

# Exam Questions CGEIT

ISACA CGEIT Certification Practice Test

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#### NEW QUESTION 1

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

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

**Answer: C**

#### NEW QUESTION 2

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

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

**Answer: B**

#### NEW QUESTION 3

From a governance perspective, which of the following roles is MOST important for an enterprise to keep in-house?

- A. Information auditor
- B. Information architect
- C. Information steward
- D. Information analyst

**Answer: A**

#### NEW QUESTION 4

An enterprise-wide strategic plan has been approved by the board of directors. Which of the following would BEST support the planning of IT investments required for the enterprise?

- A. Service-oriented architecture
- B. Enterprise architecture (EA)
- C. Contingency planning
- D. Enterprise balanced scorecard

**Answer: B**

#### NEW QUESTION 5

Which of the following roles should approve major IT purchases to help prevent conflicts of interest?

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

**Answer: A**

#### NEW QUESTION 6

Which of the following is the BEST justification for a procurement manager to agree to purchase IT equipment from a specific vendor during a sales promotion?

- A. The IT benefit surpasses the business benefit from the purchase.
- B. The equipment adds value to the enterprise.
- C. The business profit surpasses the IT cost for the equipment.
- D. The product is offered at the lowest price.

**Answer: C**

#### NEW QUESTION 7

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

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

**Answer: A**

#### NEW QUESTION 8

An enterprise considers implementing a system that uses a technology that is not in line with its IT strategy. The business case indicates significant benefit to the enterprise. Which of the following is the BEST way to manage this situation within an IT governance framework?

- A. Update the IT strategy to align with the new technology.
- B. Initiate an operational change request.
- C. Reject based on non-alignment.
- D. Address as part of an architecture exception process.

**Answer:** B

#### NEW QUESTION 9

Which of the following would be the BEST way to facilitate the successful adoption of a new technology across the enterprise?

- A. Ensure the use of a business case
- B. Review business goals.
- C. Establish an IT balanced scorecard.
- D. Highlight the risk the new technology will address.

**Answer:** A

#### NEW QUESTION 10

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

- A. obtain confirmation from the business and a decision by the steering committee.
- B. request additional funding from the business owner to cover the additional scope.
- C. report the matter to internal audit as a program deviation to be reviewed.
- D. align IT with the business and agree to the business request.

**Answer:** C

#### NEW QUESTION 10

An enterprise has decided to utilize a cloud vendor for the first time to provide email as a service, eliminating in-house email capabilities. Which of the following IT strategic actions should be triggered by this decision?

- A. Develop a data protection awareness education training program.
- B. Monitor outgoing email traffic for malware.
- C. Implement a data classification and storage management tool.
- D. Update and communicate data storage and transmission policies.

**Answer:** A

#### NEW QUESTION 13

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

- A. Related business risk
- B. Residual IT risk
- C. Mapping of business objectives to IT risk
- D. IT capability and performance measures

**Answer:** A

#### NEW QUESTION 15

A global financial institution has decided to integrate data from branch locations into a common database to address regulatory reporting requirements. Analysis of data flows and the full data life cycle should be conducted at which level?

- A. Transaction level
- B. Enterprise level
- C. Branch level
- D. Department level

**Answer:** A

#### NEW QUESTION 16

Which of the following provides the STRONGEST indication that IT governance is well established within an organizational culture?

- A. IT performance metrics are defined in the balanced scorecard.
- B. Benefits of IT governance are realized throughout the organization.
- C. There is awareness of IT metrics throughout the organization.
- D. IT governance defines how IT projects should be assessed.

**Answer:** A

#### NEW QUESTION 17

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

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

**Answer:** B

#### NEW QUESTION 19

Which of the following has the GREATEST influence on data quality assurance?

- A. Data classification
- B. Data encryption
- C. Data modeling
- D. Data stewardship

**Answer:** B

#### NEW QUESTION 21

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

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

**Answer:** A

#### NEW QUESTION 26

An enterprise has identified potential environmental disasters that could occur in the area where its data center is located. Which of the following should be done NEXT?

