**Certification: COBIT 2019**
**Certification Full Name: Control Objectives for Information and Related Technologies 2019**

**Exam A**

**QUESTION 1**
Which of the following describes a specific governance topic, domain or issue that can be addressed by a collection of governance and management objectives and their components?

A. Design factor

B. Focus area

C. Enablers

**Correct Answer: B**
**Section:**
**Explanation:**
A focus area describes a specific governance topic, domain or issue that can be addressed by a collection of governance and management objectives and their components. A focus area provides guidance on how to apply COBIT to a specific business driver or pain point, such as digital transformation, cybersecurity, privacy, or business continuity. A focus area can also provide guidance on how to align COBIT with other standards, frameworks or regulations. A focus area is based on the COBIT 2019 Design Guide3, page 19.Reference:3: COBIT 2019 Design Guide | Digital | English

**QUESTION 2**
Which of the following alignment goals is MOST likely to be associated with the metric 'percent of I&T services with defined operational costs and expected benefits?

A. Quality of technology-related financial information

B. Delivery of I&T services in line with business requirements

C. Agility to turn business requirements into operational solutions

**Correct Answer: B**
**Section:**
**Explanation:**
The alignment goal titled ''Delivery of IT services in line with business requirements'' is most likely to be associated with the metric ''percent of IT services with defined operational costs and expected benefits''. This metric measures the extent to which IT services are aligned with business needs and expectations, and deliver value for money. The alignment goal is one of the 17 enterprise goals defined in COBIT 2019, which describe the outcomes that an enterprise wants to achieve from its use of information and technology.The alignment goal is based on the COBIT 2019 Framework4, page 36.Reference:4: COBIT 2019 Framework | Digital | English

**QUESTION 3**
The alignment goal titled 'Knowledge, expertise and initiatives for business innovation' is aligned to which IT balanced scorecard (BSC) dimension?

A. Learning and Growth

B. Customer

C. Internal

**Correct Answer: A**
**Section:**
**Explanation:**
The alignment goal titled ''Knowledge, expertise and initiatives for business innovation'' is aligned to the Learning and Growth dimension of the IT balanced scorecard (BSC). The IT BSC is a tool that translates the IT-related goals into a set of performance indicators that can be measured and monitored. The Learning and Growth dimension focuses on the capabilities and skills of the IT staff, as well as the culture and climate that foster innovation and learning.The alignment goal is based on the COBIT 2019 Framework5, page 38.Reference:5: COBIT 2019 Framework | Digital | English

**QUESTION 4**

Which of the following is the PRIMARY objective of implementing the process of managed innovation?

A. Avoiding technological obsolescence

B. Enhancing brand reputation

C. Improving customer experience

**Correct Answer: C**
**Section:**
**Explanation:**
The primary objective of implementing the process of managed innovation is to improve customer experience by identifying and realizing new opportunities for business value creation from information and technology. This process involves scanning the external environment for emerging trends and technologies, engaging with stakeholders to understand their needs and expectations, evaluating and prioritizing innovative ideas, and executing and monitoring innovation initiatives.The process is based on the COBIT 2019 Design Guide1, page 75.Reference:1: COBIT 2019 Design Guide | Digital | English

**QUESTION 5**
Which of the following components is important to update in a COBIT RACI chart to align with the enterprise's context, priorities and preferred terminology?

A. Enterprise process practices and activities

B. Enterprise roles and organizational structures

C. Enterprise procedures and job descriptions

**Correct Answer: B**
**Section:**
**Explanation:**
The enterprise roles and organizational structures component is important to update in a COBIT RACI chart to align with the enterprise's context, priorities and preferred terminology. A RACI chart is a tool that assigns different levels of responsibility, accountability, consultation, and information to roles and organizational structures for each governance and management objective. A RACI chart consists of four components: enterprise roles and organizational structures, governance and management objectives, enterprise process practices and activities, and RACI assignments.The enterprise roles and organizational structures component should be updated to reflect the specific roles and structures that exist in the enterprise, as well as their names and descriptions.13Reference:COBIT 2019 Framework: Introduction and Methodology,COBIT 2019 Framework: Roles, Responsibilities & RACI Charts

**QUESTION 6**
Within an organizational structure chart (RACI chart), which role drives a given task or process?

A. Responsible (R) role

B. Accountable (A) role

C. Informed (I) role

**Correct Answer: B**
**Section:**
**Explanation:**
The accountable (A) role drives a given task or process within an organizational structure chart (RACI chart). A RACI chart is a tool that assigns different levels of responsibility, accountability, consultation, and information to roles and organizational structures for each governance and management objective. The accountable (A) role means being answerable for the outcome or result of a task or process. There should be only one accountable role for each task or process, as having more than one can lead to confusion or conflict.The accountable role drives a given task or process by ensuring that it is performed effectively and efficiently, by providing direction and guidance, by resolving issues or conflicts, by approving changes or exceptions, etc.13Reference:COBIT 2019 Framework: Introduction and Methodology,COBIT 2019 Framework: Roles, Responsibilities & RACI Charts

**QUESTION 7**
Which of the following comprises the ''information flow'' component of a governance system?

A. People, skills and competencies

B. Assignment of responsibility and accountability roles

C. Process practices that include inputs and outputs

**Correct Answer: C**
**Section:**
**Explanation:**
The process practices that include inputs and outputs comprise the information flow component of a governance system. A governance system is a set of components that provide direction, oversight, evaluation, monitoring, assurance, etc., for an enterprise's information and technology. A governance system consists of seven components: governance components (such as structures, processes, principles, policies, etc.), governance enablers (such as people, skills, culture, information, services, etc.), governance outcomes (such as value creation, risk optimization, resource optimization, etc.), information flow (the exchange of information among components), culture (the shared values, beliefs, norms, and attitudes), ethical behavior (the conduct that conforms to moral principles), stakeholder needs (the requirements or expectations of internal or external stakeholders).The information flow component comprises the process practices that include inputs and outputs that enable the exchange of information among components.14Reference:COBIT 2019 Framework: Introduction and Methodology,COBIT 2019 Framework: Governance System

**QUESTION 8**
Which of the following COBIT components includes a list of artifacts with links to relevant governance and management practices?

A. Information flow and items

B. Organizational structures

C. Policies and procedures

**Correct Answer: A**
**Section:**
**Explanation:**
The information flow and items component of COBIT includes a list of artifacts with links to relevant governance and management practices. An artifact is a tangible or intangible object that is produced, modified, or used by a process or activity. An artifact can be a document, a report, a record, a plan, a policy, a procedure, a service, a product, etc.The information flow and items component of COBIT provides a comprehensive list of artifacts that are relevant for each governance and management objective, as well as links to the practices that produce, modify, or use them.12Reference:COBIT 2019 Framework: Introduction and Methodology,COBIT 2019 Framework: Governance System

**QUESTION 9**
Which governance component identifies the human resource needs that must be met to achieve governance and management objectives?

A. Culture, ethics and behavior

B. People, skills and competencies

C. Information flow and items

**Correct Answer: B**
**Section:**
**Explanation:**
The people, skills and competencies component of governance identifies the human resource needs that must be met to achieve governance and management objectives. People are the individuals or groups who perform or are accountable for the governance activities and tasks. Skills and competencies are the abilities and knowledge that people need to perform their roles and responsibilities.The people, skills and competencies component of governance defines the required roles and organizational structures for each governance and management objective, as well as the skills and competencies that are needed for each role.13Reference:COBIT 2019 Framework: Introduction and Methodology,COBIT 2019 Framework: Roles, Responsibilities & RACI Charts

**QUESTION 10**
Which of the following COBIT organizational structure roles fulfills the practice and creates the intended outcome?

A. Accountable (A)

B. Responsible (R)

C. Consulted (C)

**Correct Answer: B**
**Section:**
**Explanation:**
The responsible role fulfills the practice and creates the intended outcome within an organizational structure chart (RACI chart). A RACI chart is a tool that assigns different levels of responsibility, accountability, consultation, and information to roles and organizational structures for each governance and management objective. The responsible role means performing or overseeing a task or process. There can be more than one responsible role for each task or process, but they must be coordinated by the accountable role.The responsible role fulfills the practice and creates the intended outcome by executing or supervising the process activities.13Reference:COBIT 2019 Framework: Introduction and Methodology,COBIT 2019 Framework: Roles, Responsibilities & RACI Charts

**QUESTION 11**
Which enterprise role ensures the board is kept informed of major decisions related to value delivery of I&T deployment in accordance with the enterprise strategy?

