

Exam Code: COBIT Design and Implementation

Exam Name: ISACA COBIT Design and Implementation Certificate



Exam A

QUESTION 1

Which of the following is a KEY consideration when determining the initial scope of a governance system?

- A. Compliance requirements faced by the enterprise
- B. The size of the enterprise
- C. The role of IT within the enterprise
- D. Current I&T-related issues of the enterprise

Correct Answer: D

Section:

Explanation:

When determining the initial scope of a governance system, one of the key considerations is the current I&T-related issues of the enterprise. Understanding and addressing these issues ensures that the governance system is relevant and focused on the areas that need the most attention and improvement. This approach aligns with the practical and contextual nature of COBIT 2019, which emphasizes tailoring governance solutions to the specific needs and circumstances of the enterprise.

Detailed Explanation with

Reference:

Current I&T-Related Issues (Option D):

COBIT 2019 stresses the importance of understanding the specific issues and challenges an enterprise is facing in its current I&T environment. These issues could include inefficiencies, security vulnerabilities, compliance gaps, misalignment with business objectives, or any other problems impacting the performance and value delivery of IT.

Addressing these issues directly in the initial scope ensures that the governance system can provide immediate value by targeting the most critical areas. This focus helps in demonstrating early successes and building credibility for the governance initiative.

According to the COBIT 2019 Implementation Guide, understanding current issues allows the organization to prioritize actions that will have the most significant impact on improving governance and management practices.

Compliance Requirements (Option A):

Compliance requirements are essential and need to be considered when designing a governance system, but they are part of a broader context rather than the key initial driver. They ensure that the governance system meets regulatory and legal standards but do not necessarily prioritize the most urgent internal issues.

Size of the Enterprise (Option B):

The size of the enterprise influences the complexity and scalability of the governance system but is not a primary consideration for the initial scope. The focus should be on specific needs and issues rather than just the size.

Role of IT within the Enterprise (Option C):

The strategic role of IT is crucial for determining the overall governance approach, but it is more about aligning IT with business goals rather than pinpointing specific initial issues to address. It informs the design but does not drive the immediate focus of the initial scope.

Conclusion: The correct answer is D. Current I&T-related issues of the enterprise. Focusing on these issues ensures that the governance system addresses the most pressing needs and delivers tangible improvements, which is a fundamental principle in the COBIT 2019 framework.

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QUESTION 2

In which of the following phases should long-term targets be adjusted based on experience?

- A. How do we get there?
- B. Where are we now?
- C. What needs to be done?
- D. Did we get there?

Correct Answer: D

Section:**Explanation:**

In the COBIT 2019 implementation lifecycle, the phase where long-term targets should be adjusted based on experience is the evaluation phase, known as 'Did we get there?'. This phase involves assessing the results of the implemented governance and management practices to determine if the objectives have been met and to identify areas for improvement.

Detailed Explanation with

Reference:

How do we get there? (Option A):

This phase focuses on developing and executing the plan to achieve the governance objectives. It involves identifying the steps, resources, and timeline needed to reach the desired state. While important for planning, this phase is more about action and implementation rather than evaluation and adjustment of long-term targets.

Where are we now? (Option B):

This phase involves assessing the current state of the governance system, identifying gaps, and understanding the baseline. It provides the foundational information needed to plan improvements but does not involve adjusting long-term targets.

What needs to be done? (Option C):

This phase is concerned with identifying the specific actions and initiatives required to address the gaps and achieve the governance objectives. It involves planning and prioritizing activities but not the evaluation and adjustment of long-term targets based on experience.

Did we get there? (Option D):

In this phase, the enterprise evaluates the outcomes of the implemented governance system against the set objectives and targets. It involves assessing whether the desired goals were achieved and analyzing the effectiveness of the governance practices. Based on this evaluation, the organization can adjust long-term targets to better align with practical experience, new insights, and evolving business needs. This phase is critical for continuous improvement and ensuring that the governance system remains relevant and effective over time.

According to the COBIT 2019 Implementation Guide, this phase includes reviewing performance metrics, stakeholder feedback, and lessons learned from the implementation process. These insights are then used to refine and adjust long-term targets to improve future performance and outcomes.

Conclusion: The correct answer is D. Did we get there?. This phase involves evaluating the results of the governance implementation, learning from the experience, and making necessary adjustments to long-term targets to ensure continuous improvement and alignment with the enterprise's goals.

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**QUESTION 3**

Which of the following needs to be resolved when finalizing the initial governance design?

- A. Misaligned enterprise and IT goals
- B. Budgeted versus actual resources
- C. Objectives exceeding enterprise appetite
- D. Conflicting inputs and priorities

Correct Answer: D

Section:**Explanation:**

The initial governance design process involves gathering inputs from various stakeholders, including business units, IT, and external partners. These inputs can sometimes conflict, and it is crucial to resolve these conflicts to create a unified governance system that supports enterprise objectives.

Key Steps:

Stakeholder Alignment: Ensuring that all stakeholders are on the same page regarding priorities and objectives.

Conflict Resolution: Addressing and resolving any discrepancies or conflicts in inputs to ensure a consistent and aligned governance system.

Prioritization: Establishing clear priorities to guide decision-making and resource allocation.

COBIT 2019 Framework

Reference:

COBIT 2019 Design Guide, Chapter 4: Discusses the importance of resolving conflicting inputs and establishing a cohesive governance framework that aligns with enterprise priorities.

COBIT 2019 Framework: Governance and Management Objectives: Emphasizes the need for alignment between IT and enterprise goals, requiring the resolution of any conflicting priorities.

Resolving conflicting inputs and priorities ensures that the governance system is well-aligned and effective in achieving enterprise goals.

QUESTION 4

Who would be identified as an external stakeholder when soliciting feedback on a business case associated with a new system upgrade to satisfy new regulations?

- A. Implementation team
- B. Staff utilizing the solution
- C. IT audit committee
- D. Current IT service vendor

Correct Answer: D

Section:

Explanation:

When soliciting feedback on a business case associated with a new system upgrade to satisfy new regulations, the current IT service vendor would be identified as an external stakeholder. External stakeholders are those outside the organization who can influence or be influenced by the outcomes of the project.

In the context of COBIT 2019, external stakeholders are those who are not part of the enterprise but have a vested interest in the success of IT initiatives. The current IT service vendor plays a critical role in providing feedback on the feasibility, implementation challenges, and potential impact of the new system upgrade.

COBIT 2019 Framework

Reference:

COBIT 2019 Implementation Guide, Chapter 7: Highlights the importance of engaging external stakeholders, including vendors, to gain valuable insights and feedback.

COBIT 2019 Framework: Governance and Management Objectives: Emphasizes the need for stakeholder engagement, including both internal and external parties, to ensure comprehensive feedback and alignment with requirements.

Engaging the current IT service vendor as an external stakeholder ensures that all relevant perspectives are considered, enhancing the quality and feasibility of the business case.

QUESTION 5

At which stage of the governance system design flow are design factors translated into governance and management priorities?

- A. Concluding the governance system design
- B. Understanding the enterprise strategy
- C. Determining the initial scope
- D. Refining the scope

Correct Answer: D

Section:

Explanation:

In the COBIT 2019 Governance System Design Workflow, design factors are essential elements that influence the tailoring and implementation of a governance system. These design factors include elements such as enterprise strategy, goals, risk profile, compliance requirements, and more. The stage where these design factors are translated into specific governance and management priorities is during the 'Refining the Scope' phase.

Detailed Explanation with

Reference:

Concluding the Governance System Design (Option A):

This stage involves finalizing and approving the design of the governance system. By this point, the design factors have already been considered and translated into actionable priorities.

Understanding the Enterprise Strategy (Option B):

At this stage, the focus is on understanding the enterprise's strategic direction and objectives. While it is crucial to gather this understanding to inform the governance system design, the actual translation of design factors into governance and management priorities occurs later.

Determining the Initial Scope (Option C):

This stage involves setting the preliminary boundaries and focus areas for the governance system. It identifies the broad areas that need governance attention but does not yet translate specific design factors into detailed priorities.