- A. Implement an early warning detection and notification system.
- B. Assess the likelihood and impact on the data center.
- C. Relocate the data center to minimize the threat.
- D. Assess how the data center is protected against the threat.

**Answer:** B

#### NEW QUESTION 30

Which of the following should be identified FIRST when determining appropriate IT key risk indicators (KRIs)?

- A. IT-related risk
- B. IT controls
- C. IT threats
- D. IT objectives

**Answer:** C

#### NEW QUESTION 33

As part of the implementation of IT governance, the board of an enterprise should establish an IT strategy committee to:

- A. provide input to and ensure alignment of the enterprise and IT strategies.
- B. ensure IT risks inherent in the enterprise strategy implementation are managed
- C. drive IT strategy development and take responsibility for implementing the IT strategy.
- D. assume governance accountability for the business strategy on behalf of the board

**Answer:** A

#### NEW QUESTION 37

Which of the following should be the MOST important consideration for a hospital planning to use cloud services and mobile applications?

- A. Privacy requirements
- B. Data classification
- C. Acceptable use policy
- D. Internet connectivity

**Answer:** A

#### NEW QUESTION 39

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

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

**Answer:** A

#### NEW QUESTION 42

A board of directors has just received a report indicating that only a small number of IT initiatives have been completed on time and within budget, A third of the projects were cancelled prior to completion, and more than half will cost almost double their original estimates. An analysis has determined that no one is held responsible for the completion of investment initiatives, and there is no consistency in execution. Which of the following would BEST help the enterprise address these problems?

- A. Establishing a project governance framework
- B. Assigning business management to an IT investment review board
- C. Establishing an IT risk management plan
- D. Aligning IT investment priorities to the business

**Answer:** B

#### NEW QUESTION 44

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

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

**Answer:** B

#### NEW QUESTION 46

The board of a start-up company has directed the CIO to develop a technology resource acquisition and management policy. Which of the following should be the MOST important consideration during the development of this policy?

- A. Enterprise growth plans
- B. Industry best practices
- C. Organizational knowledge retention
- D. IT staff competencies

**Answer:** A

#### NEW QUESTION 49

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

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

**Answer:** C

#### NEW QUESTION 54

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

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

**Answer:** D

#### NEW QUESTION 59

Which of the following BEST reflects mature risk management in an enterprise?

- A. A regularly updated risk register
- B. Ongoing risk assessment
- C. Ongoing investment in risk mitigation
- D. Responsive risk awareness culture

**Answer:** D

#### NEW QUESTION 64

A recent benchmarking analysis has indicated an IT organization is retaining more data and spending significantly more on data retention than its competitors. Which of the following would BEST ensure the optimization of retention costs?

- A. Requiring that all business cases contain data deletion and retention plans
- B. Revalidating the organization's risk tolerance and re-aligning the retention policy
- C. Moving all high-risk and medium-risk data backups to cloud storage
- D. Redefining the retention policy to align with industry best practices

**Answer:** B

#### NEW QUESTION 68

Which of the following is MOST important to review during IT strategy development?

- A. Industry best practices
- B. IT balanced scorecard
- C. Current business environment
- D. Data flows that indicate areas requiring IT support

**Answer:** C

#### NEW QUESTION 71

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

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

**Answer:** D

#### NEW QUESTION 75

An IT manager is trying to determine optimal IT service levels. Which of the following should be the PRIMARY consideration?

- A. Internal rate of return
- B. Recovery time objective (RTO)
- C. Cost-benefit analysis
- D. Resource utilization analysis

**Answer:** C

#### NEW QUESTION 76

An enterprise's decision to move to a virtualized architecture will have the GREATEST impact on:

- A. system life cycle management.
- B. asset classification.
- C. vendor management
- D. vulnerability management.

**Answer:** D

#### NEW QUESTION 77

A software company's products have had significant quality issues in recent releases. As a result, market reputation and customer satisfaction ratings have been suffering. What should executive leadership do FIRST to address this concern?