A. Chief information officer

B. Executive committee

C. Chief executive officer

**Correct Answer: A**
**Section:**
**Explanation:**
The chief information officer (CIO) ensures the board is kept informed of major decisions related to value delivery of I&T deployment in accordance with the enterprise strategy. The CIO is the senior executive responsible for leading, directing, and managing the information and technology function of the enterprise. The CIO has a strategic role in aligning I&T with business requirements, ensuring I&T performance, managing I&T risks, fostering innovation, etc.The CIO ensures the board is kept informed of major decisions related to value delivery of I&T deployment by providing regular reports, updates, feedback, recommendations, etc., as well as by participating in board meetings or committees.1Reference:COBIT 2019 Framework: Introduction and Methodology, [COBIT 2019 Framework: Roles, Responsibilities & RACI Charts]

**QUESTION 12**
Which of the following is the MOST essential attribute of the highest process capability level (Level 5)?

A. Pursuit of continuous improvement

B. Full achievement of the process's purpose

C. Quantitative performance measures

**Correct Answer: A**
**Section:**
**Explanation:**
The pursuit of continuous improvement is the most essential attribute of the highest process capability level (Level 5). A process capability level is a measure of how well a process or activity is performed in terms of effectiveness, efficiency, completeness, reliability, etc. A process capability level can range from 0 (incomplete) to 5 (optimizing). Level 5 (optimizing) means that the process continuously improves its performance through both incremental and innovative improvements.The pursuit of continuous improvement is the most essential attribute of Level 5, as it implies that the process is constantly monitored, evaluated, learned from, and enhanced.14Reference:CMMI for Development, Version 1.3,CMMI Institute - Capability Maturity Model Integration

**QUESTION 13**
The level achieved when all processes of a focus area achieve a particular capability level is referred to as:

A. the rating level.

B. the maturity level.

C. the performance level.

**Correct Answer: B**

**Section:**

**Explanation:**

The level achieved when all processes of a focus area achieve a particular capability level is referred to as the maturity level. A focus area is a topic or issue that can be addressed by governance objectives, such as digital transformation, cybersecurity, privacy, etc. A focus area consists of a set of processes that are relevant and applicable for the topic or issue. a capability level is a measure of how well a process or activity is performed in terms of effectiveness, efficiency, completeness, reliability, etc. A capability level can range from 0 (incomplete) to 5 (optimizing). A maturity level is the level achieved when all processes of a focus area achieve a particular capability level.A maturity level can range from 0 (non-existent) to 5 (optimized).12Reference:COBIT 2019 Framework: Introduction and Methodology,COBIT 2019 Framework: Governance System

**QUESTION 14**

When assessing organizational structures, it is MOST helpful when subcriteria for each criterion are defined and linked to:

A. job descriptions.

B. capability levels.

C. performance metrics.

**Correct Answer: B**

**Section:**

**Explanation:**

When assessing organizational structures, it is most helpful when subcriteria for each criterion are defined and linked to capability levels. Organizational structures are the arrangements of roles and responsibilities that enable the enterprise to achieve its objectives. Organizational structures can be assessed using six criteria: clarity, comprehensiveness, integration, alignment, authority, and accountability. Each criterion can be further divided into subcriteria that describe the specific aspects or attributes of the criterion. Capability levels are the measures of how well a process or activity is performed in terms of effectiveness, efficiency, completeness, reliability, etc. Capability levels can range from 0 (incomplete) to 5 (optimizing).Defining and linking subcriteria to capability levels helps to evaluate the current and desired state of organizational structures, as well as to identify gaps and improvement opportunities.123Reference:COBIT 2019 Framework: Introduction and Methodology,COBIT 2019 Design Guide: Designing an Information and Technology Governance Solution,COBIT 2019 Framework: Roles, Responsibilities & RACI Charts

**QUESTION 15**

The design factor associated with a highly regulated enterprise is likely to attribute MORE importance to which of the following?

A. Managed strategy and operations

B. Documented work products and policies

C. Understanding of the business by IT professionals

**Correct Answer: B**

**Section:**

**Explanation:**

The design factor associated with a highly regulated enterprise is likely to attribute more importance to documented work products and policies. A design factor is a characteristic or aspect of an enterprise that influences the design and implementation of a governance system. They include factors such as enterprise size, industry sector, risk profile, regulatory environment, sourcing model, etc. A highly regulated enterprise is one that operates in an industry or market that is subject to strict laws, rules, standards, or guidelines that affect its business processes, products, services, etc.A highly regulated enterprise would need to ensure compliance with these requirements by documenting its work products and policies, as well as by providing evidence of their implementation and effectiveness.12Reference:COBIT 2019 Framework: Introduction and Methodology,COBIT 2019 Design Guide: Designing an Information and Technology Governance Solution

**QUESTION 16**

Which of the following is a CRITICAL requirement when the IT function is strategic and crucial to the success of the business?

A. Documented IT policies and procedures

B. High involvement of IT-related roles in organizational structures

C. Highly capable security-related processes and ensured risk optimization

**Correct Answer: B**

**Section:**
**Explanation:**
The high involvement of IT-related roles in organizational structures is a critical requirement when the IT function is strategic and crucial to the success of the business. The IT function is the part of the enterprise that is responsible for planning, delivering, operating, and supporting information and technology services. The IT function can have different levels of strategic importance for the business, depending on the nature, scope, and objectives of the enterprise. When the IT function is strategic and crucial to the success of the business, it means that information and technology are essential for creating value, achieving competitive advantage, enabling innovation, etc.In this case, it is critical to have high involvement of IT-related roles in organizational structures, such as having IT representation at the board level, having clear IT leadership roles and responsibilities, having effective IT governance committees or forums, etc.13Reference:COBIT 2019 Framework: Introduction and Methodology,COBIT 2019 Framework: Roles, Responsibilities & RACI Charts

**QUESTION 17**
Which of the following enterprise risk management concepts is MOST important to fully understand prior to finalizing the design of an IT governance system?

A. The enterprise's risk tolerance

B. The enterprise's risk profile

C. The enterprise's risk appetite

**Correct Answer: B**
**Section:**
**Explanation:**
The enterprise's risk profile is the most important enterprise risk management concept to fully understand prior to finalizing the design of an IT governance system. Enterprise risk management is the process of identifying, analyzing, evaluating, treating, monitoring, and communicating risks that affect the achievement of enterprise objectives. Enterprise risk management concepts include risk appetite (the amount and type of risk that an enterprise is willing to accept), risk tolerance (the acceptable variation in outcomes related to specific performance measures), risk profile (the overall exposure or level of risk that an enterprise faces), etc.The enterprise's risk profile is the most important concept to fully understand prior to finalizing the design of an IT governance system because it helps to determine the appropriate level of risk optimization for each governance objective.14Reference:COBIT 2019 Framework: Introduction and Methodology,COBIT 2019 Framework: Governance System

**QUESTION 18**
Which of the following is the FINAL action before completing the design of an IT governance system?

A. Resolving inherent priority conflicts

B. Determining a sourcing model

C. Selecting an implementation method

**Correct Answer: C**
**Section:**
**Explanation:**
Selecting an implementation method is the final action before completing the design of an IT governance system. An IT governance system is a set of components that provide direction, oversight, evaluation, monitoring, assurance, etc., for an enterprise's information and technology. The design of an IT governance system involves several steps or actions that help to customize and tailor the system to the specific needs and context of the enterprise. These steps or actions include defining design factors, defining focus areas, defining current state, defining target state, identifying gaps and improvement opportunities, defining roadmap and priorities, etc.Selecting an implementation method is the final action before completing the design of an IT governance system because it helps to determine how the system will be put into practice, what resources and activities are needed, what challenges and risks are expected, etc.12Reference:COBIT 2019 Framework: Introduction and Methodology,COBIT 2019 Design Guide: Designing an Information and Technology Governance Solution

**QUESTION 19**
An enterprise that specializes in software development is designing a new IT governance system as part of a transition from traditional waterfall to a more agile approach. Which step in the design phase would this transition impact the MOST?