Refining the Scope (Option D):

During this phase, the initial scope is refined based on a deeper analysis of the design factors. It is at this stage that the design factors are critically analyzed and translated into specific governance and management priorities.

This phase ensures that the governance system is tailored to the unique needs of the enterprise and aligns with its strategic goals, risk profile, and other key considerations.

According to the COBIT 2019 Design Guide, refining the scope involves using the identified design factors to make informed decisions about where to focus governance efforts and how to prioritize various governance and

management activities. This ensures a targeted and effective governance system.

Conclusion: The correct answer is D. Refining the scope. In this phase, design factors are systematically translated into specific governance and management priorities, ensuring that the governance system is precisely aligned with the enterprise's needs and objectives.

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QUESTION 6

Which of the following situations is MOST likely the root cause for an enterprise lacking the required skills and competencies to execute an EGIT implementation program plan?

- A. Enterprise training does not include business and management skill development.
- B. Business staff are too often involved in IT processes that affect business processes and procedures.
- C. The enterprise relies too heavily on the use of COBIT as its EG IT framework.
- D. IT staff are too often focused on the achievement of business value.

Correct Answer: A

Section:

Explanation:

The most likely root cause for an enterprise lacking the required skills and competencies to execute an EGIT (Enterprise Governance of IT) implementation program plan is that enterprise training does not include business and management skill development. Effective EGIT implementation requires a blend of technical, business, and management skills.

Reference in COBIT 2019 Design and Implementation:

COBIT 2019 Framework: Governance and Management Objectives, APO07 (Managed Human Resources): This objective emphasizes the importance of developing skills and competencies, including business and management skills, for successful governance and management of enterprise IT.

COBIT 2019 Implementation Guide, Chapter 3: This chapter outlines the need for comprehensive training programs that address not only technical skills but also business and management capabilities to ensure successful implementation of governance frameworks.

Without proper training that includes business and management skills, staff may be ill-prepared to handle the complexities of EGIT implementation, leading to skill gaps and competency issues.

QUESTION 7

Which of the following should be used when translating design factor values into governance and management priorities?

- A. Weighted average
- B. Matrix calculation
- C. Weighted calculation
- D. Pareto analysis

Correct Answer: C

Section:

Explanation:

When translating design factor values into governance and management priorities, a weighted calculation should be used. This method allows for the consideration of various factors according to their relative importance and impact on the governance system.

Reference in COBIT 2019 Design and Implementation:

COBIT 2019 Design Guide, Chapter 4: This chapter explains the process of translating design factor values into actionable governance and management priorities, emphasizing the use of weighted calculations to reflect the importance of different design factors.

COBIT 2019 Framework: Introduction and Methodology, Chapter 4: This chapter highlights how weighted calculations can help prioritize governance and management activities based on the enterprise's specific context and needs.

Using weighted calculations ensures a balanced and proportionate approach to prioritizing governance and management objectives, leading to a more effective and tailored governance system.

QUESTION 8

Which of the following tools would be MOST useful for measuring and monitoring performance and the realization of benefits from an EGIT implementation program plan project?

- A. IT balanced scorecard
- B. Project management software
- C. Gantt chart
- D. RACI chart

Correct Answer: A

Section:

Explanation:

The most useful tool for measuring and monitoring performance and the realization of benefits from an EGIT implementation program plan project is the IT balanced scorecard. The balanced scorecard provides a comprehensive view of performance across multiple dimensions, aligning IT objectives with business goals.

Reference in COBIT 2019 Design and Implementation:

COBIT 2019 Framework: Governance and Management Objectives, MEA01 (Managed Performance and Conformance Monitoring): This objective discusses the use of balanced scorecards to monitor and measure performance effectively.

COBIT 2019 Implementation Guide, Chapter 5: This chapter highlights the importance of performance measurement tools, including the IT balanced scorecard, for tracking progress and ensuring the realization of benefits from IT governance initiatives.

QUESTION 9

I&T-related issues should be considered as part of the design factors for a governance system in order to manage:

- A. risks that could materialize.
- B. risks that have already materialized.
- C. risks that have a high probability.
- D. risks that have a high impact.

Correct Answer: A

Section:

Explanation:

I&T-related issues should be considered as part of the design factors for a governance system in order to manage risks that could materialize. This proactive approach allows the enterprise to identify and mitigate potential risks before they occur, enhancing the overall resilience and effectiveness of the governance system.

Reference in COBIT 2019 Design and Implementation:

COBIT 2019 Design Guide, Chapter 2: This chapter explains the importance of considering I&T-related issues as design factors to address potential risks that could impact the governance system.

COBIT 2019 Framework: Governance and Management Objectives, APO12 (Managed Risk): This objective emphasizes the need to identify and manage risks that could affect IT and business processes.

By addressing potential risks through the design of the governance system, enterprises can better prepare for and mitigate adverse events, ensuring smoother and more effective IT operations.

QUESTION 10

Ensuring the program team knows and understands the enterprise goals is a part of which of the following implementation phases?

- A. Where are we now?
- B. Where do we want to be?
- C. How do we get there?
- D. What are the drivers?

Correct Answer: B

Section:

Explanation:

Ensuring the program team knows and understands the enterprise goals is a part of the 'Where do we want to be?' implementation phase. This phase focuses on defining the future state of the enterprise, including its strategic objectives and goals.

In the COBIT 2019 framework, the 'Where do we want to be?' phase is dedicated to establishing the vision and future state objectives of the enterprise. During this phase, it is crucial for the program team to fully understand



and align with the enterprise goals to ensure that the governance system supports achieving these goals effectively.

COBIT 2019 Framework

Reference:

COBIT 2019 Implementation Guide, Chapter 4: Outlines the steps in defining the future state, including setting strategic objectives and ensuring that the program team understands the enterprise goals.

COBIT 2019 Design Guide: Emphasizes the importance of aligning the governance system with enterprise goals and objectives.

Ensuring that the program team understands the enterprise goals in this phase is essential for aligning governance practices with strategic objectives, thereby facilitating successful implementation and achievement of desired outcomes.

QUESTION 11

Which of the following components should be considered for inclusion when considering the threat landscape design factor?

- A. Compliance and assurance capabilities
- B. Information security focus areas
- C. Information flows including security policy
- D. Impact and probability levels

Correct Answer: D

Section:

Explanation:

When considering the threat landscape design factor, impact and probability levels should be considered for inclusion. These levels help in assessing the potential consequences and likelihood of various threats, which is essential for effective risk management and governance.

In the COBIT 2019 framework, the threat landscape design factor involves understanding and evaluating the risks that an enterprise may face. Impact and probability levels are critical components of this evaluation as they provide a basis for prioritizing threats and developing appropriate responses.

COBIT 2019 Framework

Reference:

COBIT 2019 Design Guide, Chapter 2: Discusses the importance of understanding the threat landscape and evaluating threats based on their impact and probability.

COBIT 2019 Framework: Governance and Management Objectives: Emphasizes the need for a thorough risk assessment, which includes analyzing the impact and probability of potential threats.

Including impact and probability levels in the assessment of the threat landscape ensures a comprehensive understanding of risks, enabling the enterprise to prioritize and mitigate threats effectively.

QUESTION 12

Under which circumstances should an enterprise consider the implementation of a strong compliance function as part of their governance system?

- A. When the enterprise is subject to substantially higher than average compliance regulations because it is operating in a heavily regulated industry sector
- B. Under all circumstances, because every enterprise is subject to compliance regulations
- C. When the enterprise is operating in a high-threat landscape because of its geopolitical situation
- D. When the enterprise has a strict set of policies and procedures in place

Correct Answer: A

Section:

Explanation:

An enterprise should consider the implementation of a strong compliance function as part of their governance system when it is subject to substantially higher than average compliance regulations because it is operating in a heavily regulated industry sector.

In COBIT 2019, the need for a strong compliance function is influenced by the regulatory environment in which the enterprise operates. Enterprises in heavily regulated industries face stringent compliance requirements and significant consequences for non-compliance. Therefore, a robust compliance function is essential to ensure adherence to regulations and to mitigate compliance-related risks.