- A. Allocate budget to hire more software and quality assurance specialists
- B. Implement a software development life cycle (SDLC) framework.
- C. Mandate more robust software testing prior to release.
- D. Require a root cause analysis and review results.

**Answer:** D

#### NEW QUESTION 81

Which of the following should be the PRIMARY goal of implementing service level agreements (SLAs) with an outsourcing vendor?

- A. Gaining a competitive advantage
- B. Establishing penalties for not meeting service levels
- C. Achieving operational objectives
- D. Complying with regulatory requirements

**Answer:** C

#### NEW QUESTION 82

Prior to setting IT objectives, an enterprise MUST have established its:

- A. architecture.
- B. policies.
- C. strategies.



D. controls.

**Answer:** C

#### NEW QUESTION 86

A regulatory audit assessed an enterprise's main transactional application as noncompliant. In addition to fines and required corrections, an agreement was reached to implement a set of governance controls over IT. Accountability for these controls is BEST assigned to which of the following?

- A. CIO
- B. Internal audit director
- C. Application users
- D. The board of directors

**Answer:** D

#### NEW QUESTION 87

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

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

**Answer:** D

#### NEW QUESTION 89

A review of the effectiveness of IT governance within an enterprise has revealed that several innovation improvement initiatives are failing. An analysis shows a lack of stakeholder buy-in to the improvements. Implementing which of the following would have prevented this problem?

- A. An IT project roadmap
- B. An IT risk management program
- C. A change management program
- D. A service delivery framework

**Answer:** C

#### NEW QUESTION 91

Which of the following roles should be responsible for data normalization when it is found that a new system includes duplicates of data items?

- A. Business system owner
- B. Data steward
- C. Database administrator (DBA)
- D. Application manager

**Answer:** C

#### NEW QUESTION 93

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

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

**Answer:** B

#### NEW QUESTION 96

An enterprise plans to expand into new markets in countries lacking data privacy regulations, increasing risk exposure. Which of the following is the BEST course of action for the CIO?

- A. Identify business risk appetite and tolerance levels.
- B. Quantify the risk impact and evaluate possible countermeasures.
- C. Limit the personal data available to the high-risk countries.
- D. Mandate the strengthening of user access controls.

**Answer:** A

#### NEW QUESTION 101

Which of the following is the BEST way to demonstrate that IT strategy supports a new enterprise strategy?

- A. Monitor new key risk indicators (KRIs).
- B. Measure return on IT investments against balanced scorecards.
- C. Review and update the portfolio management process.
- D. Map IT programs to business goals.

**Answer:** D

**NEW QUESTION 102**

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

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

**Answer:** C

**NEW QUESTION 105**

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

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

**Answer:** C

**NEW QUESTION 110**

Communicating which of the following to staff BEST demonstrates senior management's commitment to IT governance?

- A. Legal and regulatory requirements
- B. Approved IT investment opportunities
- C. Objectives and responsibilities
- D. Need for enterprise architecture (EA)

**Answer:** C

**NEW QUESTION 112**

Supply chain management has established a supplier policy requiring multiple technology suppliers. What is the BEST way to ensure the success of this policy?

- A. Identify and select suppliers based on cost.
- B. Align the vendor selection process with the security policy.
- C. Implement a master service agreement.
- D. Align enterprise architecture (EA) and procurement strategies.

**Answer:** D

**NEW QUESTION 115**

The PRIMARY objective of promoting business ethics within the IT enterprise should be to ensure:

- A. trust among internal and external stakeholders.
- B. employees act more responsibly.
- C. corporate social responsibility.
- D. legal and regulatory compliance.

**Answer:** A

**NEW QUESTION 118**

A CIO of an enterprise is concerned that IT and the business have different priorities. Which of the following would BEST demonstrate the current state of strategic alignment?

- A. IT maturity model
- B. Business case
- C. Balanced scorecard
- D. IT investment status

**Answer:** C

**NEW QUESTION 123**

An enterprise experiencing issues with data protection and least privilege is implementing enterprise-wide data encryption in response. Which of the following is the BEST approach to ensure all business units work toward remediating these issues?

