficiency?

- A. Authenticating access to information assets based on roles or business rules.
- B. Implementing multi-factor authentication controls
- C. Granting access to information based on information architecture
- D. Engaging an audit of logical access controls and related security policies

**Correct Answer: A**

**Section:**

**QUESTION 92**

Which of the following would be of MOST concern regarding the effectiveness of risk management processes?

- A. Key risk indicators (KRIs) are not established.
- B. Risk management requirements are not included in performance reviews.
- C. The plans and procedures are not updated on an annual basis.
- D. There is no framework to ensure effective reporting of risk events.

**Correct Answer: A**

**Section:**

**QUESTION 93**

An enterprise has a zero-tolerance policy regarding security. This policy is causing a large number of email attachments to be blocked and is a disruption to enterprise. Which of the following should be the FIRST governance



step to address this email issue?

- A. Direct the development of an email usage policy.
- B. Obtain senior management input based on identified risk.
- C. Recommend business sign-off on the zero-tolerance policy.
- D. Introduce an exception process.

**Correct Answer: B**

**Section:**

**QUESTION 94**

Which of the following BEST indicates that a change management process has been implemented successfully?

- A. Maturity levels
- B. Degree of control
- C. Process performance
- D. Outcome measures

**Correct Answer: C**

**Section:**

**QUESTION 95**

Following a re-prioritization of business objectives by management, which of the following should be performed FIRST to allocate resources to IT processes?

- A. Perform a maturity assessment.
- B. Implement a RACI model.
- C. Refine the human resource management plan.
- D. Update the IT strategy.

**Correct Answer: C**

**Section:**

**QUESTION 96**

IT security is concerned with employees' increasing use of personal equipment for work-related purposes, while employees claim it allows them to be more productive. A decision on whether to modify the enterprise information security policy should be based on:

- A. audit findings.
- B. user access approval procedures.
- C. the impact to security.
- D. a risk and benefit evaluation.

**Correct Answer: D**

**Section:**

**QUESTION 97**

Which of the following is the PRIMARY consideration when developing an information asset management program?

- A. Operational requirements
- B. Industry best practice
- C. Cost benefit
- D. Regulatory requirements

**Correct Answer: A**

**Section:**

**QUESTION 98**

An enterprise is determining the objectives for an IT training improvement initiative from a governance perspective. It would be MOST important to ensure that:

- A. policies and processes address both enterprise requirements and professional growth
- B. courses of instruction that will maximize employee productivity are identified
- C. several different training strategies are created for final approval by the CIO
- D. IT employees are surveyed and interviewed to identify development needs

**Correct Answer: A**

**Section:**

**QUESTION 99**

Which of the following is the BEST way to maximize the value of an enterprise's information asset base?

- A. Seek additional opportunities to leverage existing information assets .
- B. Facilitate widespread user access to all information assets
- C. Regularly purge information assets to minimize maintenance costs
- D. Implement an automated information management platform



**Correct Answer: D**

**Section:**

**QUESTION 100**

The PRIMARY benefit of using an IT service catalog as part of the IT governance program is that it.

- A. ensures IT effectively meets future business needs,
- B. provides a foundation for measuring IT performance,
- C. improves the ability to allocate IT resources
- D. establishes enterprise performance metrics per service

**Correct Answer: A**

**Section:**

**QUESTION 101**

When developing an IT strategic plan that supports an enterprise's business goals which of the following should be done FIRST?

- A. Ensure that IT drives business goals
- B. Analyze benchmarking data
- C. Understand the current vision

D. Perform a business impact analysis (BIA)

**Correct Answer: C**

**Section:**

**QUESTION 102**

The PRIMARY reason for implementing an IT governance program in an enterprise is to

- A. balance the demand for information and the ability to deliver.
- B. comply with regulatory requirements
- C. reduce risks due to improved compensating controls.
- D. decrease the scale of investment in information systems due to budgetary controls.

**Correct Answer: A**

**Section:**

**QUESTION 103**

Which of the following is the BEST way to address an IT audit finding that many enterprise application updates lack appropriate documentation?

- A. Enforce change control procedures.
- B. Conduct software quality audits
- C. Review the application development life cycle.
- D. Add change control to the risk register.

**Correct Answer: B**

**Section:**

**QUESTION 104**

Which of the following is the GREATEST benefit of using a quantitative risk assessment method?

- A. It uses resources more efficiently
- B. It can be used to assess risks against non-tangible assets
- C. It reduces subjectivity
- D. It helps in prioritizing risk response action plans

**Correct Answer: C**

**Section:**

**QUESTION 105**

Following the rollout of an enterprise IT software solution that hosts sensitive data it was discovered that the application's role-based access control was not functioning as specified Which of the following is the BEST way to prevent reoccurrence in the future?

- A. Ensure supplier contracts include penalties if solutions do not meet functional requirements
- B. Ensure the evaluation process requires independent assessment of solutions prior to implementation
- C. Ensure supplier contracts include a provision for the right to audit on an annual basis
- D. Ensure procurement processes require the identification of alternate vendors to ensure business continuity.



**Correct Answer: B**

**Section:**

**QUESTION 106**

An enterprise is considering outsourcing non-core IT processes Which of the following should be the FIRST step?

- A. Update resource allocation policies
- B. Conduct a cost-benefit analysis for outsourcing.
- C. Issue a formal request for proposal to outsourcing vendors.
- D. Establish service level metrics for outsourced activities

**Correct Answer: B**

**Section:**

**QUESTION 107**

The board of directors of an enterprise has questioned whether the business is focused on optimizing value. The IT strategy committees BEST action to address the board's concern is to:

- A. initiate reporting and review of key IT performance metrics.
- B. conduct a portfolio review to assess the benefits realization of IT investments.
- C. conduct a benchmark to assess IT value relative to competitors.
- D. form a technology council to monitor the efficiency of project implementation.

**Correct Answer: A**

**Section:**

**QUESTION 108**

Which of the following activities MUST be completed before developing an IT strategic plan?

- A. Review the enterprise business plan
- B. Align the enterprise vision statement with business processes
- C. Develop an enterprise architecture (EA) framework
- D. Review the enterprise risk tolerance level

**Correct Answer: A**

**Section:**

**QUESTION 109**

Which of the following is the BEST indication that information security requirements are taken into consideration when developing IT processes?