COBIT 2019 Framework

Reference:

COBIT 2019 Framework: Introduction and Methodology, Chapter 5: Discusses the importance of compliance requirements as a design factor in tailoring the governance system.

COBIT 2019 Design Guide, Chapter 2: Highlights the role of compliance and assurance capabilities in highly regulated industries.

Implementing a strong compliance function in such scenarios helps the enterprise manage regulatory risks, maintain compliance, and avoid legal and financial penalties.

QUESTION 13

An enterprise is considering threat landscape as a design factor for its governance system. Which of the following would be a reason to classify the threat landscape as high?

- A. IT trends that could be used in favor of the enterprise
- B. Service delivery problems by IT outsourcers
- C. Geopolitical situations affecting the enterprise
- D. Potential new competitors entering the market

Correct Answer: C

Section:

Explanation:

An enterprise would classify the threat landscape as high if geopolitical situations are affecting the enterprise. Geopolitical factors can introduce significant risks, such as instability, regulatory changes, or economic sanctions, which can have a profound impact on the enterprise's operations and strategic goals.

In COBIT 2019, the threat landscape design factor considers various external threats that could impact the enterprise. Geopolitical situations are a significant external factor that can elevate the threat landscape due to potential disruptions and increased risks.

COBIT 2019 Framework

Reference:

COBIT 2019 Design Guide, Chapter 2: Discusses the importance of assessing external threats, including geopolitical situations, when evaluating the threat landscape.

COBIT 2019 Implementation Guide, Chapter 7: Emphasizes the need to consider external factors such as geopolitical risks in the governance system design.

Classifying the threat landscape as high due to geopolitical situations ensures that the enterprise proactively addresses these risks and implements appropriate governance and risk management strategies to mitigate potential impacts.

QUESTION 14

Which of the following describes the difference between the Risk Profile design factor and the I&T-Related Issues design factor?

- A. IT risk scenarios describe potential events that could impact the organization in the future, whereas IT issues describe events or current situations affecting the organization.
- B. IT risk scenarios are more detailed and IT issues are more summarized and the organization can decide which one to use when designing its governance system
- C. IT issues describe potential events that could impact the organization in the future, whereas IT risk scenarios describe events or current situations affecting the organization.
- D. IT risk scenarios have been described in more detail the COBIT 2019 Design Guide than IT issues in order to cover a wide range of potential risk

Correct Answer: A

Section:

Explanation:

In COBIT 2019, the difference between the Risk Profile design factor and the I&T-Related Issues design factor is that IT risk scenarios describe potential events that could impact the organization in the future, while IT issues describe current events or situations affecting the organization.

Reference in COBIT 2019 Design and Implementation:

COBIT 2019 Design Guide, Chapter 2: This chapter outlines the various design factors, including the risk profile and I&T-related issues, and explains their distinctions. Risk scenarios are used to anticipate and plan for future risks, while I&T-related issues address present challenges impacting the enterprise.

By distinguishing between future risks and current issues, enterprises can better plan and prioritize their governance and management activities to address both immediate and potential challenges.

QUESTION 15

Which of the following is an important component for an enterprise strategy archetype of cost leadership as defined by COBIT 2019?

- A. Enterprise architect
- B. Skills and competencies
- C. Support for the portfolio management role with an investment office
- D. Organizational structures

Correct Answer: C

Section:

Explanation:

For an enterprise strategy archetype of cost leadership as defined by COBIT 2019, an important component is the support for the portfolio management role with an investment office. This ensures that investments are managed efficiently, aligning with the cost leadership strategy to maximize value while minimizing costs.

Reference in COBIT 2019 Design and Implementation:

COBIT 2019 Framework: Governance and Management Objectives, EDM02 (Ensure Benefits Delivery): This objective highlights the importance of managing investments effectively to achieve cost leadership.

COBIT 2019 Design Guide, Chapter 3: This chapter discusses the need for strong portfolio management and investment oversight to support cost leadership strategies.

An investment office provides the structure and oversight necessary to ensure that resources are allocated efficiently, supporting the enterprise's goal of maintaining a competitive cost advantage.

QUESTION 16

Which of the following MOST effectively addresses cultural aspects of a major international IT initiative that impacts the entire enterprise?

- A. Continuous improvement
- B. Risk assessments
- C. Change enablement
- D. Program management

Correct Answer: C

Section:

Explanation:

Change enablement most effectively addresses the cultural aspects of a major international IT initiative that impacts the entire enterprise. It ensures that changes are managed smoothly and that the organization's culture is considered and aligned with the new initiatives.

Reference in COBIT 2019 Design and Implementation:

COBIT 2019 Framework: Governance and Management Objectives, BAI05 (Managed Organizational Change): This objective focuses on managing organizational change effectively, including cultural aspects.

COBIT 2019 Implementation Guide, Chapter 4: This chapter emphasizes the importance of change management practices in addressing cultural aspects and ensuring successful implementation of major initiatives.

Effective change enablement considers the cultural context, helping to align stakeholder expectations and promote acceptance and adoption of new initiatives across the enterprise.

QUESTION 17

Who is responsible for performing a stakeholder satisfaction survey and gathering feedback on lessons learned from the implementation of an EGIT program plan?

- A. IT managers and IT process owners
- B. The risk and compliance function and IT audit
- C. The CIO and the program steering committee
- D. Business executives and the I&T governance board

Correct Answer: C

Section:

Explanation:

The CIO and the program steering committee are responsible for performing a stakeholder satisfaction survey and gathering feedback on lessons learned from the implementation of an EGIT program plan. They play a critical role in ensuring that the feedback is collected systematically and used to improve future initiatives.

Reference in COBIT 2019 Design and Implementation:

COBIT 2019 Framework: Governance and Management Objectives, MEA04 (Managed Stakeholder Engagement): This objective outlines the importance of engaging stakeholders and gathering their feedback to improve governance and management practices.

COBIT 2019 Implementation Guide, Chapter 5: This chapter highlights the role of senior leadership, including the CIO and the steering committee, in overseeing the implementation of governance programs and ensuring continuous improvement through stakeholder feedback.

By actively gathering and analyzing feedback, the CIO and the program steering committee can identify areas for improvement and ensure that the governance framework remains aligned with stakeholder needs and expectations.

QUESTION 18

In which of the following phases should quick wins be implemented in order to build credibility?

- A. What needs to be done?
- B. Where do we want to be?
- C. How do we get there?
- D. Where are we now?

Correct Answer: C

Section:

Explanation:

In the COBIT 2019 implementation lifecycle, quick wins are essential for demonstrating early success and building credibility for the governance initiative. Implementing quick wins provides tangible results that can help secure stakeholder support and buy-in for the ongoing governance program. The appropriate phase for implementing quick wins is during the phase where the organization outlines and starts to execute the plan for achieving its governance objectives.

Detailed Explanation with

Reference:

What needs to be done? (Option A):

This phase involves understanding the governance requirements, identifying gaps, and determining the necessary governance components. While important for planning, this phase is more about identifying needs rather than implementing solutions.

Where do we want to be? (Option B):

This phase focuses on defining the target state of the governance system, setting goals, and envisioning the desired outcomes. It is more strategic and future-oriented, outlining what the organization aims to achieve but not yet focusing on implementation.

How do we get there? (Option C):

This phase is about developing and executing the implementation plan to reach the desired state. It involves detailing the actions, resources, and timelines required to achieve the governance objectives. Implementing quick wins during this phase is crucial because it helps to demonstrate progress, build momentum, and validate the approach taken. Early successes in this phase can boost confidence and support for the broader governance initiative.

According to the COBIT 2019 Implementation Guide, achieving and demonstrating quick wins during this phase is critical to maintaining stakeholder engagement and demonstrating the value of the governance improvements.

Where are we now? (Option D):

This phase involves assessing the current state of the governance system, identifying existing issues, and understanding the baseline. It is more diagnostic and evaluative, laying the groundwork for planning but not yet focusing on implementation.

Conclusion: The correct answer is C. How do we get there?. Implementing quick wins during this phase helps to build credibility and support for the governance program by showing early, tangible improvements and demonstrating the feasibility and benefits of the proposed governance changes.