- A. Develop key performance indicators (KPIs) to measure enterprise adoption.
- B. Integrate data encryption requirements into existing and planned projects.
- C. Assign owners for data governance initiatives.
- D. Mandate the creation of a data governance framework.

**Answer:** B



#### NEW QUESTION 125

An IT steering committee is concerned that enterprise technologies have grown stagnant and are outdated. Which of the following is the BEST strategy to invest in modern technology?

- A. Decrease spending on steady state and increase spending on modernization and enhancements.
- B. Redefine the target architecture to define new technologies that can be incorporated into the infrastructure.
- C. Create a new investment category for innovation that becomes a new way for tracking investment decisions.
- D. Update the IT human resource management plan to require training and development for emerging technologies.

**Answer:** B

#### NEW QUESTION 129

To ensure that information can be traced to the originating event and accountable parties, an enterprise should FIRST:

- A. capture source information and supporting evidence.
- B. improve business process controls.
- C. review information event logs for potential incidents.
- D. review retention requirements for source information.

**Answer:** D

#### NEW QUESTION 131

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

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

**Answer:** A

#### NEW QUESTION 134

Which of the following would a CIO use to present the overall view of IT performance to the board of directors?

- A. Balanced scorecard
- B. Key risk indicators (KRIs)
- C. Maturity model
- D. Key performance indicators (KPIs)

**Answer:** A

#### NEW QUESTION 137

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

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

**Answer:** A

#### NEW QUESTION 142

An enterprise can BEST assess the benefits of a new IT project through its life cycle by:

- A. calculation of the total cost of ownership.
- B. periodic review of the business case.
- C. periodic measurement of the project slip rate.
- D. calculation of the net present value (NPV).

**Answer:** A

#### NEW QUESTION 147

Once the strategic vision has been established, which of the following would be the BEST activity for supporting the implementation of performance measures?

- A. Monitor service level performance.
- B. Document strengths, weaknesses, opportunities, and threats.
- C. Document policy requirements
- D. Identify key performance indicators (KPIs).

**Answer:** C

#### NEW QUESTION 148

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

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

**Answer:** C

#### NEW QUESTION 149

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

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

**Answer:** A

#### NEW QUESTION 153

Facing financial struggles, a CEO mandated severe budget cuts. A decision was also made to immediately change the enterprise strategic focus to put more reliance on mobile, cloud, and wireless services in an effort to boost revenue. The IT steering committee has asked the CIO to suggest adjustments to the current IT project portfolio to allow support for the new direction despite fewer funds. What should the CIO advise the committee to do FIRST?

- A. Ask business stakeholders to discuss their vision for the new strategy.
- B. Cancel projects with a net present value (NPV) below a defined threshold.
- C. Conduct a risk assessment against the potential new services.
- D. Start re-allocating budget to projects involving mobile or cloud.

**Answer:** C

#### NEW QUESTION 156

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

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

**Answer:** C

#### NEW QUESTION 159

An enterprise wishes to establish key risk indicators (KRIs) in an effort to better manage IT risk. Which of the following should be identified FIRST?

- A. Risk mitigation strategies
- B. Enterprise architecture (EA) components
- C. The enterprise risk appetite
- D. Key performance metrics

**Answer:** C

#### NEW QUESTION 162

Which of the following should IT governance mandate before any transition of data from a legacy system to a new technology platform?

- A. Data conversion has documented approvals from business process data owners.
- B. Data conversion is performed in a test environment to confirm correctness
- C. Control totals of key transaction values are matched with data converted for migration.
- D. A crisis management plan has been approved by the IT steering committee

**Answer:** C

#### NEW QUESTION 166

To reduce the risk of reputational damage through inappropriate use of social media by employees outside of the workplace, the enterprise approach regarding social media should PRIMARILY focus on;

- A. implementing preventative controls.
- B. developing policies on social media.
- C. implementing a review of processes utilizing social media.
- D. ensuring each use of social media is approved by management.