- A. The database is deployed in a distributed processing platform
- B. The information architecture incorporates data classification
- C. Customer profiles are stored with a domestic service provider
- D. The integrity of sensitive information is periodically reviewed

**Correct Answer: B**

**Section:**



**QUESTION 110**

To minimize the potential mishandling of customer personal information in a system located in a country with strict privacy regulations which of the following is the BEST action to take?

- A. Update the information architecture
- B. Revise the IT strategic plan
- C. Implement data loss prevention (DLP)
- D. Establish new IT key risk indicators (KRIs)

**Correct Answer: A**

**Section:**

**QUESTION 111**

The IT department has determined that problems with a business report are due to quality issues within a set of data To whom should IT refer the matter for resolution?

- A. Internal audit
- B. Data architect
- C. Business analyst
- D. Data steward

**Correct Answer: D**

**Section:**

**QUESTION 112**

Which of the following is the MOST important consideration when developing a new IT service?

- A. Return on investment (ROI)
- B. Resource requirements.
- C. Service level agreements (SLAs)
- D. Economies of scale

**Correct Answer: A**

**Section:**

**QUESTION 113**

Which of the following BEST facilitates governance oversight of data protection measures?

- A. Information ownership
- B. Information classification
- C. Information custodianship
- D. Information life cycle management

**Correct Answer: B**

**Section:**

**QUESTION 114**

An airline wants to launch a new program involving the use of artificial intelligence (AI) and machine learning The main objective of the program is to use customer behavior to determine new routes and markets Which of the following should be done NEXT?

- A. Consult with the enterprise privacy function
- B. Define the critical success factors (CSFs)
- C. Present the proposal to the IT strategy committee
- D. Perform a business impact analysis (BIA)

**Correct Answer: A**

**Section:**

**QUESTION 115**

Which of the following BEST facilitates the standardization of IT vendor selection?

- A. Cost-benefit analysis
- B. Contract management office
- C. Service level agreements (SLAs)
- D. Procurement framework

**Correct Answer: D**

**Section:**

**QUESTION 116**

An IT governance committee is defining a risk management policy for a portfolio of IT-enabled investments Which of the following should be the PRIMARY consideration when developing the policy?

- A. Risk management framework
- B. Possible investment failures
- C. Value obtained with minimum risk
- D. Risk appetite of the enterprise

**Correct Answer: D**

**Section:**

**QUESTION 117**

An internal audit revealed a widespread perception that the enterprise's IT governance reporting lacks transparency Which of the following should the CIO do FIRST?

- A. Add stakeholder transparency metrics to the balanced scorecard
- B. Develop a communication and awareness strategy
- C. Meet with key stakeholders to understand their concerns
- D. Adopt an industry-recognized template to standardize reports.

**Correct Answer: C**

**Section:**

**QUESTION 118**

An enterprise has decided to execute a risk self-assessment to identify improvement opportunities for current IT services. Which of the following is MOST important to address in the assessment?

- A. Related business risk
- B. Residual IT risk



- C. Mapping of business objectives to IT risk
- D. IT capability and performance measures

**Correct Answer: A**

**Section:**

**QUESTION 119**

Which of the following is MOST important for IT governance to have in place to ensure the enterprise can maintain operations during extensive system downtime?

- A. Fault-tolerant hardware
- B. An incident response plan
- C. A crisis communications plan
- D. A business continuity plan (BCP)

**Correct Answer: A**

**Section:**

**QUESTION 120**

Which of the following is MOST important for an enterprise to review when classifying information assets?

- A. Procedures for information handling
- B. Requirements for information retention.
- C. Media used for storage and backup
- D. Impact of information exposure

**Correct Answer: D**

**Section:**

**QUESTION 121**

Which of the following is MOST important to document for a business ethics program?

- A. Guiding principles and best practices
- B. Violation response matrix
- C. Whistle-blower protection protocols.
- D. Employee awareness and training content

**Correct Answer: A**

**Section:**

**QUESTION 122**

Which of the following is the BEST outcome measure to determine the effectiveness of IT risk management processes?

- A. Frequency of updates to the IT risk register
- B. Time lag between when IT risk is identified and the enterprise's response
- C. Number of events impacting business processes due to delays in responding to risks
- D. Percentage of business users satisfied with the quality of risk training



**Correct Answer: C**

**Section:**

**QUESTION 123**

An IT department outsourced application support and negotiated service level agreements (SLAs) directly with the vendor. Although the vendor met the SLAs, business owner expectations are not met and senior management cancels the contract. This situation can be avoided in the future by:

- A. improving the business requirements gathering process
- B. improving the negotiation process for service level agreements (SLAs)
- C. implementing a vendor performance scorecard
- D. assigning responsibility for vendor management

**Correct Answer: A**

**Section:**

**QUESTION 124**

An IT value delivery framework PRIMARILY helps an enterprise

- A. increase transparency of value to the enterprise
- B. assist top management in approving IT projects
- C. improve value of successful IT projects
- D. optimize value to the enterprise.

**Correct Answer: D**

**Section:**

**QUESTION 125**

An enterprise is planning a transformation initiative by leveraging emerging technology that will have a significant impact on existing products and services. Which of the following is the BEST way for IT to prepare for this change?

- A. Use a balanced scorecard to measure IT outcomes.
- B. Analyze emerging technology products and related training needs.
- C. Procure appropriate resources to support emerging technology.
- D. Assess the impact on the existing IT strategy.

**Correct Answer: A**

**Section:**

**QUESTION 126**

Which of the following would be MOST helpful to an enterprise that wants to standardize how sensitive corporate data is handled?

- A. Information classification framework
- B. Enterprise risk policy
- C. Enterprise risk management (ERM) framework
- D. Information security policy

**Correct Answer: C**





**Section:**

**QUESTION 127**

When selecting a vendor to provide services associated with a critical application which of the following is the MOST important consideration with respect to business continuity planning (BCP)?

- A. Procuring a copy of the vendor's BCP during the contracting process
- B. Testing the vendor's BCP and analyzing the results
- C. Obtaining independent audit reports of the vendor's BCP
- D. Evaluating whether the vendor's BCP aligns with the enterprise's BCP

**Correct Answer: B**

**Section:**

**QUESTION 128**

IT management has reported difficulty retaining qualified IT personnel to support the organization's new strategy Given that outsourcing is not a viable approach, which of the following would be the BEST way for IT governance to address this situation?