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QUESTION 19

When adapting the goals cascade of the COBIT 2019 framework, an enterprise with a growth strategy is MOST likely to select which of the following enterprise goals?

- A. Managed digital transformation programs
- B. Portfolio of competitive products and services
- C. Quality of management information
- D. Optimization of business process costs

Correct Answer: B

Section:

Explanation:

When adapting the goals cascade of the COBIT 2019 framework, an enterprise with a growth strategy is most likely to select the enterprise goal 'Portfolio of competitive products and services.' This goal aligns with the enterprise's focus on growth through innovation and market competitiveness.

In COBIT 2019, the goals cascade is used to translate stakeholder needs into specific, actionable goals for IT governance and management. For an enterprise with a growth strategy, focusing on a competitive portfolio ensures that the organization is continually innovating and improving its products and services to capture market share and drive growth.

COBIT 2019 Framework

Reference:

COBIT 2019 Framework: Introduction and Methodology, Chapter 5: Describes the goals cascade and how it aligns enterprise goals with IT-related goals and enablers.

COBIT 2019 Design Guide, Chapter 2: Discusses how to adapt the goals cascade based on the enterprise's strategic objectives, such as growth.

By selecting the goal 'Portfolio of competitive products and services,' the enterprise can ensure that its IT initiatives support and drive its growth strategy.

QUESTION 20

What group is PRIMARILY responsible for setting the overall direction for IT governance implementation?

- A. Key stakeholders
- B. Business owners
- C. IT management
- D. Enterprise executives

Correct Answer: D

Section:

Explanation:

The group primarily responsible for setting the overall direction for IT governance implementation is the enterprise executives. Their role is crucial in aligning IT governance with the strategic goals and vision of the organization.

Reference in COBIT 2019 Design and Implementation:

COBIT 2019 Framework: Governance and Management Objectives, EDM01 (Ensure Governance Framework Setting and Maintenance): This objective discusses the responsibilities of enterprise executives in setting the governance framework's direction.

COBIT 2019 Implementation Guide, Chapter 3: This chapter highlights the role of senior leadership in driving the implementation of IT governance.

Enterprise executives provide the strategic direction and support necessary to ensure that IT governance aligns with the enterprise's overall mission and objectives.

QUESTION 21

The target audience for the COBIT 2019 Design Guide:

- A. is primarily governance professionals involved in designing governance solutions.
- B. includes a range of direct and indirect stakeholders.
- C. is exclusively internal information and technology professionals.
- D. is primarily assurance professionals involved in running assurance processes.

Correct Answer: B

Section:

Explanation:

The target audience for the COBIT 2019 Design Guide includes a wide range of direct and indirect stakeholders involved in the governance and management of enterprise IT. This comprehensive approach ensures that the design of governance solutions is inclusive, addressing the needs and perspectives of various parties who are impacted by or have an interest in IT governance.

Detailed Explanation with

Reference:

Direct Stakeholders:

Governance Professionals: These individuals are directly responsible for designing, implementing, and maintaining governance systems. They use the COBIT 2019 Design Guide to ensure that governance frameworks are well-structured and aligned with enterprise objectives.

IT Management: Professionals who manage IT services, operations, and resources use the guide to align IT initiatives with governance objectives and to integrate best practices into daily operations.

Indirect Stakeholders:

Assurance Professionals: While not the primary audience, assurance professionals such as internal and external auditors use the guide to understand the governance framework and assess its effectiveness.

Business Leaders and Executives: These stakeholders use the guide to understand how IT governance supports business goals and to ensure that IT investments deliver value.

Regulatory Bodies and Compliance Officers: They refer to the guide to ensure that governance systems meet regulatory requirements and standards.

Other Organizational Functions: Departments such as finance, human resources, and legal may also reference the guide to understand their role in IT governance and how it intersects with their functions.

Conclusion: The correct answer is B. includes a range of direct and indirect stakeholders. This reflects the inclusive nature of the COBIT 2019 Design Guide, which is designed to be used by various stakeholders involved in the governance and management of IT.

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QUESTION 22

A COBIT consultant has been hired with a mandate from the board to ensure the enterprise uses leading-edge technologies to provide exceptional service delivery to its customers and enhance the enterprises reputation as a first mover. Which of the following governance and management objectives should the consultant recommend?

- A. AP011 Managed Quality
- B. APO04 Managed Innovation
- C. APO02 Managed Strategy
- D. BAI08 Managed Knowledge

Correct Answer: B

Section:

Explanation:

To ensure the enterprise uses leading-edge technologies to provide exceptional service delivery and enhance its reputation as a first mover, the COBIT consultant should recommend the governance and management objective APO04 Managed Innovation. This objective focuses on fostering and managing innovation to improve business processes and services.

Reference in COBIT 2019 Design and Implementation:

COBIT 2019 Framework: Governance and Management Objectives, APO04 (Managed Innovation): This objective is specifically designed to support and manage the innovation process, ensuring that the enterprise can leverage new technologies and ideas to maintain a competitive edge.

COBIT 2019 Implementation Guide, Chapter 4: This chapter discusses the importance of innovation in achieving strategic goals and the role of managed innovation in governance.

By focusing on managed innovation, the enterprise can systematically explore and adopt new technologies, enhancing service delivery and maintaining its status as a market leader.

QUESTION 23

Which of the following would BEST enable the prioritization of governance objectives?

- A. The IT strategic plan
- B. A matrixed scoring methodology
- C. The enterprises risk tolerance
- D. Expected performance outcomes

Correct Answer: B

Section:

Explanation:

In COBIT 2019, the prioritization of governance objectives is essential to ensure that the most critical aspects of IT governance receive the necessary focus and resources. A matrixed scoring methodology is considered the best enabler for prioritizing governance objectives because it provides a structured, systematic, and quantifiable approach to evaluating and ranking various governance objectives based on multiple criteria.

Detailed Explanation with

Reference:

IT Strategic Plan (Option A):

The IT strategic plan outlines the strategic direction and objectives of IT within the organization. While it provides guidance on long-term goals and initiatives, it does not offer a detailed mechanism for prioritizing specific governance objectives.

Matrixed Scoring Methodology (Option B):

A matrixed scoring methodology allows the organization to evaluate governance objectives against a set of predefined criteria such as strategic alignment, risk impact, resource availability, and expected benefits. This methodology helps in objectively assessing and comparing the importance and urgency of different governance objectives. By assigning scores to each criterion, organizations can create a prioritized list based on overall scores, ensuring that the most critical and impactful objectives are addressed first.

This approach is comprehensive and takes into account multiple factors, providing a balanced and transparent means of prioritizing objectives. It enables decision-makers to justify their choices and ensures that prioritization is aligned with the organization's strategic goals and risk profile.

Enterprise's Risk Tolerance (Option C):

The enterprise's risk tolerance is an important factor in governance decisions, as it defines the level of risk the organization is willing to accept. However, while it influences prioritization, it is not a standalone methodology for prioritizing governance objectives. Risk tolerance must be considered within a broader context of criteria, which a matrixed scoring methodology can effectively encompass.

Expected Performance Outcomes (Option D):

Expected performance outcomes are crucial for evaluating the success of governance initiatives, but they do not provide a methodology for prioritizing objectives. They are one of the factors that can be included in a matrixed scoring methodology to assess the potential impact and value of each objective.

Conclusion: The correct answer is B. A matrixed scoring methodology. This method provides a robust, multi-criteria approach to prioritizing governance objectives, ensuring that decisions are made based on a balanced consideration of various relevant factors.

ISACA. COBIT 2019 Framework: Governance and Management Objectives. ISACA.

ISACA. COBIT 2019 Design Guide: Designing an Information and Technology Governance Solution. ISACA.

QUESTION 24

At which stage of the EGIT implementation life cycle should the enterprise determine the impact of an improvement program on IT and the business and how to maintain the improvement momentum?

- A. When initiating an EGIT program
- B. When defining the EGIT implementation road map
- C. When developing the EGIT implementation program plan
- D. When executing the EGIT implementation program plan

Correct Answer: D

Section:

Explanation:

The COBIT 2019 framework outlines a structured approach to implementing Enterprise Governance of Information and Technology (EGIT). Understanding the impact of an improvement program on IT and the business, as well as maintaining the improvement momentum, is crucial during the execution stage of the EGIT implementation life cycle.