A. Compliance requirements

B. Implementation method

C. Sourcing model

**Correct Answer: B**
**Section:**
**Explanation:**
The transition from traditional waterfall to a more agile approach would impact the implementation method step in the design phase the most. The implementation method is the approach or strategy that is used to put the IT governance system into practice. The design phase is the stage in the IT governance life cycle that involves customizing and tailoring the IT governance system to the specific needs and context of the enterprise.The transition from traditional waterfall to a more agile approach would affect the implementation method step in the design phase because it would require a different way of planning, executing, monitoring, and controlling the IT governance system, as well as a different set of skills, tools, techniques, and practices.12Reference:COBIT 2019 Framework: Introduction and Methodology,COBIT 2019 Design Guide: Designing an Information and Technology Governance Solution

**QUESTION 20**
Which element of a business case BEST enables senior leadership to assess the future success of the IT governance program?

A. Quantified benefits
B. Qualitative perspective
C. Investment justification

**Correct Answer: C**
**Section:**
**Explanation:**
The investment justification element of a business case best enables senior leadership to assess the future success of the IT governance program. A business case is a document that provides the rationale and evidence for initiating, continuing, or terminating a project or program. A business case typically consists of several elements, such as problem statement, objectives, scope, benefits, costs, risks, assumptions, etc. The investment justification element of a business case describes how the project or program aligns with the enterprise strategy and objectives, how it supports the value creation process, how it compares with alternative options, and how it provides a positive return on investment (ROI).The investment justification element enables senior leadership to assess the future success of the IT governance program by showing how it contributes to the enterprise goals and delivers value to the stakeholders.12Reference:COBIT 2019 Framework: Introduction and Methodology,COBIT 2019 Implementation Guide: Implementing an Information and Technology Governance Solution

**QUESTION 21**
An enterprise's business line managers have voiced concerns because the cost of governance-required improvements is perceived as too expensive. How can the IT governance team BEST address this concern?

A. Improve the communication of business benefits.
B. Involve business line managers in the improvement planning process.
C. Share the return on investment (ROI) analysis.

**Correct Answer: C**
**Section:**
**Explanation:**
Sharing the return on investment (ROI) analysis is the best way to address the concern of business line managers who perceive the cost of governance-required improvements as too expensive. ROI is a financial metric that measures the profitability or efficiency of an investment by comparing its benefits and costs. ROI analysis is a process of calculating and presenting the ROI of a project or program, as well as its assumptions, risks, and uncertainties.Sharing the ROI analysis with business line managers can help to address their concern by showing them how the governance-required improvements will generate value for the enterprise in terms of increased revenue, reduced costs, enhanced performance, improved quality, etc., as well as how they will outweigh their initial and ongoing costs.12Reference:COBIT 2019 Framework: Introduction and Methodology,COBIT 2019 Implementation Guide: Implementing an Information and Technology Governance Solution

**QUESTION 22**
Once IT governance is implemented, what is the NEXT phase in the life cycle of governance?

A. Measuring objectives
B. Initiating improvements
C. Updating the program

**Correct Answer: A**
**Section:**
**Explanation:**
Measuring objectives is the next phase in the life cycle of governance after IT governance is implemented. The life cycle of governance is a continuous process that involves designing, implementing, evaluating, and improving the IT governance system. Measuring objectives is the phase that involves assessing and monitoring the performance and outcomes of the IT governance system against predefined metrics and targets.Measuring objectives is the next phase after IT governance is implemented because it helps to determine whether the IT governance system is effective, efficient, and aligned with the enterprise goals.13Reference:COBIT 2019 Framework: Introduction and Methodology,COBIT 2019 Implementation Guide: Implementing an Information and Technology Governance Solution

**QUESTION 23**
One year after IT governance is implemented, what KEY question should be asked and evaluated?

A. Has the enterprise leveraged lessons learned?

B. Has the enterprise reduced its risk exposure?

C. Has the enterprise achieved expected benefits?

**Correct Answer: C**
**Section:**
**Explanation:**
The key question that should be asked and evaluated one year after IT governance is implemented is whether the enterprise has achieved expected benefits. Benefits are the positive outcomes or value that are derived from a project or program. Benefits can be tangible (such as increased revenue, reduced costs, improved efficiency, etc.) or intangible (such as enhanced reputation, customer satisfaction, employee engagement, etc.). Benefits realization is the process of planning, managing, measuring, and reporting the benefits that are delivered by a project or program.Asking and evaluating whether the enterprise has achieved expected benefits one year after IT governance is implemented is important because it helps to determine whether the IT governance system is effective in creating value for the enterprise and its stakeholders.12Reference:COBIT 2019 Framework: Introduction and Methodology,COBIT 2019 Implementation Guide: Implementing an Information and Technology Governance Solution

**QUESTION 24**
In the implementation model, when is IT governance implementation risk BEST managed?

A. Throughout the life cycle

B. During the planning phase

C. Just prior to operationalization

**Correct Answer: A**
**Section:**
**Explanation:**
IT governance implementation risk is best managed throughout the life cycle of the implementation. IT governance implementation risk is the possibility of negative consequences or outcomes that may arise from the design, execution, evaluation, or improvement of the IT governance system. The life cycle of IT governance implementation is a continuous process that involves four phases: what are the drivers, where are we now, where do we want to be, and how do we get there.IT governance implementation risk should be managed throughout the life cycle by identifying, analyzing, evaluating, treating, monitoring, and communicating the risks that may affect the success of the implementation.12Reference:COBIT 2019 Framework: Introduction and Methodology,COBIT 2019 Implementation Guide: Implementing an Information and Technology Governance Solution

**QUESTION 25**
What would be the PRIMARY reason for management to conduct a process capability assessment?

A. To better understand the current state as compared to the target

B. To better understand the cost of implementing the improved process

C. To better understand the current level of risk versus future risk

**Correct Answer: A**
**Section:**

**Explanation:**

The primary reason for management to conduct a process capability assessment is to better understand the current state as compared to the target state. A process capability assessment is a method of measuring and evaluating how well a process or activity is performed in terms of effectiveness, efficiency, completeness, reliability, etc. A process capability assessment can be done using different models or frameworks, such as CMMI or ISO/IEC 15504. A process capability assessment helps management to better understand the current state of a process by identifying its strengths, weaknesses, gaps, and improvement opportunities. A process capability assessment also helps management to compare the current state with the target state, which is the desired level of performance or outcome for a process.13Reference:COBIT 2019 Framework: Introduction and Methodology,COBIT Process Assessment Model (PAM): Using COBIT 5

**QUESTION 26**

Which of the following is ESSENTIAL to help ensure that a project's benefits are identified and continually monitored?

A. A well-developed business case

B. Earned value management reporting

C. Stage gate reviews by a governance team

**Correct Answer: A**
**Section:**
**Explanation:**

A well-developed business case is essential to help ensure that a project's benefits are identified and continually monitored. A business case is a document that provides the rationale and evidence for initiating, continuing, or terminating a project or program. A business case typically consists of several elements, such as problem statement, objectives, scope, benefits, costs, risks, assumptions, etc. A well-developed business case helps to ensure that a project's benefits are identified and continually monitored by defining the expected outcomes or value that will be delivered by the project, as well as the metrics and indicators that will be used to measure and track them.12Reference:COBIT 2019 Framework: Introduction and Methodology,COBIT 2019 Implementation Guide: Implementing an Information and Technology Governance Solution

**QUESTION 27**

Which of the following is a PRIMARY objective of reviewing the effectiveness of a new IT governance system that has been operational for 6 months?

A. Obtaining executive management support for IT governance

B. Identifying further governance requirements

C. Evaluating business performance reports

**Correct Answer: B**
**Section:**
**Explanation:**

The primary objective of reviewing the effectiveness of a new IT governance system that has been operational for 6 months is to identify further governance requirements. An IT governance system is a set of components that provide direction, oversight, evaluation, monitoring, assurance, etc., for an enterprise's information and technology. The effectiveness of an IT governance system can be reviewed using different methods or tools, such as audits, assessments, surveys, feedbacks, etc. The primary objective of reviewing the effectiveness of a new IT governance system that has been operational for 6 months is to identify further governance requirements that may arise from changes in the internal or external environment, stakeholder needs, business objectives, etc.12Reference:COBIT 2019 Framework: Introduction and Methodology,COBIT 2019 Implementation Guide: Implementing an Information and Technology Governance Solution

**QUESTION 28**

Which of the following MUST be done before an enterprise can determine performance measures for a process improvement initiative?