**Answer:** B

#### NEW QUESTION 168

Which of the following is the BEST course of action to enable effective resource management?

- A. Conduct an enterprise risk assessment.

- B. Implement a cross-training program.
- C. Assign resources based on business priorities.
- D. Assign resources based on risk appetite.

**Answer:** B

#### NEW QUESTION 169

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

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

**Answer:** C

#### NEW QUESTION 170

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

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

**Answer:** C

#### NEW QUESTION 172

While assessing the feasibility of introducing new IT practices and standards into the IT governance framework, it is CRITICAL to understand an organization's:

- A. culture.
- B. level of outsourcing.
- C. enterprise architecture (EA).
- D. maturity of IT processes.

**Answer:** C

#### NEW QUESTION 175

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

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

**Answer:** A

#### NEW QUESTION 178

Which of the following is the PRIMARY purpose of information governance?

- A. To develop control procedures that help ensure information is adequately protected throughout its life cycle
- B. To monitor the processes that deliver and enhance the value of information assets
- C. To set direction for information management capabilities through prioritization and decision making
- D. To ensure regulatory compliance is maintained while optimizing the utilization of information

**Answer:** A

#### NEW QUESTION 183

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

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

**Answer:** C

#### NEW QUESTION 184

Which of the following should be the PRIMARY goal of implementing an IT strategic planning process?

- A. Determining benefits from IT deployments
- B. Optimizing IT resources to drive innovation
- C. Directing business strategy to achieve goals

D. Translating business needs into IT initiatives

**Answer:** D

#### NEW QUESTION 185

Which of the following is the BEST method for determining an enterprise's current appetite for risk?

- A. Interviewing senior management
- B. Evaluating the balanced scorecard
- C. Reviewing recent audit findings
- D. Assessing social media adoption

**Answer:** A

#### NEW QUESTION 190

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

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

**Answer:** D

#### NEW QUESTION 194

Which of the following is the PRIMARY purpose of an effective set of key risk indicators (KRIs)?

- A. Identifying possible future adverse impacts on the enterprise
- B. Evaluating existing technology for risk monitoring capabilities
- C. Establishing executive level buy-in of the risk program
- D. Quantifying the productivity of the risk management team

**Answer:** A

#### NEW QUESTION 196

The CIO of a global technology company is considering introducing a bring your own device (BYOD) program. What should the CIO do FIRST?

- A. Ensure the infrastructure can meet BYOD requirements.
- B. Establish a business case.
- C. Define a clear and inclusive BYOD policy.
- D. Focus on securing data and access to data.

**Answer:** B

#### NEW QUESTION 199

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

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

**Answer:** D

#### NEW QUESTION 203

Of the following, who is PRIMARILY responsible for applying frameworks for the governance of IT to balance the need for security controls with business requirements?

- A. Data scientists
- B. Data stewards
- C. Data analysts
- D. Data processors

**Answer:** B

#### NEW QUESTION 205

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

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

**Answer:** A

#### NEW QUESTION 207

Which of the following BEST supports the implementation of an effective data classification policy?

- A. Monitoring with key performance indicators (KPIs)
- B. Implementation of data loss prevention (DLP) tools
- C. Clear guidelines adopted by the business
- D. Classification policy approval by the board

**Answer:** C

#### NEW QUESTION 209

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

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

**Answer:** C

#### NEW QUESTION 210

An enterprise learns that a new privacy regulation was recently published to protect customers in the event of a breach involving personally identifiable information (PII). The IT risk management team's FIRST course of action should be to:

- A. evaluate the risk appetite for the new regulation.
- B. define the risk tolerance for the new regulation.
- C. determine if the new regulation introduces new risk.
- D. assign a risk owner for the new regulation.

**Answer:** C

#### NEW QUESTION 215

Which of the following responsibilities should be retained within an enterprise when outsourcing a project management office (PMO) function?