Detailed Explanation with

Reference:

Initiating an EGIT Program (Option A):

At this initial stage, the focus is on understanding the current state, identifying stakeholders, and obtaining executive sponsorship. The primary activities involve setting objectives and scope rather than assessing impacts or maintaining momentum.

Defining the EGIT Implementation Road Map (Option B):

This stage involves planning the high-level steps and timeline for the EGIT implementation. While this includes identifying key milestones and dependencies, it is not the primary phase for determining the impact or maintaining momentum.

Developing the EGIT Implementation Program Plan (Option C):

Developing the program plan involves detailing the specific actions, resources, and responsibilities needed to implement the EGIT. It sets the foundation for execution but focuses more on preparation and organization rather than assessing impact or maintaining momentum.

Executing the EGIT Implementation Program Plan (Option D):

During execution, the organization puts the plan into action. This is the stage where the actual improvements are implemented, and their impacts on IT and the business can be observed and assessed. Maintaining the improvement momentum becomes critical as the changes start to take effect. Continuous monitoring, managing resistance, addressing issues, and ensuring that the improvements are sustained are key activities during this phase.

Conclusion: The correct answer is D. When executing the EGIT implementation program plan. At this stage, the enterprise is actively implementing the changes, and it is crucial to determine the impact on IT and the business, as well as to maintain the improvement momentum to ensure the success and sustainability of the program.

ISACA. COBIT 2019 Implementation Guide: Implementing and Optimizing an Information and Technology Governance Solution. ISACA.

ISACA. COBIT 2019 Framework: Introduction and Methodology. ISACA.

QUESTION 25

Which of the following is the PRIMARY benefit or output derived from setting targeted capability levels and performing a capability-level gap analysis for selected processes?

- A. Identification of process improvement opportunities
- B. Identification and mitigation of all identified risks
- C. Development of enterprise goals that align to established targets
- D. Development of a business case outline

Correct Answer: A

Section:

Explanation:

The primary benefit or output derived from setting targeted capability levels and performing a capability-level gap analysis for selected processes is the identification of process improvement opportunities. This analysis helps to pinpoint specific areas where processes can be enhanced to achieve the desired capability levels.

Setting targeted capability levels and conducting a capability-level gap analysis allows an enterprise to:

Identify gaps between current and desired process capabilities.

Highlight areas where processes are underperforming.

Prioritize improvement initiatives to close these gaps.

COBIT 2019 Framework

Reference:

COBIT 2019 Design Guide, Chapter 2: Discusses the use of capability levels and gap analysis to identify and prioritize process improvement opportunities.

COBIT 2019 Implementation Guide, Chapter 5: Provides guidance on conducting capability-level gap analyses to drive process improvements.

By identifying process improvement opportunities through capability-level gap analysis, the enterprise can systematically enhance its processes, leading to better performance and alignment with business objectives.

QUESTION 26

Which of the following is a step in the process of refining the scope of the governance system?

- A. Identify software alternatives to document the scope.
- B. Determine whether or not each design factor is applicable
- C. Select the stakeholders involved in the governance system design.
- D. Invite key stakeholders to update the scope.



Correct Answer: B

Section:

Explanation:

In the process of refining the scope of the governance system, determining whether or not each design factor is applicable is a critical step. This step ensures that the governance system is tailored to the specific needs and context of the enterprise.

Reference in COBIT 2019 Design and Implementation:

COBIT 2019 Design Guide, Chapter 2: This chapter outlines the importance of assessing each design factor's applicability to ensure that the governance system is relevant and effective.

COBIT 2019 Framework: Introduction and Methodology, Chapter 4: This chapter emphasizes the need to refine the governance system's scope based on the specific design factors relevant to the enterprise.

By determining the applicability of design factors, enterprises can focus on the most pertinent aspects, ensuring a tailored and efficient governance system.

QUESTION 27

Which of the following is the BEST approach to resolve competing priorities for the design of a governance system?

- A. Base the design on initiatives that will yield the most immediate benefit for the enterprise.
- B. Defer to risk and assurance management to determine priorities.
- C. Utilize generic, pre-programmed computations to generate quantitative priorities for governance objectives.
- D. Include all key stakeholders in the discussion of the design.

Correct Answer: D

Section:

Explanation:

The best approach to resolving competing priorities for the design of a governance system is to include all key stakeholders in the discussion of the design. This approach ensures that diverse perspectives are considered and that priorities are aligned with the overall strategic goals of the enterprise.

Reference in COBIT 2019 Design and Implementation:

COBIT 2019 Framework: Governance and Management Objectives, MEA04 (Managed Stakeholder Engagement): This objective emphasizes the importance of engaging stakeholders to ensure that their needs and priorities are addressed.

COBIT 2019 Implementation Guide, Chapter 3: This chapter discusses the value of stakeholder involvement in the governance design process to achieve consensus and align priorities.

Involving key stakeholders in the discussion helps to balance different priorities and ensures that the governance system design reflects a broad range of insights and objectives.

QUESTION 28

Which of the following functions would be responsible for executing a contract that retains independent legal consultants to review the level of regulatory compliance of a proposed IT solution?

- A. I&T security
- B. Executive leadership team
- C. Legal office
- D. Procurement office

Correct Answer: C

Section:

Explanation:

The function responsible for executing a contract that retains independent legal consultants to review the level of regulatory compliance of a proposed IT solution is the Legal Office. This function ensures that all legal aspects, including compliance with regulations, are thoroughly reviewed and addressed.

Reference in COBIT 2019 Design and Implementation:

COBIT 2019 Framework: Governance and Management Objectives, APO12 (Managed Risk): This objective highlights the role of the legal function in managing risk and compliance.

COBIT 2019 Implementation Guide, Chapter 3: This chapter underscores the responsibilities of the legal office in ensuring that IT solutions comply with regulatory requirements.

The legal office is best positioned to manage contracts with legal consultants and ensure that the proposed IT solution adheres to all necessary legal and regulatory standards.

QUESTION 29

It is CRITICAL to perform a due diligence review following which type of event?

- A. Shifts in the market or economy
- B. Merger, acquisition, or divestiture
- C. New business strategy or priority
- C. External consultant assessment

Correct Answer: B

Section:

Explanation:

It is critical to perform a due diligence review following a merger, acquisition, or divestiture. Such events involve significant changes to the organizational structure, assets, and operations, necessitating thorough review to identify risks, synergies, and compliance issues.

Reference in COBIT 2019 Design and Implementation:

COBIT 2019 Framework: Governance and Management Objectives, APO12 (Managed Risk): This objective emphasizes the importance of risk management during significant organizational changes, such as mergers and acquisitions.

COBIT 2019 Implementation Guide, Chapter 3: This chapter outlines the need for due diligence in evaluating potential risks and ensuring that governance and management practices are adapted to new organizational contexts.

A due diligence review ensures that all aspects of the merger, acquisition, or divestiture are carefully assessed, mitigating risks and supporting a smooth transition.

QUESTION 30

When tailoring a governance system for an enterprise, which of the following is MOST important to consider for an operating environment with a high compliance requirement?

- A. Enterprise goals
- B. Geopolitical situation
- C. Threat landscape
- D. Enterprise strategy

Correct Answer: A

Section:

Explanation:

When tailoring a governance system for an enterprise operating in an environment with high compliance requirements, the most important factor to consider is the enterprise goals. Compliance requirements must align with the enterprise's strategic objectives and goals to ensure that governance practices are relevant and effective.

Enterprise goals drive the overall strategy and direction of the organization. When compliance requirements are high, it is essential that these requirements are integrated into the enterprise's strategic goals. This ensures that the governance system supports both the achievement of business objectives and the adherence to compliance mandates.

COBIT 2019 Framework

Reference:

COBIT 2019 Framework: Introduction and Methodology, Chapter 5: Describes the goals cascade and the importance of aligning governance and management objectives with enterprise goals.

COBIT 2019 Design Guide, Chapter 2: Emphasizes the need to consider enterprise goals when designing and implementing a governance system, especially in environments with stringent compliance requirements.