A. Perform a process risk assessment

B. Calculate return on investment (ROI)

C. Conduct a capabilities assessment

**Correct Answer: C**
**Section:**
**Explanation:**

Conducting a capabilities assessment must be done before an enterprise can determine performance measures for a process improvement initiative. A capabilities assessment is a method of measuring and evaluating how well a process or activity is performed in terms of effectiveness, efficiency, completeness, reliability, etc. A capabilities assessment can be done using different models or frameworks, such as CMMI or ISO/IEC 15504. A capabilities assessment helps an enterprise to determine performance measures for a process improvement initiative by providing a baseline or benchmark for the current state of a process, as well as identifying its strengths, weaknesses, gaps, and improvement opportunities.13Reference:COBIT 2019 Framework: Introduction and Methodology,COBIT Process Assessment Model (PAM): Using COBIT 5

**QUESTION 29**
While value delivery focuses on the creation of value, risk management focuses on which of the following?

A.  Achievement of value

B.  Preservation of value

C.  Optimization of value

**Correct Answer: B**
**Section:**
**Explanation:**
Risk management focuses on the preservation of value, while value delivery focuses on the creation of value. Value is the benefit that an enterprise derives from using information and technology. Value can be measured in terms of effectiveness, efficiency, quality, innovation, etc. Value delivery is the process of ensuring that information and technology investments and services contribute to the achievement of enterprise goals and objectives. Value delivery focuses on the creation of value by aligning I&T with business requirements, optimizing costs and resources, enhancing performance and outcomes, etc. Risk management is the process of identifying, analyzing, evaluating, treating, monitoring, and communicating risks that affect the achievement of enterprise objectives.Risk management focuses on the preservation of value by ensuring that risks are within acceptable levels, that opportunities are exploited, that uncertainties are reduced, etc.12Reference:COBIT 2019 Framework: Introduction and Methodology,COBIT 2019 Framework: Governance System

**QUESTION 30**
Enterprise governance of information and technology (EGIT) is an integral part of:

A.  risk governance.

B.  financial governance.

C.  corporate governance.

**Correct Answer: C**
**Section:**
**Explanation:**
Enterprise governance of information and technology (EGIT) is an integral part of corporate governance. Corporate governance is the system by which an enterprise is directed and controlled by its board, management, shareholders, and other stakeholders. Corporate governance aims to ensure that the enterprise achieves its goals and objectives, creates value for its stakeholders, complies with laws and regulations, operates ethically and responsibly, etc. EGIT is the subset of corporate governance that deals specifically with information and technology.EGIT aims to ensure that information and technology support the enterprise strategy and objectives, create value for the enterprise and its stakeholders, optimize risks and resources, etc.13Reference:COBIT 2019 Framework: Introduction and Methodology,COBIT 2019 Framework: Governance System

**QUESTION 31**
The COBIT framework is designed to meet the I&T goals for which of the following?

A.  Board and executive management only

B.  IT department only

C.  Entire enterprise

**Correct Answer: C**
**Section:**
**Explanation:**
The COBIT framework is designed to meet the I&T goals for the entire enterprise. The COBIT framework is a comprehensive governance and management framework for information and technology that helps enterprises to achieve their goals and create value. The COBIT framework consists of four core publications: COBIT 2019 Framework: Introduction and Methodology; COBIT 2019 Framework: Governance System; COBIT 2019 Framework:

Governance and Management Objectives; COBIT 2019 Design Guide: Designing an Information and Technology Governance Solution.The COBIT framework is designed to meet the I&T goals for the entire enterprise by providing a holistic approach that covers all aspects of I&T governance and management, as well as by enabling customization and tailoring to suit different contexts, needs, priorities, etc.14Reference:COBIT 2019 Framework: Introduction and Methodology,COBIT 2019 Framework: Governance System

**QUESTION 32**
Which of the following benefits derived from the use of COBIT is PRIMARILY associated with an internal stakeholder?

A.  COBIT provides insight on how to derive value from the use of I&T.

B.  COBIT helps to ensure that a third-party vendor's operations are secure.

C.  COBIT helps to ensure that a governance system is in place to sustain regulatory compliance.

**Correct Answer: A**
**Section:**
**Explanation:**
The benefit derived from the use of COBIT that provides insight on how to derive value from the use of I&T is primarily associated with an internal stakeholder. An internal stakeholder is a person or group within an enterprise that has an interest or concern in its activities or outcomes. Examples of internal stakeholders are board members, executives, managers, employees, etc.An internal stakeholder would benefit from using COBIT by gaining insight on how to derive value from the use of I&T because it would help them to align I&T with business requirements, optimize costs and resources, enhance performance and outcomes, etc.15Reference:COBIT 2019 Framework: Introduction and Methodology,COBIT 2019 Framework: Stakeholder Needs

**QUESTION 33**
To gain the GREATEST benefit from the COBIT framework, a stakeholder should have a certain level of experience and a thorough understanding of:

A.  the regulatory compliance function.

B.  the entire enterprise.

C.  the IT function.

**Correct Answer: B**
**Section:**
**Explanation:**
To gain the greatest benefit from the COBIT framework, a stakeholder should have a certain level of experience and a thorough understanding of the entire enterprise. A stakeholder is a person or group that has an interest or concern in an enterprise's activities or outcomes. Examples of stakeholders are board members, executives, managers, employees, customers, suppliers, regulators, etc. To gain the greatest benefit from the COBIT framework, a stakeholder should have a certain level of experience in I&T governance or management practices, as well as a thorough understanding of the entire enterprise's vision, mission, values, goals, objectives, strategies, processes, culture, etc.This would help them to apply the COBIT framework effectively and efficiently to their specific context and needs.1Reference:COBIT 2019 Framework: Introduction and Methodology, [COBIT 2019 Framework: Stakeholder Needs]

**QUESTION 34**
Which of the following is the PRIMARY purpose of implementing an enterprise governance of information and technology (EGIT) system?

A.  To document I&T business objectives and processes

B.  To deliver stakeholder value from I&T-enabled investments

C.  To comply with I&T regulatory requirements

**Correct Answer: B**
**Section:**
**Explanation:**
The primary purpose of implementing an enterprise governance of information and technology (EGIT) system is to deliver stakeholder value from I&T-enabled investments. An EGIT system is a set of components that provide direction, oversight, evaluation, monitoring, assurance, etc., for an enterprise's information and technology. An I&T-enabled investment is any initiative or project that involves the use of information and technology to create value for the enterprise. A stakeholder is a person or group that has an interest or concern in an enterprise's activities or outcomes.The primary purpose of implementing an EGIT system is to deliver stakeholder value from

I&T-enabled investments by ensuring that they align with the enterprise strategy and objectives, optimize risks and resources, achieve expected benefits and outcomes, etc.12Reference:COBIT 2019 Framework: Introduction and Methodology,COBIT 2019 Framework: Governance System

**QUESTION 35**
Which of the following BEST enables a governance system to achieve governance and management objectives?

A. The governance system includes many components that work together in a holistic way.
B. The governance system primarily addresses the culture and behavior of the individuals involved in the system.
C. The governance system focuses specifically on organizational structures for decision making.

**Correct Answer: A**
**Section:**
**Explanation:**
The fact that the governance system includes many components that work together in a holistic way best enables a governance system to achieve governance and management objectives. A governance system is a set of components that provide direction, oversight, evaluation, monitoring, assurance, etc., for an enterprise's information and technology. A governance objective is a desired outcome of the governance system for information and technology. A management objective is a desired outcome of the management processes for information and technology.The fact that the governance system includes many components that work together in a holistic way best enables a governance system to achieve governance and management objectives by providing a comprehensive and integrated approach that covers all aspects of information and technology governance and management, as well as by enabling customization and tailoring to suit different contexts, needs, priorities, etc.12Reference:COBIT 2019 Framework: Introduction and Methodology,COBIT 2019 Framework: Governance System

**QUESTION 36**
Which of the following is an important principle of a proper governance framework?

A. The governance framework should be rigorous and focus exclusively on prioritized existing issues.
B. The governance framework should be based on a single relevant standard, framework or regulation.
C. The governance framework should allow for flexibility in addressing new issues.