- A. Implement an incentive-based employee referral program
- B. Direct the development of a strategic HR plan for IT
- C. Recommend enhancements to the online recruiting platform specific to IT
- D. Work with HR to enhance compensation packages for IT personnel

**Correct Answer: B**

**Section:**

**QUESTION 129**

Which of the following is the BEST approach to assist an enterprise in planning for iT-enabled investments?

- A. Enterprise architecture (EA) .
- B. IT process mapping
- C. Task management
- D. Service level management

**Correct Answer: A**

**Section:**

**QUESTION 130**

Which of the following is the BEST approach to assist an enterprise in planning for iT-enabled investments'?

- A. Enterprise architecture (EA).
- B. IT process mapping
- C. Task management
- D. Service level management

**Correct Answer: A**

**Section:**



**QUESTION 131**

Before establishing IT key risk indicators (KRIs) which of the following should be defined FIRST?

- A. IT resource strategy
- B. IT risk and security framework
- C. IT goals and objectives
- D. IT key performance indicators (KPIs)

**Correct Answer: C**

**Section:**

**QUESTION 132**

Which of the following should be the CIO's GREATEST consideration when making changes to the IT strategy'?

- A. Has the impact to the enterprise architecture (EA) been assessed?
- B. Has the investment portfolio been revised?
- C. Have key stakeholders been consulted?
- D. Have IT risk metrics been adjusted?

**Correct Answer: C**

**Section:**

**QUESTION 133**

An independent consultant has been hired to conduct an ad hoc audit of an enterprise's information security office with results reported to the IT governance committee and the board Which of the following is MOST important to provide to the consultant before the audit begins?

- A. Acceptance of the audit risks and opportunities
- B. The scope and stakeholders of the audit
- C. The organizational structure of the security office
- D. The policies and framework used by the security office

**Correct Answer: B**

**Section:**

**QUESTION 134**

Which of the following should be the MOST important consideration when designing an implementation plan for IT governance?

- A. Principles and policies
- B. Roles and responsibilities
- C. Risk tolerance levels
- D. Organizational culture

**Correct Answer: D**

**Section:**

**QUESTION 135**

Enterprise leadership is concerned with the potential for discrimination against certain demographic groups resulting from the use of machine learning models What should be done FIRST to address this concern?

- A. Obtain stakeholders' input regarding the ethics associated with machine learning
- B. Revise the code of conduct to discourage bias within automated processes
- C. Develop a machine learning policy articulating guidelines for machine learning use
- D. Assess recent case law related to the enterprise's machine learning business strategy

**Correct Answer: C**

**Section:**

**QUESTION 136**

An enterprise has identified a number of plausible risk scenarios that could result in economic loss associated with major IT investments. Which of the following is the BEST method to assess the risk?

- A. Cost-benefit analysis
- B. Qualitative analysis
- C. Business impact analysis (BIA)
- D. Quantitative analysis

**Correct Answer: C**

**Section:**

**QUESTION 137**

Which of the following roles is accountable for the confidentiality integrity and availability of information within an enterprise?

- A. Risk manager
- B. Data owner
- C. Lead legal counsel
- D. Data custodian

**Correct Answer: B**

**Section:**

**QUESTION 138**

Which of the following should be the PRIMARY basis for establishing categories within an information classification scheme?

- A. Information architecture
- B. Industry standards
- C. Information security policy
- D. Business impact

**Correct Answer: D**

**Section:**

**QUESTION 139**

An enterprise will be adopting wearable technology to improve business performance. Which of the following would be the BEST way for the CIO to validate IP's preparedness for this initiative?

- A. Request an enterprise architecture (EA) review.
- B. Request reprioritization of the IT portfolio.



- C. Perform a baseline business value assessment
- D. Identify the penalties for noncompliance.

**Correct Answer: C**

**Section:**

**QUESTION 140**

Which of the following is a responsibility of an IT strategy committee?

- A. Providing oversight on enterprise strategy implementation
- B. Approving the business strategy and its IT implications
- C. Advising the board on the development of IT goals
- D. Tracking projects in the IT investment portfolio

**Correct Answer: C**

**Section:**

**QUESTION 141**

When establishing a risk management process which of the following should be the FIRST step?

- A. Determine the probability of occurrence
- B. Identify threats
- C. Identify assets
- D. Assess risk exposures

**Correct Answer: C**

**Section:**

**QUESTION 142**

Which of the following would be the BEST long-term solution to address the concern regarding loss of experienced staff?

- A. implement knowledge management practices
- B. Establish a mentoring program for IT staff
- C. Determine key risk indicators (KRIs)
- D. Retain key staff as consultants.

**Correct Answer: A**

**Section:**

**QUESTION 143**

An enterprise has performed a business impact analysis (BIA) considering a number of risk scenarios Which of the following should the enterprise do NEXT?

- A. Perform a risk controls gap analysis
- B. Update the disaster recovery plan (DRP)
- C. Verify compliance with relevant legislation
- D. Assess risk mitigation strategies



**Correct Answer: A**

**Section:**

**QUESTION 144**

An enterprise has finalized a major acquisition and a new business strategy in line with stakeholder needs has been introduced To help ensure continuous alignment of IT with the new business strategy the CiO should FIRST

- A. review the existing IT strategy against the new business strategy
- B. revise the existing IT strategy to align with the new business strategy
- C. establish a new IT strategy committee for the new enterprise
- D. assess the IT cultural aspects of the acquired entity

**Correct Answer: A**

**Section:**

**QUESTION 145**

An enterprise has decided to implement an IT risk management program After establishing stakeholder desired outcomes, the MAIN goal of the IT strategy committee should be to:

- A. identify business data that requires protection.
- B. perform a risk analysis on key IT processes
- C. implement controls to address high risk areas
- D. ensure IT risk alignment with enterprise risk

**Correct Answer: D**

**Section:**

**QUESTION 146**

An enterprise has learned of a new regulation that may impact delivery of one of its core technology services Which of the following should the done FIRST?