Aligning compliance requirements with enterprise goals ensures that the governance system is both effective in achieving business objectives and compliant with regulatory mandates.

QUESTION 31

Who is responsible for monitoring the achievement of the overall EGIT implementation program plan results, including the achievement of goals and realization of benefits?

- A. IT managers
- B. IT process owners
- C. Program steering committee
- D. ICIO



Correct Answer: C

Section:

Explanation:

The program steering committee is responsible for monitoring the achievement of the overall EGIT (Enterprise Governance of Information and Technology) implementation program plan results, including the achievement of goals and realization of benefits.

The program steering committee provides oversight and governance for the EGIT implementation program. This committee ensures that the program is aligned with strategic objectives, monitors progress, and ensures that the desired benefits are realized. They are accountable for the overall success of the implementation.

COBIT 2019 Framework

Reference:

COBIT 2019 Implementation Guide, Chapter 7: Details the roles and responsibilities of the program steering committee in overseeing the implementation of the governance system.

COBIT 2019 Design Guide, Chapter 4: Emphasizes the importance of having a steering committee to provide strategic direction and oversight for the implementation program.

By having the program steering committee monitor the achievement of the EGIT program plan, the enterprise ensures that there is accountability and alignment with business goals.

QUESTION 32

I&T-related issues, also called pain points:

- A. are restricted to internally generated issues.
- B. could be considered risks that have materialized.
- C. could be considered risks that have not yet materialized.
- D. are generally reported and tracked separately from risk management processes.

Correct Answer: B

Section:**Explanation:**

I&T-related issues, also called pain points, could be considered risks that have materialized. These issues represent current challenges and problems that the enterprise is facing, indicating that certain risks have already impacted the organization.

Reference in COBIT 2019 Design and Implementation:

COBIT 2019 Design Guide, Chapter 2: This chapter explains that I&T-related issues or pain points are current problems that the enterprise needs to address, indicating that these risks have already materialized.

COBIT 2019 Framework: Governance and Management Objectives, APO12 (Managed Risk): This objective emphasizes the importance of identifying and managing risks, including those that have already impacted the organization.

By recognizing that I&T-related issues are materialized risks, enterprises can focus on mitigating these issues and preventing future occurrences, ensuring better risk management and governance.

QUESTION 33

When assessing the current state of I&T, a continual improvement task includes:

- A. developing metrics to monitor I&T performance.
- B. identifying potential process improvements.
- C. identifying key enterprise and supporting alignment goals.
- D. raising executive awareness of IT and the value of EGIT.

Correct Answer: B

Section:**Explanation:**

When assessing the current state of I&T, a continual improvement task includes identifying potential process improvements. This task is essential for ensuring that IT processes remain efficient, effective, and aligned with business goals.

Reference in COBIT 2019 Design and Implementation:

COBIT 2019 Framework: Governance and Management Objectives, BAI10 (Managed Continuous Improvement): This objective focuses on the importance of continually assessing and improving IT processes to enhance performance and value delivery.

COBIT 2019 Implementation Guide, Chapter 5: This chapter discusses the need for continuous improvement initiatives, including the identification of potential process improvements to optimize IT performance.

By continually identifying and implementing process improvements, enterprises can ensure that their IT functions remain competitive and capable of supporting evolving business needs.

QUESTION 34

What is the FINAL step in governance system design?

- A. Define target capability levels for the most critical objectives.
- B. Review governance objectives that correspond to high compliance requirements.
- C. Reconcile inherent priority conflicts.
- D. Refine the scope of the governance system.

Correct Answer: C

Section:**Explanation:**

The final step in governance system design is to reconcile inherent priority conflicts. This ensures that all conflicting priorities among stakeholders are addressed and resolved to create a cohesive and aligned governance system.

The reconciliation of inherent priority conflicts is a critical final step to ensure that the designed governance system can effectively meet the needs and expectations of all stakeholders. This involves negotiating and balancing different priorities to ensure that the governance objectives are achievable and aligned with the enterprise's strategic goals.

COBIT 2019 Framework

Reference:

COBIT 2019 Design Guide, Chapter 5: Emphasizes the importance of addressing and reconciling priority conflicts to finalize the governance system design.

COBIT 2019 Implementation Guide, Chapter 7: Discusses the necessity of resolving conflicts and aligning objectives as part of the final steps in the governance system design process.

By reconciling priority conflicts, the enterprise ensures that the governance system is practical, balanced, and capable of delivering the desired outcomes.

QUESTION 35

Which of the following would a COBIT implementation expert consider as a COBIT design factor in tailoring enterprise strategy?

- A. Cost leadership
- B. Risk optimization
- C. Business transformation
- D. Value delivery

Correct Answer: A

Section:

Explanation:

In the context of COBIT 2019, design factors are essential for tailoring the governance system to the specific needs of an enterprise. These factors help shape the governance system to ensure it aligns with the enterprise's strategy, goals, and environment. When considering how to tailor the governance system to an enterprise strategy, a COBIT implementation expert would look at several design factors, one of which is cost leadership.

Detailed Explanation with

Reference:

Cost Leadership (Option A): Cost leadership is a strategic objective where an organization aims to become the lowest-cost producer in its industry. This strategy can be a significant design factor in tailoring a governance system, as it impacts decisions on IT investments, process efficiencies, and cost management. In COBIT 2019, aligning IT governance with a cost leadership strategy involves ensuring that IT initiatives support cost reduction and operational efficiency, thereby enabling the organization to achieve competitive pricing.

Risk Optimization (Option B): While risk optimization is an essential component of IT governance, it is more related to managing and balancing risk rather than a design factor specifically tailored to enterprise strategy.

Business Transformation (Option C): Business transformation refers to major changes in an organization's processes, systems, or structure. It is more of a broader business objective rather than a design factor used specifically in the context of tailoring the governance system to an enterprise strategy.

Value Delivery (Option D): Value delivery focuses on ensuring that IT delivers value to the business. It is a core principle of IT governance but is not typically categorized as a design factor for tailoring enterprise strategy in COBIT 2019.

Conclusion: The correct answer is A. Cost leadership. Cost leadership as a design factor directly influences how the governance system is tailored to support the enterprise strategy of achieving the lowest cost production. This alignment ensures that the governance system supports strategic goals focused on cost efficiency and competitive pricing.

ISACA. COBIT 2019 Design Guide: Designing an Information and Technology Governance Solution. ISACA.

ISACA. COBIT 2019 Framework: Governance and Management Objectives. ISACA.

QUESTION 36

Which of the following is the BEST approach when developing an EGIT implementation program plan?

- A. Process improvement objectives should not be changed or updated.
- B. Projects that are high-benefit and relatively easy to implement should be selected first.
- C. All projects should be given the same value and consideration for implementation.
- D. Unapproved projects should not be recorded or considered.

Correct Answer: B

Section:

Explanation:

When developing an EGIT (Enterprise Governance of IT) implementation program plan, the best approach is to select projects that are high-benefit and relatively easy to implement first. This approach, often referred to as 'low-hanging fruit,' helps build momentum, demonstrate value quickly, and secure buy-in from stakeholders for more complex initiatives.

Reference in COBIT 2019 Design and Implementation:

COBIT 2019 Implementation Guide, Chapter 5: This chapter outlines the importance of prioritizing projects that can deliver quick wins to maintain stakeholder support and demonstrate the value of the governance framework.

COBIT 2019 Framework: Governance and Management Objectives, BAI01 (Managed Programs): This objective discusses the prioritization of initiatives based on their potential benefits and implementation feasibility. By focusing on high-benefit, easy-to-implement projects, enterprises can create a solid foundation for more challenging initiatives and ensure continuous progress in their governance implementation efforts.

QUESTION 37

A CEO of a domestic enterprise plans to expand its operations globally. The CEO has selected enterprise goals using the COBIT goals cascade and has tasked the CIO with tailoring COBIT as required. After selecting the relevant

alignment goals, which of the following should be the CIOs NEXT priority?