**Correct Answer: C**
**Section:**
**Explanation:**
The principle that the governance framework should allow for flexibility in addressing new issues is an important principle of a proper governance framework. A governance framework is a conceptual model or structure that defines the key elements, relationships, and principles of a governance system. A proper governance framework should follow certain principles or guidelines that ensure its effectiveness, efficiency, and alignment with the enterprise goals and objectives.The principle that the governance framework should allow for flexibility in addressing new issues is an important principle of a proper governance framework because it helps to ensure that the governance system can adapt to changes in the internal or external environment, stakeholder needs, business objectives, etc.13Reference:COBIT 2019 Framework: Introduction and Methodology,COBIT 2019 Design Guide: Designing an Information and Technology Governance Solution

**QUESTION 37**
How does the flexibility of COBIT design factors benefit an enterprise?

A. It allows users to define and build the enterprise IT strategy from the framework.
B. It allows users to tailor the framework to align with specific enterprise needs.
C. It allows users to modify existing focus areas while ensuring new ones cannot be added.

**Correct Answer: B**
**Section:**
**Explanation:**
The flexibility of COBIT design factors benefits an enterprise by allowing users to tailor the framework to align with specific enterprise needs. COBIT is a comprehensive governance and management framework for information and technology that helps enterprises to achieve their goals and create value. COBIT design factors are characteristics or aspects of an enterprise that influence the design and implementation of a governance

system. They include factors such as enterprise size, industry sector, risk profile, regulatory environment, sourcing model, etc.The flexibility of COBIT design factors benefits an enterprise by allowing users to tailor the framework to align with specific enterprise needs by providing guidance on how to customize and adapt the COBIT components (such as processes, practices, goals, metrics, etc.) based on the design factors.14Reference:COBIT 2019 Framework: Introduction and Methodology,COBIT 2019 Design Guide: Designing an Information and Technology Governance Solution

**QUESTION 38**
Which of the following COBIT 2019 publications includes a workflow for planning a tailored governance system for the enterprise?

A. COBIT 2019 Implementation Guide: Implementing and Optimizing an Information and Technology Governance Solution
B. COBIT 2019 Framework: Governance and Management Objectives
C. COBIT 2019 Design Guide: Designing an Information and Technology Governance Solution

**Correct Answer: C**
**Section:**
**Explanation:**
The COBIT 2019 publication that includes a workflow for planning a tailored governance system for the enterprise is COBIT 2019 Design Guide: Designing an Information and Technology Governance Solution. This publication provides guidance on how to design a customized governance system for information and technology using COBIT as a reference framework.It includes a workflow for planning a tailored governance system for the enterprise that consists of seven steps: define design factors; define focus areas; define current state; define target state; identify gaps; define roadmap; select implementation method.14Reference:COBIT 2019 Framework: Introduction and Methodology,COBIT 2019 Design Guide: Designing an Information and Technology Governance Solution

**QUESTION 39**
A governance or management objective always relates to:

A. a group of related processes.
B. a single related component.
C. a single process.

**Correct Answer: C**
**Section:**
**Explanation:**
A governance or management objective always relates to a single process. A governance or management objective is a desired outcome or result of a governance or management activity for information and technology. A process is a set of interrelated or interacting activities that transform inputs into outputs. A process can be described by its purpose, goals, practices, activities, inputs, outputs, roles, metrics, etc.A governance or management objective always relates to a single process by defining its purpose and goals, as well as providing guidance on how to perform it effectively and efficiently.12Reference:COBIT 2019 Framework: Introduction and Methodology,COBIT 2019 Framework: Governance and Management Objectives

**QUESTION 40**
Which of the following components of the governance system are the KEY decision-making entities in an enterprise?

A. Organizational structures
B. People, skills and competencies
C. Principles, policies and frameworks

**Correct Answer: A**
**Section:**
**Explanation:**
The organizational structures component of the governance system are the key decision-making entities in an enterprise. Organizational structures are the arrangements of roles and responsibilities that enable the enterprise to achieve its objectives. Organizational structures can be formal or informal, hierarchical or flat, centralized or decentralized, etc. Organizational structures can include entities such as board, executive management, committees, forums, teams, units, etc.The organizational structures component of the governance system are the key decision-making entities in an enterprise by providing authority, accountability, direction, oversight, evaluation, etc., for information and technology.13Reference:COBIT 2019 Framework: Introduction and Methodology,COBIT 2019 Framework: Roles, Responsibilities & RACI Charts

**QUESTION 41**
Which of the following components of a governance system translates desired behavior into practical guidance?

A. Culture, ethics and behavior

B. Principles, policies and frameworks

C. People, skills and competencies

**Correct Answer: B**
**Section:**
**Explanation:**
The principles, policies and frameworks component of a governance system translates desired behavior into practical guidance. Principles are the fundamental norms or rules that guide decision-making and actions. Policies are the statements of intent or direction that define what is expected or required. Frameworks are the conceptual models or structures that define the key elements, relationships, and principles of a system. The principles, policies and frameworks component of a governance system translates desired behavior into practical guidance by providing a consistent and coherent basis for information and technology governance and management.14Reference:COBIT 2019 Framework: Introduction and Methodology,COBIT 2019 Framework: Governance System

**QUESTION 42**
Which of the following is an example of a focus area within COBIT?

A. Robotic process automation

B. Internet of Things

C. Digital transformation

**Correct Answer: C**
**Section:**
**Explanation:**
A focus area within COBIT is a topic that is relevant to governance and management of enterprise information and technology, and that requires additional guidance to address specific challenges or priorities.Digital transformation is one of the focus areas that COBIT provides guidance on, as it involves the use of technology to create new or modify existing business processes, culture, and customer experiences to meet changing business and market requirements1, p.23.Reference:1: COBIT 2019 Framework: Introduction and Methodology

**QUESTION 43**
Which of the following is an IT implementation method design factor that focuses on software building, deployment and operations?

A. Traditional

B. Agile

C. DevOps

**Correct Answer: C**
**Section:**
**Explanation:**
An IT implementation method design factor is a characteristic that influences how an enterprise implements IT solutions and services.DevOps is an IT implementation method that focuses on software building, deployment and operations, by integrating development and operations teams to improve collaboration and productivity1, p.31.Reference:1: COBIT 2019 Framework: Introduction and Methodology

**QUESTION 44**
Which 'Role of IT' design factor is viewed as a driver for business process and service innovation?

A. Turnaround

B. Strategic

C. Support

**Correct Answer: A**
**Section:**
**Explanation:**
The role of IT design factor describes how IT supports the enterprise strategy and objectives.Turnaround is a role of IT that is viewed as a driver for business process and service innovation, by enabling new ways of doing business, creating new sources of revenue, and enhancing customer satisfaction1, p.29.Reference:1: COBIT 2019 Framework: Introduction and Methodology

**QUESTION 45**
Which of the following is an enterprise goal that would MOST likely be evaluated by using a metric 'percent of services that meet or exceed targets in revenues and market share'?

A. Optimization of business process costs
B. Customer-oriented service culture
C. Portfolio of competitive services

**Correct Answer: C**
**Section:**
**Explanation:**
An enterprise goal is a high-level statement of what the enterprise wants to achieve, aligned with the mission, vision and values of the enterprise.Portfolio of competitive services is an enterprise goal that would most likely be evaluated by using a metric ''percent of services that meet or exceed targets in revenues and market share'', as it reflects the need to offer products and services that are attractive to customers and differentiate the enterprise from its competitors2, p.17.Reference:2: COBIT 2019 Framework: Governance and Management Objectives

**QUESTION 46**
The alignment goal titled 'Enabling and supporting business processes by integrating applications and technology' is aligned to which IT balanced scorecard (BSC) dimension?

A. Financial
B. Internal
C. Customer

**Correct Answer: B**
**Section:**
**Explanation:**
The IT balanced scorecard (BSC) is a tool that helps to measure and communicate the achievement of IT goals in relation to enterprise goals, using four dimensions: financial, customer, internal, and learning and growth.The alignment goal titled ''Enabling and supporting business processes by integrating applications and technology'' is aligned to the internal dimension of the IT BSC, as it relates to the efficiency and effectiveness of IT processes that support business processes2, p.20.Reference:2: COBIT 2019 Framework: Governance and Management Objectives

**QUESTION 47**
The alignment goal titled 'Security of information, processing infrastructure and privacy' is part of which IT balanced scorecard (BSC) dimension?

A. Internal
B. Learning and growth
C. Customer

**Correct Answer: A**
**Section:**
**Explanation:**
The alignment goal titled ''Security of information, processing infrastructure and privacy'' is part of the internal dimension of the IT BSC, as it relates to the protection of IT assets and information from unauthorized access, use, disclosure, modification, or destruction2, p.20.Reference:2: COBIT 2019 Framework: Governance and Management Objectives

**QUESTION 48**

Which of the following is a PRIMARY benefit associated with the management objective 'managed strategy'?