- A. Update the risk management framework
- B. Determine whether the board wants to comply with the regulation
- C. Assess the risk associated with the new regulation
- D. Request an action plan from the risk team

**Correct Answer: C**

**Section:**

**QUESTION 147**

The BEST way for a CIO to monitor the alignment between the business and IT strategy is to regularly review

- A. key risk indicators (KRIs)
- B. IT services supporting business processes
- C. the balanced scorecard
- D. the risk register

**Correct Answer: B**

**Section:**



**QUESTION 148**

The FIRST step in aligning resource management to the enterprise's IT strategic plan would be to

- A. develop a responsible, accountable, consulted and informed (RACI) chart
- B. assign appropriate roles and responsibilities
- C. perform a gap analysis
- D. identify outsourcing opportunities

**Correct Answer: C**

**Section:**

**QUESTION 149**

Which of the following should a new CIO do FIRST to ensure information assets are effectively governed?

- A. Quantify the business value of information assets
- B. Perform an information gap analysis
- C. Review information classification procedures
- D. Evaluate information access methods

**Correct Answer: C**

**Section:**

**QUESTION 150**

An IT steering committee wants to select a disaster recovery site based on available risk data. Which of the following would BEST enable the mapping of cost to risk?

- A. Key risk indicators (KRIs)
- B. Scenario-based assessment
- C. Business impact analysis (BIA)
- D. Qualitative forecasting

**Correct Answer: B**

**Section:**

**QUESTION 151**

An enterprise is approaching the escalation date of a major IT risk. The IT steering committee wants to ascertain who is responsible for the risk response. Where should the committee find this information?

- A. Resource management plan
- B. RACI chart
- C. Risk management plan
- D. Risk register

**Correct Answer: D**

**Section:**

**QUESTION 152**

Which of the following IT governance actions would be the BEST way to minimize the likelihood of IT failures jeopardizing the corporate value of an IT-dependent organization?

- A. Implement an IT risk management framework.
- B. Install an IT continuous monitoring solution.
- C. Define IT performance management measures.
- D. Benchmark IT strategy against industry peers.

**Correct Answer: A**

**Section:**

**QUESTION 153**

Which aspect of information governance BEST enables an enterprise to avoid duplication of records and promote consistency of data?

- A. Data loss prevention (DLP)
- B. Data modeling
- C. Blockchain management
- D. Enterprise architecture (EA)

**Correct Answer: B**

**Section:**

**QUESTION 154**

The risk committee is overwhelmed by the number of false positives included in risk reports. What action would BEST address this situation?

- A. Conduct a risk assessment
- B. Evaluate key risk indicators (KRIs).
- C. Change the reporting format.
- D. Adjust the IT balanced scorecard

**Correct Answer: B**

**Section:**

**QUESTION 155**

Which of the following will BEST enable an IT steering committee to monitor the achievement of overall IT objectives on a continuous basis?

- A. Defined service level agreements (SLAs)
- B. Project portfolio dashboards
- C. Key performance indicators (KPIs)
- D. IT user survey results

**Correct Answer: A**

**Section:**

**QUESTION 156**

An enterprise has launched a series of critical new IT initiatives that are expected to produce substantial value. Which of the following would BEST provide the board with an indication of progress of the IT initiatives?

- A. Portfolio management review
- B. Full life cycle cost-benefit analysis
- C. Demonstration of prototype and user testing



D. Critical risk and issue walk-through

**Correct Answer: A**

**Section:**

**QUESTION 157**

An enterprise wants to reduce the complexity of its data assets while ensuring impact to the business is minimized during the transition. Which of the following should be done FIRST?

- A. Remove applications that are not aligned with the information architecture.
- B. Review the information classification and retention policies
- C. Review the information architecture.
- D. Assess current information ownership.

**Correct Answer: C**

**Section:**

**QUESTION 158**

When developing a business case for an enterprise resource planning (ERP) implementation, which of the following, if overlooked, causes the GREATEST impact to the enterprise?

- A. Vendor selection
- B. Salvage value of legacy hardware
- C. Interdependent systems
- D. IT best practices

**Correct Answer: C**

**Section:**

**QUESTION 159**

The PRIMARY objective of IT resource planning within an enterprise should be to:

- A. determine risk associated with IT resources.
- B. maximize value received from IT.
- C. determine IT outsourcing options.
- D. finalize service level agreements (SLAs) for IT

**Correct Answer: B**

**Section:**

**QUESTION 160**

An enterprise is replacing its customer relationship management (CRM) system with a cloud-based system. Which of the following should be done FIRST when preparing for data migration'\*

- A. Review the enterprise data architecture.
- B. Establish a data quality plan
- C. Consult the quality assurance (QA) function.
- D. Acquire data migration tools.

**Correct Answer: B**





**Section:**

**QUESTION 161**

A business has outsourced IT operations to several third-party providers, but service level agreements (SLAs) are not clearly defined in all cases. Which of the following is the GREATEST risk to the business?

- A. Costs are not measurable.
- B. Third parties could provide overlapping services.
- C. The scope of work is not clearly defined.
- D. Quality of services is not enforceable.

**Correct Answer: D**

**Section:**

**QUESTION 162**

An enterprise has committed to the implementation of a new IT governance model. The BEST way to begin this implementation is to:

- A. identify IT services that currently support the enterprise's capability.
- B. define policies for data, applications, and organization of infrastructure.
- C. identify the role of IT in supporting the business.
- D. prioritize how much and where to invest in IT.

**Correct Answer: B**

**Section:**

**QUESTION 163**

Which of the following should be the PRIMARY governance objective for selecting key risk indicators (KRIs) related to legal and regulatory compliance?

- A. Identifying the risk of noncompliance
- B. Demonstrating sound risk management practices
- C. Measuring IT alignment with enterprise risk management (ERM)
- D. Ensuring the effectiveness of IT compliance controls

**Correct Answer: C**

**Section:**

**QUESTION 164**

In a large enterprise, which of the following should be responsible for the implementation of an IT balanced scorecard?

- A. Project management office
- B. Chief information officer (CIO)
- C. IT steering committee
- D. Chief risk officer (CRO)

**Correct Answer: A**

**Section:**

**QUESTION 165**



Which of the following should be established FIRST so that data owners can consistently assess the level of data protection needed across the enterprise?