- A. Management objectives
- B. Design factors
- C. Organizational structure
- D. Management activities

Correct Answer: B

Section:

Explanation:

In the COBIT 2019 framework, after selecting the relevant alignment goals, the CIO's next priority should be identifying and understanding the design factors. Design factors are crucial as they influence the tailoring of the governance system to align with the specific needs and context of the enterprise.

The COBIT 2019 Design Guide emphasizes that design factors impact the governance and management objectives and help in customizing the COBIT framework. The selection and analysis of design factors ensure that the governance system is practical and relevant to the enterprise's environment.

Design Factors in COBIT 2019 include:

Enterprise Strategy: Different strategies (e.g., growth, innovation, cost leadership) require different governance approaches.

Enterprise Goals: Aligning IT-related goals with overall enterprise goals.

Risk Profile: Understanding the risk appetite and tolerance.

I&T-Related Issues: Identifying issues specific to information and technology.

Threat Landscape: Assessing external and internal threats.

Compliance Requirements: Meeting legal, regulatory, and contractual obligations.

Role of IT: Determining IT's role in the enterprise (e.g., support, factory, turnaround, strategic).

Sourcing Model: Whether IT services are in-house, outsourced, or a combination.

IT Implementation Methods: Traditional, agile, or hybrid methods used in IT initiatives.

Technology Adoption Strategy: How quickly the enterprise adopts new technologies.

Enterprise Size: The size of the enterprise can affect governance and management practices.

The process of tailoring COBIT involves:

Analyzing Design Factors: Understanding and documenting the enterprise's design factors.

Designing the Tailored Governance System: Based on the analyzed design factors, select and customize the governance and management objectives.

COBIT 2019 Implementation Guide

Reference:

COBIT 2019 Framework: Introduction and Methodology, Chapter 4. This chapter provides an overview of the COBIT goals cascade and the importance of aligning enterprise goals with IT-related goals.

COBIT 2019 Design Guide, Chapter 2. This chapter describes design factors in detail and their role in tailoring the governance system.

COBIT 2019 Implementation Guide, Chapter 3. This chapter outlines the steps for implementing a tailored COBIT governance system, emphasizing the importance of understanding and leveraging design factors.

Thus, the CIO should prioritize understanding the design factors to ensure the tailored COBIT governance system aligns with the enterprise's specific context and requirements. This approach ensures the governance system is both effective and efficient, addressing the unique challenges and opportunities of the enterprise.

QUESTION 38

Which of the following components should be considered in addition to processes, policies and procedures when designing a governance system?

- A. Information items
- B. Knowledge flows
- C. Data flows
- D. Configuration items

Correct Answer: A

Section:

Explanation:

In COBIT 2019, information is seen as a key enabler because it underpins effective governance and management practices. Information items refer to the data and information that the organization needs to achieve its goals

and support decision-making processes. This includes various types of information such as financial data, operational data, compliance reports, and performance metrics.

The COBIT 2019 Framework identifies seven components of a governance system:

Processes: Structured sets of practices and activities to achieve specific objectives and produce a set of outputs in support of achieving overall IT-related goals.

Organizational Structures: Key decision-making entities in an enterprise.

Principles, Policies, and Frameworks: Established rules and guidelines.

Information: All information produced and used by the enterprise, crucial for governance.

Culture, Ethics, and Behavior: Encompasses the values of the enterprise and its employees.

People, Skills, and Competencies: Required for successful completion of all activities and decision-making.

Services, Infrastructure, and Applications: Enabling and supporting the enterprise through its use of technology.

Information items fall under the fourth component, 'Information,' which is necessary for effective governance. Information items ensure that:

Decision-makers have the relevant data to make informed decisions.

There is transparency and accountability in reporting.

The organization can monitor and measure performance against strategic objectives.

Compliance with regulatory and legal requirements is maintained.

COBIT 2019 Design and Implementation Guide

Reference:

COBIT 2019 Framework: Introduction and Methodology, Chapter 5: This chapter details the governance and management objectives and their components, highlighting the importance of information.

COBIT 2019 Design Guide, Chapter 2: This chapter provides a comprehensive overview of the components of a governance system, including information items.

COBIT 2019 Implementation Guide, Chapter 3: This chapter explains how to incorporate various governance system components, such as information items, into the tailored governance system design.

Considering information items is essential because they provide the necessary context and insights for effective governance. By ensuring that information is accurate, timely, and relevant, an organization can better align its IT governance with its overall business objectives, thereby enhancing decision-making, performance tracking, and compliance.

QUESTION 39

When is it MOST important for an enterprise to apply the full governance design workflow and carefully consider all design factors?

- A. When the enterprise requires a broad, holistic, and comprehensive view of its governance system
- B. When key stakeholders cannot agree on governance objectives, strategy, and priorities
- C. When the enterprise needs to focus on one key initiative requiring a major investment
- D. When the enterprise must meet complex regulatory requirements for which the enterprise is not currently in compliance

Correct Answer: A

Section:

Explanation:

Applying the full governance design workflow and carefully considering all design factors is most important when an enterprise requires a broad, holistic, and comprehensive view of its governance system. This scenario is where the entire spectrum of the governance framework needs to be analyzed and tailored to ensure it meets the enterprise's overall strategic goals and operational needs.

Reference in COBIT 2019 Design and Implementation:

COBIT 2019 Design Guide, Chapter 2: This chapter elaborates on how design factors influence the creation of a tailored governance system that is comprehensive and aligns with the enterprise's unique context.

COBIT 2019 Framework: Introduction and Methodology, Chapter 4: This chapter discusses the importance of a holistic approach in establishing governance and the necessity of considering all design factors to create a system that encompasses all aspects of enterprise IT and business objectives.

COBIT 2019 Implementation Guide, Chapter 3: This chapter provides steps for implementing a comprehensive governance system, emphasizing the importance of a full governance design workflow to achieve a thorough and effective governance structure.

By following the full governance design workflow, enterprises can ensure that their governance framework is not only comprehensive but also customized to address specific needs, thereby improving alignment, efficiency, and compliance across the organization.

QUESTION 40

Which function within the IT corporate structure is responsible for classifying information using an agreed-upon classification scheme for a new data collection system?

- A. Information security
- B. Information privacy

- C. .IT governance
- D. Enterprise architecture

Correct Answer: A

Section:

Explanation:

The function within the IT corporate structure responsible for classifying information using an agreed-upon classification scheme for a new data collection system is the Information Security function. Information security ensures that data is properly classified to protect it according to its sensitivity and criticality.

Reference in COBIT 2019 Design and Implementation:

COBIT 2019 Framework: Governance and Management Objectives, APO13 (Managed Security): This objective outlines the responsibilities of the information security function, which includes defining and implementing information classification schemes.

COBIT 2019 Implementation Guide, Chapter 3: This chapter details how information security policies and practices should be established, including the classification of information assets.

COBIT 2019 Framework: Deliver, Service and Support (DSS05, Managed Security Services): This objective highlights the role of information security in managing security services, including data classification and protection measures.

By classifying information, the information security function ensures that data is adequately protected against unauthorized access and breaches, adhering to compliance requirements and supporting the overall security posture of the enterprise.

QUESTION 41

What can management do to help ensure a planned IT initiative will meet future state objectives?

- A. Conduct stage gate reviews during implementation.
- B. Establish a return on investment (ROI)target.
- C. Monitor key risk indicators (KRIs).
- D. Define operational performance metrics.

Correct Answer: A

Section:

Explanation:

To ensure a planned IT initiative meets future state objectives, management should conduct stage gate reviews during implementation. Stage gate reviews are a critical part of project management and governance, ensuring that projects are on track, meeting their objectives, and adhering to the planned schedule and budget.

Stage gate reviews are formal checkpoints at various phases of a project where progress is assessed, and decisions are made about whether to proceed to the next stage. These reviews help to ensure that:

The project remains aligned with business objectives and stakeholder expectations.

Risks are identified and managed effectively.

Necessary adjustments are made based on the current project status and future state objectives.

COBIT 2019 emphasizes the importance of governance and management practices to ensure successful project outcomes. Stage gate reviews align with COBIT's governance objectives by providing oversight, ensuring alignment with business goals, and enabling course corrections when needed.