A. Desired value is delivered through a roadmap of incremental changes.
B. Effective communication channels are established across all levels of management.
C. Service delivery is facilitated by adopting the latest technology innovations.

**Correct Answer: A**
**Section:**
**Explanation:**
The management objective ''managed strategy'' belongs to the governance domain ''align, plan and organize (APO)'', which covers the use of information and technology in achieving enterprise objectives.A primary benefit associated with this management objective is that desired value is delivered through a roadmap of incremental changes, which ensures that IT initiatives are aligned with enterprise strategy, prioritized based on value creation, and monitored for performance2, p.25.Reference:2: COBIT 2019 Framework: Governance and Management Objectives

**QUESTION 49**
The Goals Cascade model illustrates that each governance or management objective supports the achievement of alignment goals that are related to:

A. individual business unit goals.
B. IT-specific goals.
C. larger enterprise goals.

**Correct Answer: C**
**Section:**
**Explanation:**
The Goals Cascade model illustrates how enterprise goals cascade to alignment goals and then to governance and management objectives. Each governance or management objective supports the achievement of one or more alignment goals that are related to larger enterprise goals.The alignment goals are derived from the balanced scorecard (BSC) dimensions of financial, customer, internal, and learning and growth1, p.16.Reference:1: COBIT 2019 Framework: Governance and Management Objectives

**QUESTION 50**
Which of the following criteria must be met for a process to meet a higher capability level?

A. All activities of that level are successfully performed.
B. Capability is demonstrated on the most relevant process activities.
C. An identified subset of the activities of that level can be executed effectively.

**Correct Answer: A**
**Section:**
**Explanation:**
A process can meet a higher capability level if all activities of that level are successfully performed, in addition to the activities of lower levels.The capability levels range from 0 (incomplete) to 5 (optimizing), and each level has a set of generic attributes that describe the expected performance of the process activities2, p.30.Reference:2: COBIT 2019 Framework: Introduction and Methodology

**QUESTION 51**
Which of the following could be used to map documentation for governance and management practices?

A. Policies and standards used within the enterprise
B. Relevant inputs and outputs with source and destination
C. Process activities with detailed procedures

**Correct Answer: C**

**Section:**
**Explanation:**
COBIT 2019 highlights the importance of detailed documentation of process activities to support governance and management practices. By mapping these activities, organizations can clearly understand how procedures align with governance objectives and regulatory requirements. Detailed process mapping aids in ensuring consistent performance, compliance, and alignment with enterprise goals, specifically within the framework's governance system components.

**QUESTION 52**
Who is responsible for the oversight of structures and mechanisms that drive enterprise governance of information and technology (EGIT)?

A. The board
B. Individual business units
C. External regulators

**Correct Answer: A**
**Section:**
**Explanation:**
The responsibility for overseeing EGIT structures lies with the board, according to COBIT 2019. The board ensures that the enterprise's IT governance aligns with strategic objectives, monitors compliance, and oversees risk management. This aligns with the Evaluate, Direct, and Monitor (EDM) domain, which assigns the board the role of setting direction, making high-level decisions, and assessing IT governance effectiveness to align with overall enterprise strategy.

**QUESTION 53**
Time-to-market is a metric that is directly related to which of the following enterprise goals?

A. Managed digital transformation programs
B. Optimization of internal business process functionality
C. Portfolio of competitive products and services

**Correct Answer: C**
**Section:**
**Explanation:**
In COBIT 2019, 'Time-to-market' is closely associated with the enterprise goal of maintaining a portfolio of competitive products and services. This metric reflects the enterprise's ability to deliver new offerings to the market efficiently, which is essential for competitive advantage. The COBIT goals cascade links time-to-market to this objective, emphasizing the importance of quick responsiveness to market demands as part of enterprise strategy.

**QUESTION 54**
Which of the following is a common characteristic of process capability levels 2 to 5?

A. The process's performance is monitored.
B. The process's purpose is achieved.
C. The process's description is well defined.

**Correct Answer: C**
**Section:**
**Explanation:**
According to the COBIT 2019 Process Assessment Model, a common characteristic of process capability levels 2 to 5 is that the process's description is well-defined. This means that the process has a clear purpose, scope, inputs, outputs, activities, roles, responsibilities, interfaces, controls, measures, practices and procedures that are documented and maintained.A well-defined process enables consistent execution and improvement across the enterprise.2, p.16Reference:2: COBIT 2019 Process Assessment Model: Using COBIT 2019

**QUESTION 55**

Which of the following performance measures is used to assess a specific focus area?

A. Maturity level

B. Key goal indicator

C. Process capability rating

**Correct Answer: A**
**Section:**
**Explanation:**
According to the COBIT 2019 Framework: Introduction and Methodology, a maturity level is a performance measure that is used to assess a specific focus area. A focus area is a topic that is relevant for governance and management of enterprise information and technology (I&T), such as cybersecurity, privacy or digital transformation. A maturity level indicates the extent to which a focus area is implemented and integrated in the enterprise's governance system.There are six maturity levels defined in COBIT 2019, ranging from 0 (incomplete) to 5 (optimized).3, p.77-78Reference:3: COBIT 2019 Framework: Introduction and Methodology

**QUESTION 56**

Which of the following is considered good practice with regard to performance management of organizational structures?

A. Decision rights of the organizational structure are situation-dependent to facilitate escalation processes.

B. The organizational structure is informally established to enable agile change management.

C. Organizational meeting reports/minutes are available and meaningful to ensure transparency.

**Correct Answer: C**
**Section:**
**Explanation:**
According to the COBIT 2019 Framework: Governance and Management Objectives, one of the good practices with regard to performance management of organizational structures is to ensure that organizational meeting reports/minutes are available and meaningful to ensure transparency. This means that the outcomes and decisions of the meetings are documented and communicated to relevant stakeholders in a timely manner, and that they provide sufficient information to support accountability and learning.Transparency is one of the key principles of effective governance of enterprise I&T.4, p.32-33Reference:4: COBIT 2019 Framework: Governance and Management Objectives

**QUESTION 57**

When refining the scope of a new IT governance system during the design phase, which of the following is the MOST significant driver to be considered?

A. The size of the enterprise

B. National or international locations

C. Cloud versus on-premises services

**Correct Answer: C**
**Section:**
**Explanation:**
According to the COBIT 2019 Implementation Guide: Implementing an Information and Technology Governance Solution, one of the most significant drivers to be considered when refining the scope of a new IT governance system during the design phase is cloud versus on-premises services. This driver reflects the different delivery models of I&T services, such as software as a service (SaaS), platform as a service (PaaS), infrastructure as a service (IaaS) or on-premises solutions.The choice of delivery model has implications for governance objectives, roles, responsibilities, policies, processes, controls, risks and performance measures.5, p.40-41Reference:5: COBIT 2019 Implementation Guide: Implementing an Information and Technology Governance Solution

**QUESTION 58**

Before designing an enterprise IT governance system, an organization should FIRST review and understand:

A. the enterprise's risk profile.

B. the enterprise's strategy.

C. current IT-related issues.

**Correct Answer: B**
**Section:**
**Explanation:**
According to the COBIT 2019 Design Guide, before designing an enterprise IT governance system, an organization should first review and understand the enterprise's strategy. The enterprise's strategy defines the vision, mission, goals and objectives of the organization, and provides the direction and context for IT governance.The enterprise's strategy also identifies the key stakeholders, their needs and expectations, and the value proposition of IT to the business.1, p.16-17Reference:1: COBIT 2019 Design Guide: Designing an Information and Technology Governance Solution

**QUESTION 59**
When designing an IT governance system, the NEXT step after considering the enterprise's strategic business objectives is to assess:

A. the enterprise's risk profile.

B. the IT implementation method.

C. the role of IT within the enterprise.

**Correct Answer: A**
**Section:**
**Explanation:**
According to the COBIT 2019 Design Guide, when designing an IT governance system, the next step after considering the enterprise's strategic business objectives is to assess the enterprise's risk profile. The enterprise's risk profile reflects the level of risk exposure and appetite that the organization is willing to accept in pursuit of its objectives.The risk profile also influences the selection of governance objectives, components and practices that are appropriate for managing IT-related risks.1, p.18-19Reference:1: COBIT 2019 Design Guide: Designing an Information and Technology Governance Solution

**QUESTION 60**
What is the BEST way for senior leadership to communicate its expectations for IT governance prior to commencing a governance implementation plan?