- A. Data encryption program
- B. Data risk management program
- C. Data retention policy
- D. Data classification policy

**Correct Answer: D**

**Section:**

**QUESTION 166**

IT maturity models measure:

- A. performance.
- B. value.
- C. capabilities.
- D. outcome.

**Correct Answer: C**

**Section:**

**QUESTION 167**

A newly appointed CIO has been tasked with the responsibility of developing an effective IT enterprise roadmap that meets business requirements. Which of the following is the BEST way to ensure that the business needs have been taken into consideration?

- A. Involve process owners in requirements gathering.
- B. Implement a balanced scorecard.
- C. Include user acceptance testing (UAT) as part of the resulting IT solutions.

**Correct Answer: A**

**Section:**

**QUESTION 168**

Right-to-audit clauses are intended to ensure the vendor:

- A. aligns staff skill sets adequately.
- B. maintains adequate budget for risk management.
- C. addresses compliance requirements.
- D. optimizes IT operations for service delivery

**Correct Answer: C**

**Section:**

**QUESTION 169**

Which of the following should be the FIRST step for executive management to take in communicating what is considered acceptable use with regard to personally owned devices for company business?

- A. Require employees to read and sign a disclaimer.



- B. Develop and disseminate an applicable policy.
- C. Post awareness messages throughout the facility.
- D. Provide training on how to protect data on personal devices.

**Correct Answer: B**

**Section:**

**QUESTION 170**

When updating an IT governance framework to support an outsourcing strategy, which of the following is MOST important?

- A. Evaluating the choice of underlying technology platforms used by the service provider
- B. Ensuring the outsource provider's IT function is aligned with its business function
- C. Verifying the vendor has developed standard operation procedures for outsourced functions
- D. Ensuring the effective management of contracts with third-party providers

**Correct Answer: C**

**Section:**

**QUESTION 171**

A financial services company has implemented the use of a cloud-based centralized customer relationship management (CRM) system. The company has decided to go multi-national. Which of the following should be the enterprise risk management (ERM) committee's PRIMARY consideration?

- A. Security issues
- B. Vendor capability
- C. Return on investment (ROI)
- D. Compliance issues



**Correct Answer: D**

**Section:**

**QUESTION 172**

An organization is evaluating vendors to provide mobile device management (MDM) services. Which of the following is a KEY governance consideration for the IT steering committee?

- A. Service level targets align with business requirements.
- B. Employee-owned devices will be covered by the service.
- C. The MDM services are delivered via a cloud.

**Correct Answer: A**

**Section:**

**QUESTION 173**

IT senior management has just received a survey report indicating that more than one third of the organization's key IT staff plan to retire within the next 12 months. Which of the following is the MOST important governance action to prepare for this possibility?

- A. Engage human resources (HR) for recruitment of new staff.
- B. Request the development of a succession plan.
- C. Review motivation drivers for key IT staff.

D. Evaluate lower-level staff as succession candidates.

**Correct Answer: B**

**Section:**

**QUESTION 174**

A CEO wants to establish a governance framework to facilitate the alignment of IT and business strategies. Which of the following should be a KEY requirement of this framework?

- A. Defined resourcing levels
- B. A defined enterprise architecture (EA)
- C. An outsourcing strategy

**Correct Answer: B**

**Section:**

**QUESTION 175**

Which of the following BEST supports enterprise decision making for IT resource allocation?

- A. IT-related regulatory requirements
- B. Enterprise IT strategy
- C. Enterprise IT risk assessment
- D. IT balanced scorecard

**Correct Answer: B**

**Section:**

**QUESTION 176**

Which of the following is the PRIMARY responsibility of a data steward?

- A. Ensuring the appropriate users have access to the right data
- B. Developing policies for data governance
- C. Reporting data analysis to the board
- D. Classifying and labeling organizational data assets

**Correct Answer: D**

**Section:**

**QUESTION 177**

Which of the following is MOST important for an IT strategy committee to ensure before initiating the development of an IT strategic plan?

- A. Committee members are apprised of business needs
- B. A risk assessment has been conducted.
- C. Committee members are independent from business units.
- D. IT initiatives are fully supported by the business.

**Correct Answer: A**

**Section:**



**QUESTION 178**

Which of the following should senior management do FIRST when developing and managing digital applications for a new enterprise?

- A. Establish an architecture review board.
- B. Define the risk appetite
- C. Develop key risk indicators (KRIs).
- D. Implement a sourcing program.

**Correct Answer: B**

**Section:**

**QUESTION 179**

To successfully implement enterprise IT governance, which of the following should be the MAIN focus of IT policies?

- A. Providing business value
- B. Optimizing operational benefits
- C. Enhancing organizational capability
- D. Limiting IT costs

**Correct Answer: A**

**Section:**

**QUESTION 180**

An IT steering committee has received a report that supports the economic and service benefits of moving infrastructure hosting to an external cloud provider. Business leadership is very concerned about the security risk and potential loss of customer data

a. What is the BEST way for the committee to address these concerns?

- A. Mandate there will be no customer data at rest stored on cloud servers used by the vendor.
- B. Include compliance with the enterprise's data governance policy in the contract.
- C. Ensure reporting and penalty clauses are included in the contract for any loss of data.
- D. Require an encrypted connection between the cloud and enterprise servers.

**Correct Answer: B**

**Section:**

**QUESTION 181**

Which of the following metrics would provide senior management with the BEST indication of the success of IT investments?

- A. Number of IT investments tracked in the balanced scorecard
- B. Percentage of IT investments recorded in the enterprise architecture (EA)
- C. Number of IT investments impacted by business-related incidents
- D. Percentage of IT investments that meet expected benefits

**Correct Answer: D**

**Section:**

**QUESTION 182**

Which of the following would BEST help a CIO enhance the competencies of an IT business analytics team?

- A. Understanding current staff skill sets and identifying gaps
- B. Creating operational processes and identifying resources
- C. Defining the IT architecture and identifying training areas
- D. Establishing team goals and identifying the proper structure

**Correct Answer: A**

**Section:**

**QUESTION 183**

Which of the following is the MOST important input for designing a development program to help IT employees improve their ability to respond to business needs?

- A. Capability maturity model
- B. Cost-benefit analysis
- C. Skills competency assessment

**Correct Answer: C**

**Section:**

**QUESTION 184**

IT senior management is concerned that IT service levels consistently fall below those outlined in the service level agreement (SLA). Which of the following would BEST enable the CIO to build a corrective action plan?