COBIT 2019 Framework

Reference:

COBIT 2019 Framework: Governance and Management Objectives, BAI01 Manage Programs and Projects: This objective highlights the importance of structured project management and governance practices, including stage gate reviews.

COBIT 2019 Design Guide: Emphasizes the need for effective monitoring and control mechanisms throughout the project lifecycle to ensure alignment with enterprise goals.

Conducting stage gate reviews is a proactive measure to ensure that IT initiatives stay on track and achieve their intended future state objectives, making it the best choice among the given options.

QUESTION 42

Which of the following is an example of a specific focus area to which COBIT could be customized?

- A. Information items
- B. Cybersecurity



- C. Capability levels
- D. Enterprise goals

Correct Answer: B

Section:

Explanation:

An example of a specific focus area to which COBIT could be customized is 'cybersecurity.' COBIT 2019 allows for customization to address specific governance and management needs, and cybersecurity is a critical area that often requires tailored governance practices.

COBIT 2019 includes the concept of focus areas, which are specific governance topics that require a tailored approach. Cybersecurity is a prime example of a focus area because it encompasses a range of activities and controls that need to be integrated into the overall governance framework.

Cybersecurity Focus Area in COBIT 2019:

Tailoring Governance Practices: COBIT 2019 can be adapted to address specific cybersecurity needs, ensuring that the enterprise has robust policies, processes, and controls in place to protect its information assets.

Aligning with Industry Standards: Customizing COBIT for cybersecurity helps align IT governance with industry standards such as ISO/IEC 27001, NIST Cybersecurity Framework, and others.

Risk Management: Focused cybersecurity governance ensures that risks are identified, assessed, and mitigated effectively.

Compliance: Helps ensure compliance with regulatory requirements related to cybersecurity, such as GDPR, CCPA, and others.

COBIT 2019 Framework

Reference:

COBIT 2019 Framework: Introduction and Methodology, Chapter 5: Discusses the concept of focus areas and how COBIT can be customized to address specific governance topics, including cybersecurity.

COBIT 2019 Design Guide, Chapter 4: Provides guidance on how to tailor COBIT to specific focus areas, ensuring relevant and effective governance practices.

Customizing COBIT to focus on cybersecurity ensures that the enterprise can address specific security challenges, align with best practices, and maintain robust governance over its cybersecurity initiatives, making it the best choice among the given options.

QUESTION 43

While tailoring design factors, which of the following roles of IT demonstrates the HIGHEST level of enterprise dependency on I&T?

- A. Turnaround
- B. Strategic
- C. Support
- D. Factory

Correct Answer: B

Section:

Explanation:

In COBIT 2019, the role of IT that demonstrates the highest level of enterprise dependency on Information and Technology (I&T) is Strategic. This role indicates that IT is not only integral to the business but is also a driver of innovation and strategic initiatives.

Reference in COBIT 2019 Design and Implementation:

COBIT 2019 Design Guide, Chapter 3: This chapter explains the various roles of IT within an enterprise. The strategic role is where IT is pivotal for business transformation, competitive advantage, and achieving strategic business goals.

COBIT 2019 Framework: Introduction and Methodology, Chapter 4: This chapter highlights the impact of the strategic role of IT on the governance system, emphasizing the high dependency on IT for achieving business objectives.

Enterprises with IT in a strategic role rely heavily on IT to drive business strategies, innovate, and gain a competitive edge, making it the highest level of dependency on I&T.

QUESTION 44

What is a PRIMARY responsibility of the program management office during the planning phase that defines the initial program concept business case?

- A. Identifying business priorities and business strategy dependent on IT
- B. Providing advice regarding controls and potential risks
- C. Identifying success factors and a way to monitor progress

D. Ensuring that both needs and business objectives are stated

Correct Answer: D

Section:

Explanation:

The primary responsibility of the program management office (PMO) during the planning phase that defines the initial program concept business case is ensuring that both needs and business objectives are stated. This responsibility ensures that the program aligns with the enterprise's strategic goals and addresses specific business needs.

Reference in COBIT 2019 Design and Implementation:

COBIT 2019 Framework: Governance and Management Objectives, BAI01 (Managed Programs): This objective emphasizes the role of the PMO in defining program requirements and business objectives during the planning phase.

COBIT 2019 Implementation Guide, Chapter 3: This chapter outlines the responsibilities of the PMO in program planning, which includes articulating business needs and objectives to ensure alignment and clarity.

By clearly stating needs and business objectives, the PMO sets a solid foundation for the program, facilitating alignment with strategic goals and effective resource allocation.

QUESTION 45

Which of the following is a KEY change enablement task that must be completed during the driver identification phase of an IT initiative?

- A. Identify the business and governance drivers.
- B. Define high-level improvement targets.
- C. Assign high-level roles and responsibilities.
- D. Establish urgency for the changes needed.

Correct Answer: A

Section:

Explanation:

A key change enablement task that must be completed during the driver identification phase of an IT initiative is to identify the business and governance drivers. Understanding these drivers is essential for aligning IT initiatives with the strategic objectives and governance needs of the enterprise.

Identifying business and governance drivers involves understanding the fundamental factors that influence the direction and priorities of IT initiatives. These drivers include strategic goals, regulatory requirements, market conditions, and internal organizational needs.

COBIT 2019 Framework

Reference:

COBIT 2019 Design Guide, Chapter 2: Highlights the importance of identifying business and governance drivers as part of the design factors that influence the governance system.

COBIT 2019 Implementation Guide, Chapter 4: Discusses the process of identifying and analyzing drivers to ensure that IT initiatives are aligned with enterprise goals.

By identifying these drivers, the enterprise can ensure that the IT initiative is aligned with its strategic and governance objectives, thereby facilitating successful change enablement.

QUESTION 46

Which of the following should be the role of IT management when executing an EGIT implementation program plan?

- A. Ensure the implementation includes the full scope of activities required.
- B. Provide guidance on risk and compliance issues identified during implementation.
- C. Monitor the implementation and provide direction when necessary.
- D. Take ownership for business participation in the implementation.

Correct Answer: C

Section:

Explanation:

The role of IT management when executing an EGIT implementation program plan should be to monitor the implementation and provide direction when necessary. This ensures that the program stays on track and aligns with the enterprise's strategic objectives.

IT management's role is to oversee the execution of the EGIT implementation program, ensuring that it adheres to the plan and meets the established objectives. This includes monitoring progress, addressing any issues that arise, and providing guidance to ensure successful implementation.

COBIT 2019 Framework

Reference:

COBIT 2019 Implementation Guide, Chapter 7: Details the responsibilities of IT management in monitoring and directing the implementation of the EGIT program.

COBIT 2019 Design Guide, Chapter 4: Emphasizes the need for active management involvement to guide and support the implementation process.

By monitoring the implementation and providing direction, IT management ensures that the program remains aligned with business goals and can adapt to any changes or challenges encountered during execution.

QUESTION 47

When tailoring a governance system using COBIT 2019 for a nonprofit enterprise seeking to improve IT service delivery, which of the following enterprise strategy design factors is MOST relevant?

- A. Cost
- B. Stability
- C. Innovation
- D. Growth

Correct Answer: A

Section:

Explanation:

When tailoring a governance system using COBIT 2019 for a nonprofit enterprise seeking to improve IT service delivery, the most relevant enterprise strategy design factor is cost. Nonprofit organizations typically operate with limited budgets, making cost management a critical consideration.

For nonprofit enterprises, managing costs effectively is crucial to ensure that resources are used efficiently and that IT service delivery improvements are sustainable. Focusing on cost as a design factor helps to prioritize initiatives that provide the most value for the least expenditure.

COBIT 2019 Framework

Reference:

COBIT 2019 Design Guide, Chapter 2: Discusses the importance of considering cost as a design factor, especially for organizations with limited financial resources.

COBIT 2019 Implementation Guide, Chapter 5: Provides guidance on optimizing costs while improving IT service delivery to ensure that governance objectives are met within budget constraints.

By focusing on cost, the nonprofit enterprise can tailor its governance system to achieve better IT service delivery while staying within financial limits, ensuring the efficient use of available resources.