A. Include a scope statement in the business case.

B. Add key performance indicators (KPIs) to a balanced scorecard.

C. Generate an IT governance policy.

**Correct Answer: A**
**Section:**
**Explanation:**
According to the COBIT 2019 Implementation Guide, the best way for senior leadership to communicate its expectations for IT governance prior to commencing a governance implementation plan is to include a scope statement in the business case. The scope statement defines the boundaries and objectives of the IT governance system, as well as the roles and responsibilities of the stakeholders involved.The scope statement also provides clarity and alignment on what is expected from IT governance and how it will support the enterprise strategy.2, p.25-26Reference:2: COBIT 2019 Implementation Guide: Implementing an Information and Technology Governance Solution

**QUESTION 61**
Which of the following is IMPERATIVE to the successful implementation of IT governance?

A. IT governance identifies benchmarking standards.

B. IT governance includes identification of business risk.

C. IT governance is sponsored by executives.

**Correct Answer: C**
**Section:**

**Explanation:**
According to the COBIT 2019 Framework: Introduction and Methodology, one of the imperative factors to the successful implementation of IT governance is that IT governance is sponsored by executives. Executive sponsorship ensures that IT governance has sufficient authority, resources and support from the top management of the organization.Executive sponsorship also demonstrates commitment and leadership for IT governance, and fosters a culture of accountability and collaboration among stakeholders.3, p.33-34Reference:3: COBIT 2019 Framework: Introduction and Methodology

**QUESTION 62**
Which of the following MUST be done before an enterprise can determine performance measures for a process improvement initiative?

A. Conduct a capabilities assessment.

B. Calculate return on investment (ROI).

C. Perform a process risk assessment.

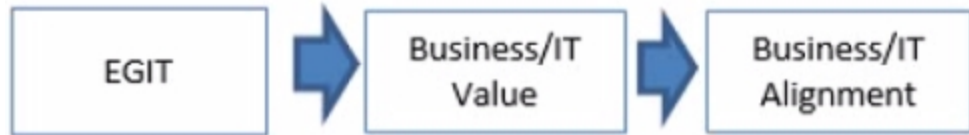**Correct Answer: C**
**Section:**
**Explanation:**
According to the COBIT 2019 Process Assessment Model, one of the prerequisites for determining performance measures for a process improvement initiative is to perform a process risk assessment. A process risk assessment identifies and evaluates the potential threats and opportunities that may affect the achievement of process objectives.A process risk assessment also helps to prioritize improvement actions based on their impact and likelihood.4, p.11-12Reference:4: COBIT 2019 Process Assessment Model: Using COBIT 2019
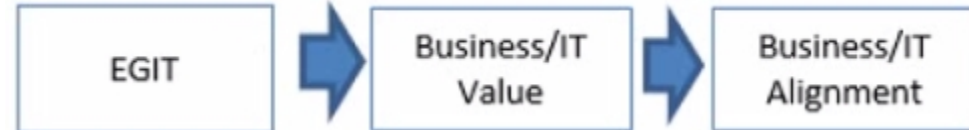
**QUESTION 63**
Which of the following figures BEST illustrates the context of an enterprise governance of information and technology (EGIT) system?
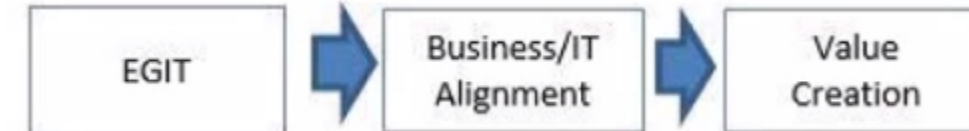A)



B)



C)



D)



A. Option A

B. Option B

C. Option C

D. Option D

**Correct Answer: C**

**Explanation:**
The figure in option C best illustrates the context of an enterprise governance of information and technology (EGIT) system because it shows how the EGIT system is influenced by the enterprise's internal and external environment, and how it influences the enterprise's governance system and IT-related goals. The figure also shows the four EGIT domains: Evaluate, Direct and Monitor (EDM), Align, Plan and Organize (APO), Build, Acquire and Implement (BAI), and Deliver, Service and Support (DSS).The figure is based on the COBIT 2019 Framework1, page 23.Reference:1: COBIT 2019 Framework | Digital | English

**QUESTION 64**
Which of the following BEST describes the objectives of the Evaluate, Direct and Monitor (EDM) domain?

A. Assessing strategic options and guiding senior management on the options chosen
B. Addressing the overall organization, strategy and supporting activities for IT
C. Addressing the operational delivery and support of l&T services, including security

**Correct Answer: A**
**Section:**
**Explanation:**
The objectives of the Evaluate, Direct and Monitor (EDM) domain are best described by assessing strategic options and guiding senior management on the options chosen. This domain covers the governance activities related to setting direction, monitoring performance, ensuring compliance, and providing feedback to stakeholders. The domain consists of five governance objectives: EDM01 Ensure Governance Framework Setting and Maintenance, EDM02 Ensure Benefits Delivery, EDM03 Ensure Risk Optimization, EDM04 Ensure Resource Optimization, and EDM05 Ensure Stakeholder Transparency.The domain is based on the COBIT 2019 Framework2, page 30.Reference:2: COBIT 2019 Framework | Digital | English

**QUESTION 65**
Which of the following is MOST critical to ensuring the objective of managed availability and capacity?

A. Identification of single points of failure
B. Allocation of budgets for business continuity
C. Future prediction of l&T resource requirements

**Correct Answer: C**
**Section:**
**Explanation:**
The most critical factor to ensuring the objective of managed availability and capacity is to predict future IT resource requirements based on current and projected business needs, service levels, and performance targets. This factor enables the enterprise to plan, provision, and optimize IT resources in a timely and cost-effective manner, while ensuring that IT services are delivered with sufficient availability and capacity to meet business demands.The factor is based on the COBIT 2019 Design Guide2, page 77.Reference:2: COBIT 2019 Design Guide | Digital | English

**QUESTION 66**
Which of the following is an enterprise goal according to COBIT?

A. Managed IT-related risks
B. IT compliance with internal policies
C. Business service continuity and availability

**Correct Answer: C**
**Section:**
**Explanation:**
Business service continuity and availability is one of the 17 enterprise goals defined in COBIT 2019, which describe the outcomes that an enterprise wants to achieve from its use of information and technology. This goal relates to ensuring that critical business processes and information are available at a level acceptable to the enterprise in the event of a disruption or disaster, and that recovery plans are in place to restore normal operations as soon as possible.The goal is based on the COBIT 2019 Framework3, page 36.Reference:3: COBIT 2019 Framework | Digital | English

**QUESTION 67**
Which of the following is determined at each level of a capability maturity model?

A. Who is responsible for ensuring all activities at a given level are performed successfully
B. How well a process is implemented and performing at a given level
C. Which internal policies are relevant to a process at a given level

**Correct Answer: B**
**Section:**
**Explanation:**
A capability maturity model is a tool that assesses how well a process is implemented and performing at a given level, ranging from 0 (non-existent) to 5 (optimized). Each level defines a set of attributes that describe the characteristics of the process at that level, such as process performance, process documentation, process control, process measurement, etc.The model is based on the COBIT 2019 Process Assessment Model4, page 11.Reference:4: COBIT 2019 Process Assessment Model | Digital | English

**QUESTION 68**
When tailoring the COBIT organizational structure, which of the following is the PRIMARY purpose for aligning role descriptions to the enterprise's business context, organization and operating environment?

A. Assigning levels of accountability and responsibility
B. Developing hierarchy and reporting structure
C. Preparing key goal areas and metrics for each role

**Correct Answer: A**
**Section:**
**Explanation:**
The primary purpose for aligning role descriptions to the enterprise's business context, organization and operating environment when tailoring the COBIT organizational structure is to assign levels of accountability and responsibility for governance and management activities. This purpose helps to ensure that roles are clearly defined, communicated, understood, and accepted by all stakeholders, and that there are no gaps or overlaps in roles.The purpose is based on the COBIT 2019 Implementation Guide5, page 45.Reference:5: COBIT 2019 Implementation Guide | Digital | English

**QUESTION 69**
Which of the following is the role or structure formed by a group of stakeholders and experts accountable for guiding IT-related matters and decisions?