- A. Assessing the impact of the SLA failure
- B. Conducting an IT performance evaluation
- C. Reviewing the IT staff training plan
- D. Performing a root cause analysis

**Correct Answer: D**

**Section:**

**QUESTION 185**

A newly hired IT director of a large international enterprise has been asked to provide periodic updates regarding IT risk to the board. Which of the following is the MOST effective way to initially address this request?

- A. Include a complete IT risk register in the monthly letter given to each board member.
- B. Include key IT risks in a dashboard submitted to the board quarterly.
- C. Submit a register of all IT audit findings to board members monthly.
- D. Schedule quarterly meetings to discuss all open IT risks.

**Correct Answer: B**

**Section:**

**QUESTION 186**

An assessment reveals that enterprise risk management (ERM) practices are being applied inconsistently by IT staff. Which of the following would be the MOST effective corrective action?

- A. Require ERM orientation sessions
- B. Request the development of an IT risk register template.



- C. Request a complete skills reassessment for all IT staff.
- D. Update the ERM framework.

**Correct Answer: D**

**Section:**

**QUESTION 187**

An enterprise's global IT program management office (PMO) has recently discovered that several IT projects are being run within a specific region without knowledge of the PMO. The projects are on time, on budget, and will deliver the proposed benefits to the specific region. Which of the following should be the PRIMARY concern of the PMO?

- A. Inability to reduce the impact to the risk level of the global portfolio
- B. Projects may not follow system development life cycle (SDLC)
- C. Lack of control and impact to the overall PMO budget

**Correct Answer: C**

**Section:**

**QUESTION 188**

To evaluate IT resource management, it is MOST important to define:

- A. responsibilities for executing resource management.
- B. applicable key goals.
- C. principles for the IT strategy.
- D. IT resource utilization reporting procedures.

**Correct Answer: B**

**Section:**

**QUESTION 189**

A newly appointed CIO has issued a new IT strategic plan. Which of the following is the MOST effective way for the CIO to ensure the IT management team is held accountable for the delivery of the plan?

- A. Update the IT balanced scorecard with key objectives.
- B. Enforce disciplinary action for managers if the plan is not delivered.
- C. Revise the managers' performance goals to include key objectives.

**Correct Answer: A**

**Section:**

**QUESTION 190**

An enterprise has entered into a new market which brings additional regulatory compliance requirements. What should be done FIRST to address these requirements?

- A. Outsource the compliance process.
- B. Appoint a compliance officer.
- C. Update the organization's risk profile.
- D. Have executive management monitor compliance.

**Correct Answer: C**



**Section:**

**QUESTION 191**

Which of the following is the MOST important benefit of effective IT governance reporting?

- A. The enterprise balanced scorecard is aligned with IT dashboards.
- B. Business executives better understand IT's value contribution to the enterprise
- C. IT key performance indicators (KPIs) are included in the enterprise-level KPI dashboard.
- D. IT processes are improved in line with business requirements.

**Correct Answer: B**

**Section:**

**QUESTION 192**

An organization requires updates to their IT infrastructure to meet business needs. Which of the following will provide the MOST useful information when planning for the necessary IT investments?

- A. Enterprise architecture (EA)
- B. Risk assessment report
- C. Business user satisfaction metrics
- D. Audit findings

**Correct Answer: A**

**Section:**

**Explanation:**

This is because enterprise architecture (EA) is a practice that helps organizations align their IT systems and processes with their business objectives. EA provides a holistic and integrated view of the current and future state of the organization's IT infrastructure, as well as the gaps, issues, and opportunities for improvement<sup>1</sup>. By using EA, the organization can:

Identify and prioritize the IT investments that support the business strategy, goals, and needs<sup>1</sup>

Optimize the IT spending and maximize the IT value<sup>1</sup>

Ensure the IT quality, security, and compliance<sup>1</sup>

Avoid IT duplication, waste, and inefficiency<sup>1</sup>

Define IT roles and responsibilities and assign accountability<sup>1</sup>

EA can help the organization plan for the necessary IT investments in a systematic and structured way, and ensure that they are aligned with the business vision and value.

The other options, risk assessment report, business user satisfaction metrics, and audit findings are not as useful as enterprise architecture (EA) for planning for the necessary IT investments. They are more related to the evaluation and monitoring of the IT performance, rather than the planning and alignment of the IT strategy. They may also provide limited or partial information about the IT infrastructure, rather than a comprehensive and integrated view. They may also depend on external factors or standards that may not be relevant or applicable to the organization's specific context and needs.

**QUESTION 193**

Which of the following is the PRIMARY role of the CEO in IT governance?

- A. Evaluating return on investment (ROI)
- B. Nominating IT steering committee membership
- C. Establishing enterprise strategic goals
- D. Managing the risk governance process

**Correct Answer: C**

**Section:**

**Explanation:**

This is because the CEO is the highest-ranking executive in the organization, responsible for setting the vision, mission, values, and objectives of the enterprise<sup>1</sup>. The CEO also oversees the alignment of the IT strategy with the



business strategy, ensuring that IT supports and enables the achievement of the enterprise goals<sup>2</sup>.The CEO plays a key role in IT governance, as they communicate and demonstrate the importance and value of IT to the board of directors, shareholders, customers, and other stakeholders<sup>2</sup>.The CEO also provides leadership, guidance, and support for the IT function, and holds it accountable for its performance and outcomes<sup>2</sup>.

A . Evaluating return on investment (ROI) is not the primary role of the CEO in IT governance, as it is more related to the financial management and evaluation of IT projects and programs.The CEO may be involved in approving or reviewing the ROI of major IT investments, but they are not directly responsible for calculating or analyzing it<sup>3</sup>.

B . Nominating IT steering committee membership is not the primary role of the CEO in IT governance, as it is more related to the governance structure and process of IT decision-making.The CEO may be a member or a chairperson of the IT steering committee, or they may delegate this role to another senior executive such as the CIO<sup>4</sup>.The CEO may also have some influence or input on the nomination of IT steering committee members, but they are not solely responsible for it<sup>4</sup>.