A. Executive committee
B. Architecture board
C. IT governance board

**Correct Answer: A**
**Section:**
**Explanation:**
The role or structure formed by a group of stakeholders and experts accountable for guiding IT-related matters and decisions is the executive committee. This committee is responsible for setting the direction, policies, and objectives for IT governance and management, as well as overseeing the performance, risk, and compliance of IT. The committee is composed of senior executives from both business and IT functions, and may also include external advisors or experts.The committee is based on the COBIT 2019 Implementation Guide1, page 43.Reference:1: COBIT 2019 Implementation Guide | Digital | English

**QUESTION 70**
When tailoring the COBIT organization structure to organizational context and priorities, which of the following should be done NEXT after mapping organizational structures with specific responsibility or accountability?

A. Adapt the COBIT roles and organizational structures.
B. Revise the organizational hierarchy with job descriptions.
C. Add two levels of involvement for consulted and informed.

**Correct Answer: C**
Section:
**Explanation:**
When tailoring the COBIT organization structure to organizational context and priorities, the next step after mapping organizational structures with specific responsibility or accountability is to add two levels of involvement for consulted and informed. This step helps to identify the stakeholders who need to be involved in the decision-making process, either by providing input or feedback (consulted), or by being notified of the outcomes or actions (informed).This step is based on the COBIT 2019 Implementation Guide2, page 46.Reference:2: COBIT 2019 Implementation Guide | Digital | English

**QUESTION 71**
Which of the following management objectives would be given HIGHER priority in an enterprise's governance system when the enterprise is very risk-averse?

A. Managed operations

B. Managed security

C. Managed portfolio

**Correct Answer: C**
Section:
**Explanation:**
The management objective that would be given higher priority in an enterprise's governance system when the enterprise is very risk-averse is managed portfolio. This objective relates to ensuring that IT-enabled investments are aligned with the enterprise's risk appetite and tolerance levels, and that they deliver optimal value and benefits. This objective also involves managing the portfolio of IT-enabled investments throughout their life cycle, from initiation to retirement.The objective is based on the COBIT 2019 Design Guide3, page 71.Reference:3: COBIT 2019 Design Guide | Digital | English

**QUESTION 72**
An enterprise is not having success implementing IT governance because key staff are not participating in planning meetings. What is the MOST likely underlying cause?

A. Lack of consequences for not attending

B. Failure to utilize program management principles

C. Lack of senior leadership commitment

**Correct Answer: C**
Section:
**Explanation:**
The most likely underlying cause for an enterprise not having success implementing IT governance because key staff are not participating in planning meetings is lack of senior leadership commitment. Senior leadership commitment is essential for ensuring that IT governance is aligned with the enterprise's vision, mission, values, and goals, and that it receives adequate resources, support, and oversight. Without senior leadership commitment, IT governance may face resistance, confusion, or indifference from key stakeholders, resulting in poor implementation outcomes.The cause is based on the COBIT 2019 Implementation Guide4, page 25.Reference:4: COBIT 2019 Implementation Guide | Digital | English

**QUESTION 73**
What IT governance implementation approach should be utilized in order to achieve maximum enterprise benefits?

A. Separating business and IT-related activities during implementation

B. Including improvement initiatives in implementation

C. Treating implementation as a program

**Correct Answer: C**
Section:
**Explanation:**
The IT governance implementation approach that should be utilized in order to achieve maximum enterprise benefits is treating implementation as a program. A program is a coordinated set of projects and activities that are designed to achieve a specific set of objectives within a defined scope, time frame, and budget. Treating implementation as a program helps to ensure that IT governance is planned, executed, monitored, controlled, and

evaluated in a systematic and consistent manner, following best practices and standards.The approach is based on the COBIT 2019 Implementation Guide5, page 29.Reference:5: COBIT 2019 Implementation Guide | Digital | English

**QUESTION 74**
What is the BEST way to determine whether IT governance is achieving intended outcomes one year after implementation?

A. Evaluate performance measurements identified in the business case
B. Survey the satisfaction level of key business stakeholders.
C. Review change drivers to determine whether corresponding changes were successful.

**Correct Answer: A**
**Section:**
**Explanation:**
The best way to determine whether IT governance is achieving intended outcomes one year after implementation is to evaluate performance measurements identified in the business case. The business case is a document that defines the objectives, benefits, costs, risks, and success factors of IT governance implementation, and specifies the key performance indicators (KPIs) and target values that will be used to measure and monitor the outcomes. By comparing the actual performance results with the expected results, the enterprise can assess the effectiveness and efficiency of IT governance and identify any gaps or issues that need to be addressed.The way is based on the COBIT 2019 Implementation Guide1, page 32.Reference:1: COBIT 2019 Implementation Guide | Digital | English

**QUESTION 75**
Which of the following should be scheduled for completion FIRST when prioritizing improvement initiatives?

A. Initiatives that are the least expensive in order to lower risk due to failure
B. Initiatives that are easiest to achieve and will garner business benefits
C. Initiatives with the lowest cost regardless of expected business value

**Correct Answer: B**
**Section:**
**Explanation:**
The initiatives that should be scheduled for completion first when prioritizing improvement initiatives are the ones that are easiest to achieve and will garner business benefits. This approach helps to create quick wins and demonstrate value to the stakeholders, as well as to build momentum and confidence for further improvement efforts. The initiatives should also be aligned with the enterprise's strategic objectives, risk appetite, and resource constraints.The approach is based on the COBIT 2019 Implementation Guide2, page 37.Reference:2: COBIT 2019 Implementation Guide | Digital | English

**QUESTION 76**
IT governance has been operating for three years and is satisfactorily achieving desired outcomes. What would be the PRIMARY purpose of reexamining the IT strategic plan?

A. To lower service delivery costs
B. To identify newly emerging risks
C. To assess improvement opportunities

**Correct Answer: C**
**Section:**
**Explanation:**
The primary purpose of reexamining the IT strategic plan after IT governance has been operating for three years and is satisfactorily achieving desired outcomes is to assess improvement opportunities. The IT strategic plan is a document that defines the vision, mission, goals, objectives, strategies, and tactics for IT governance and management, as well as the alignment with the enterprise's business strategy. By reexamining the plan periodically, the enterprise can identify any changes in the internal or external environment that may affect IT governance, as well as any areas for enhancement or optimization.The purpose is based on the COBIT 2019 Implementation Guide3, page 26.Reference:3: COBIT 2019 Implementation Guide | Digital | English

**QUESTION 77**

DevOps is an example of which of the following?

A. A process and service

B. A design factor and hybrid method

C. A component variant and focus area

**Correct Answer: B**
**Section:**
**Explanation:**
In COBIT 2019, DevOps is classified as a design factor and a hybrid method. Design factors influence the tailoring of a governance system. As a hybrid method, DevOps combines development and operations practices, emphasizing continuous delivery and integration. This concept aligns with COBIT's adaptable framework, which accommodates various focus areas and methodologies to enhance agility and responsiveness in IT processes.

**QUESTION 78**
When is the BEST time to acquire or develop solutions for implementing process improvement projects defined by the EGIT implementation program plan?

A. When denning potential implementation problems and opportunities

B. When executing the EGIT implementation program plan

C. When developing the EGIT implementation program plan

D. When defining the EGIT Implementation Road map

**Correct Answer: C**
**Section:**
**Explanation:**
The EGIT implementation program plan is a document that describes the rationale, objectives, scope, approach, benefits, costs, risks, and timeline of the EGIT implementation program. The EGIT implementation program plan provides the basis for obtaining approval, funding, resources, and support for the program from the stakeholders. The best time to acquire or develop solutions for implementing process improvement projects defined by the EGIT implementation program plan is when developing the EGIT implementation program plan. This means that before finalizing and submitting the EGIT implementation program plan for approval, the enterprise should identify or create the solutions that will enable it to achieve its process improvement goals and objectives. These solutions could include tools, methods, frameworks, standards, guidelines, best practices, etc., that will help to design and implement the desired processes in accordance with stakeholder requirements and expectations.By acquiring or developing solutions during the development of the EGIT implementation program plan, the enterprise can ensure that the solutions are aligned with the program scope and approach, that they are realistic and achievable within the program budget and timeline, that they are integrated with other program components such as change management and communication plans, and that they are approved by relevant stakeholders before execution5Reference:5: COBIT 2019 Implementation Guide: page 39-40 : COBIT 2019 Implementation Guide: page 49-50