D . Managing the risk governance process is not the primary role of the CEO in IT governance, as it is more related to the identification, assessment, mitigation, and monitoring of IT risks.The CEO may be involved in setting the risk appetite and tolerance for IT, or in overseeing or escalating major IT risks, but they are not directly responsible for managing the risk governance process

#### QUESTION 194

The GREATEST benefit associated with a decision to implement performance metrics for key IT assets is the ability to:

- A. establish the span of control during the life cycle of IT assets.
- B. determine the average cost of controls for protection of IT assets.
- C. compare the performance Of IT assets against industry best practices.
- D. determine the contribution of IT assets in achievement of IT goals.

**Correct Answer: D**

**Section:**

**Explanation:**

This is because performance metrics are measurable values that indicate how well the IT assets are performing in terms of functionality, quality, efficiency, and effectiveness<sup>1</sup>. By implementing performance metrics for key IT assets, the organization can:

Monitor and review the IT assets' progress, performance, quality, and outcomes

Highlight the IT assets' achievements, challenges, and opportunities

Demonstrate the alignment of the IT assets with the IT strategy, goals, and priorities

Provide recommendations and feedback for the IT assets' improvement and adjustment

Implementing performance metrics for key IT assets can help the organization determine the contribution of IT assets in achievement of IT goals, and ensure that they deliver value to the business.

The other options, establishing the span of control during the life cycle of IT assets, determining the average cost of controls for protection of IT assets, and comparing the performance of IT assets against industry best practices are not as beneficial as determining the contribution of IT assets in achievement of IT goals for implementing performance metrics for key IT assets. They are more related to specific aspects or outcomes of IT asset management, rather than a holistic and strategic benefit. They may also not be relevant or applicable to all types or categories of IT assets. They may not address the full scope or potential of IT asset improvement and optimization.Reference:=-What Is an IT Asset Management KPI? | Filewave,Performance Measurement Metrics for IT Governance - ISACA



#### QUESTION 195

A small enterprise has just hired its first CIO, who has been tasked with making the IT department more efficient. What should be the CIO's NEXT step after identifying several new improvement initiatives?

- A. Mandate IT staff training.
- B. Request an IT balanced scorecard.
- C. Require a cost-benefit analysis.
- D. Allocate funding for the initiatives.

**Correct Answer: C**

**Section:**

**Explanation:**

A cost-benefit analysis (CBA) is a process that's used to estimate the costs and benefits of projects or investments to determine their profitability for an organization.A CBA is a versatile method that's often used for business administration, project management and public policy decisions<sup>1</sup>. A CBA can help the CIO prioritize the improvement initiatives based on their expected value and feasibility, and justify the allocation of resources and funding for them.A CBA can also align the IT goals with the enterprise objectives and demonstrate the IT value delivery to the stakeholders<sup>2</sup>.Reference:=-

2: CGEIT Exam Content Outline | ISACA

1: Cost-Benefit Analysis: A Quick Guide with Examples and Templates

### QUESTION 196

Which of the following BEST enables an enterprise to determine whether a current program for IT infrastructure migration to the cloud is continuing to provide benefits?

- A. Key performance indicators (KPIs)
- B. Total cost of ownership (TCO)
- C. Key risk indicators (KRIS)
- D. Net present value (NPV)

**Correct Answer: A**

**Section:**

**Explanation:**

Key performance indicators (KPIs) are metrics that measure the performance of a project, program, or investment against a set of targets, objectives, or benchmarks. KPIs can help an enterprise to determine whether a current program for IT infrastructure migration to the cloud is continuing to provide benefits by tracking the progress, efficiency, quality, and outcomes of the program. KPIs can also help to identify any gaps, issues, or risks that may affect the program's success and enable timely corrective actions<sup>12</sup>.

Total cost of ownership (TCO) is the purchase price of an asset plus the costs of operation over its life span. TCO can help an enterprise to compare the costs and benefits of different IT infrastructure options, such as cloud versus on-premise, but it does not measure the ongoing performance or benefits of a chosen option<sup>3</sup>.

Key risk indicators (KRIs) are metrics that monitor and predict potential risks that may negatively impact an enterprise's objectives or operations. KRIs can help an enterprise to identify and mitigate any risks associated with IT infrastructure migration to the cloud, such as security breaches, data loss, or service disruptions, but they do not measure the benefits or value of the program<sup>45</sup>.

Net present value (NPV) is the difference between the present value of cash inflows and the present value of cash outflows over a period of time. NPV is used to evaluate the profitability or return on investment of a project or investment by discounting the future cash flows to their present value. NPV can help an enterprise to decide whether to undertake an IT infrastructure migration to the cloud based on its expected net value, but it does not measure the actual performance or benefits of the program<sup>16</sup>. Reference: =

3: Total Cost of Ownership: How It's Calculated With Example - Investopedia

4: Key Risk Indicators (KRIs) - National Treasury

2: How to Develop Key Risk Indicators (KRIs) to Fortify Your Business | AuditBoard

5: How to Develop Effective Key Risk Indicators - Secureframe

1: Net Present Value (NPV) - Definition, Examples, How to Do NPV Analysis

6: NPV Formula - Learn How Net Present Value Really Works, Examples



### QUESTION 197

An enterprise is concerned that ongoing maintenance costs are not being considered when prioritizing IT-enabled business investments. Which of the following should be the enterprise's FIRST course of action?

- A. Implement a balanced scorecard for the IT project portfolio.
- B. Establish a portfolio manager role to monitor and control the IT projects.
- C. Require business cases to have product life cycle information.
- D. Mandate an enterprise architecture (EA) review with business stakeholders.

**Correct Answer: C**

**Section:**

**Explanation:**

A product life cycle is the length of time from a product first being introduced to consumers until it is removed from the market. It consists of four or five stages, depending on the source: introduction, growth, maturity, decline, and sometimes development<sup>1</sup>. A product life cycle information can help the enterprise to estimate the ongoing maintenance costs of IT-enabled business investments, as well as their expected benefits, risks, and returns. By requiring business cases to have product life cycle information, the enterprise can prioritize IT-enabled business investments based on their long-term value and alignment with the enterprise's objectives<sup>2</sup>.

A balanced scorecard is a management system that clarifies the strategy and vision of an organization, translating them into action that can be tracked. It uses four perspectives: financial, customer, internal business process, and knowledge, education, and growth<sup>3</sup>. A balanced scorecard for the IT project portfolio can help the enterprise to measure the performance and value of IT projects, but it does not necessarily consider the ongoing maintenance costs of IT-enabled business investments.

A portfolio manager is a specialized project manager who focuses on IT projects. They are responsible for keeping projects within budget, optimizing time management for IT teams, and allocating resources appropriately<sup>4</sup>. Establishing a portfolio manager role to monitor and control the IT projects can help the enterprise to manage its IT project portfolio more effectively, but it does not address the issue of prioritizing IT-enabled business investments based on their ongoing maintenance costs.

An enterprise architecture (EA) is a conceptual blueprint that defines the structure and operation of an organization. It describes the current and future state of the organization in terms of its strategy, processes, information

systems, and technology infrastructure<sup>5</sup>. Mandating an EA review with business stakeholders can help the enterprise to align its IT-enabled business investments with its strategic goals and ensure compliance with defined security rules, but it does not solve the problem of considering the ongoing maintenance costs of IT-enabled business investments.

#### QUESTION 198

Which of the following would BEST help to prevent an IT system from becoming obsolete before its planned return on investment (ROI)?

- A. Obtaining independent assurance that the IT system conforms to business requirements
- B. Defining IT and business goals to ensure value delivery as required
- C. Managing the benefit realization through the entire life cycle
- D. Ordering an external audit for the IT system early in the roll out

**Correct Answer: C**

**Section:**

**Explanation:**

To prevent an IT system from becoming obsolete before achieving its planned return on investment (ROI), it is crucial to manage the benefit realization throughout the entire lifecycle of the system. This approach involves continuously monitoring and adjusting the system to ensure it delivers the expected value and benefits from inception through decommissioning. This proactive management helps in adapting to changes in technology and business environments, thus extending the relevance and utility of the IT system. Obtaining independent assurance, defining IT and business goals, and ordering an external audit are important practices but do not directly address the ongoing management of the system's value delivery and adaptability over time.

#### QUESTION 199

Despite an adequate training budget, IT staff are not keeping skills current with emerging technologies critical to the business. Which of the following is the BEST way for the enterprise to address this situation?

- A. Provide incentives for IT staff to attend outside conferences and training
- B. Create a standard-setting center of excellence for IT.
- C. Require human resources (HR) to recruit new talent using an established IT skills matrix.
- D. Establish an agreed-upon skills development plan with each employee



**Correct Answer: D**

**Section:**

**Explanation:**

The best way to address the issue of IT staff not keeping their skills current, despite an adequate training budget, is to establish an agreed-upon skills development plan with each employee. This personalized approach ensures that training and development activities are directly aligned with both the organization's needs and the individual's career goals, thereby increasing the likelihood of participation and the application of new skills. While providing incentives and creating centers of excellence can be supportive, a tailored development plan directly engages each staff member in their growth, ensuring relevance and commitment.

#### QUESTION 200

Which of the following BEST facilitates the adoption of an IT governance program in an enterprise?

- A. Defining clear roles and responsibilities for the participants
- B. Using a comprehensive business case for the initiative
- C. Communicating the planned IT strategy to stakeholders
- D. Addressing the behavioral and cultural aspects of change

**Correct Answer: D**

**Section:**

**Explanation:**

Facilitating the adoption of an IT governance program in an enterprise requires addressing the behavioral and cultural aspects of change. This approach recognizes that the success of such a program depends not only on the structural and strategic elements but also on how well the people within the organization accept and adapt to the changes. Addressing cultural aspects involves engaging stakeholders, fostering a governance mindset, and overcoming resistance to change, thereby ensuring a smoother and more effective implementation. While defining roles, building business cases, and communicating strategies are critical, they must be complemented by

efforts to manage the human side of change.

#### QUESTION 201

Which of the following would be MOST helpful to review when determining how to allocate IT resources during a resource shortage?

- A. IT skill development plan
- B. IT organizational structure
- C. IT skills inventory
- D. IT strategic plan

**Correct Answer: D**

**Section:**

**Explanation:**

In the context of a resource shortage, reviewing the IT strategic plan would be most helpful for determining how to allocate IT resources. The strategic plan outlines the organization's vision, goals, and priorities, providing a clear framework for making informed decisions about resource allocation. It ensures that limited resources are directed toward initiatives that are most critical to achieving strategic objectives, thereby maximizing the impact and value of IT investments. While skills development plans, organizational structures, and skills inventories are important, they do not provide the strategic context needed for prioritizing resource allocation.

#### QUESTION 202

When conducting a risk assessment in support of a new regulatory requirement, the IT risk committee should FIRST consider the:

- A. cost burden to achieve compliance.
- B. readiness of IT systems to address the risk.
- C. risk profile of the enterprise.
- D. disruption to normal business operations.

**Correct Answer: C**

**Section:**

**Explanation:**

When conducting a risk assessment in support of a new regulatory requirement, the IT risk committee should first consider the risk profile of the enterprise. Understanding the overall risk landscape, including existing vulnerabilities, threats, and the impact of potential risks, provides a foundation for evaluating how new regulatory requirements will affect the organization. This initial step ensures that subsequent risk management efforts, including compliance activities, are aligned with the enterprise's risk appetite and strategic objectives. While cost, system readiness, and operational disruption are important considerations, they should be evaluated in the context of the enterprise's risk profile.

#### QUESTION 203

An IT steering committee is concerned about staff saving data files containing sensitive corporate information on publicly available cloud file storage applications. Which of the following should be done FIRST to address this concern?

- A. Create a secure corporate cloud file storage and sharing solution.
- B. Block corporate access to cloud file storage applications.
- C. Require staff training on data classification policies.
- D. Revise the data management policy to prohibit this practice.

**Correct Answer: C**

**Section:**

**Explanation:**

To address concerns about staff saving sensitive corporate information on publicly available cloud file storage applications, the first step should be to require staff training on data classification policies. Educating employees about the types of data classified as sensitive and the associated handling requirements helps to raise awareness and change behavior. Training should emphasize the importance of protecting sensitive information and the proper use of approved storage solutions. While creating secure storage solutions, blocking access to certain applications, and revising policies are important measures, education and awareness are fundamental first steps to



ensure compliance and mitigate risks.