- A. Selecting projects
- B. Managing projects
- C. Tracking project cost
- D. Defining project methodology

**Answer:** A

#### NEW QUESTION 219

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

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

**Answer:** A

#### NEW QUESTION 220

When developing effective metrics for the measurement of solution delivery, it is MOST important to:

- A. establish project controls and monitoring objectives.
- B. perform an objective analysis of the project roadmap.
- C. establish the objectives and expected benefits.
- D. specify quantitative measures for solution delivery.

**Answer:** A

#### NEW QUESTION 223

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

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

**Answer:** A

#### NEW QUESTION 225



Reviewing which of the following should be the FIRST step when evaluating the possibility of outsourcing an IT system?

- A. Outsourcing strategy
- B. Outsourced business processes
- C. Service level agreements (SLAs)
- D. IT staff skill sets

**Answer:** A

#### NEW QUESTION 227

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

- A. Update the ERP business case and re-evaluate the ROI.
- B. Cancel the ERP transformation and re-allocate project funds.
- C. Adjust the ERP implementation plan and budget.
- D. Continue with the ERP migration according to plan.

**Answer:** A

#### NEW QUESTION 228

To ensure IT risk is managed in a consistent manner, it is MOST important for IT governance to establish a:

- A. risk management committee to identify IT-related risks.
- B. risk management framework.
- C. balanced scorecard that includes IT risks.
- D. risk management reporting tool to ensure compliance.

**Answer:** B

#### NEW QUESTION 233

Which of the following is MOST critical to support IT governance cultural changes within an organization?

- A. Established IT monitoring and measuring
- B. Regularly scheduled governance training
- C. Demonstrated management commitment
- D. IT governance process manuals

**Answer:** C

#### NEW QUESTION 237

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

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

**Answer:** D

#### NEW QUESTION 241

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

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

**Answer:** D

#### NEW QUESTION 244

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

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

**Answer:** B

#### NEW QUESTION 248

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



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

**Answer:** B

#### NEW QUESTION 253

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

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

**Answer:** D

#### NEW QUESTION 257

An enterprise embarked on an aggressive strategy requiring the implementation of several large IT projects impacting multiple business processes across all departments. Initially employees were supportive of the strategy, but there is growing fatigue and frustration with the ongoing new capabilities which must be learned. Which of the following would be the BEST action performed by senior management?

- A. Incorporate an organizational change management program.
- B. Establish "Reward and Recognition" efforts to boost employee morale.
- C. Improve the system development life cycle (SDLC) process.
- D. Assess current business and IT competencies.

**Answer:** B

#### NEW QUESTION 260

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

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

**Answer:** D

#### NEW QUESTION 261

An enterprise has made the strategic decision to reduce operating costs for the next year and is taking advantage of cost reductions offered by an external cloud service provider. Which of the following should be the IT steering committee's PRIMARY concern?

- A. Revising the business \$ balanced storecard
- B. Updating the business risk profile
- C. Changing the IT steering committee charter
- D. Calculating the cost of the current solution

**Answer:** B

#### NEW QUESTION 265

The MAIN responsibility of the board of directors regarding the management of enterprise risk is to:

- A. ensure a risk process exists which addresses the risk appetite.
- B. sustain investment in staff training regarding IT risk.
- C. promote a benefits-driven culture throughout the enterprise.
- D. maintain awareness of IT risk to the business.

**Answer:** A

#### NEW QUESTION 270

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

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

**Answer:** A

#### NEW QUESTION 275

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

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

**Answer:** A

#### NEW QUESTION 278

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

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

**Answer:** A

#### NEW QUESTION 281

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

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

**Answer:** A

#### NEW QUESTION 282

IT maturity models measure:

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

**Answer:** C

#### NEW QUESTION 286

Of the following, who should be responsible for ensuring the regular review of quality management performance against defined quality metrics?

- A. Process owners  
B. Risk management team  
C. Internal auditors  
D. Executive management

**Answer:** A

#### NEW QUESTION 291

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

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

**Answer:** A

#### NEW QUESTION 295

A global enterprise is experiencing an economic downturn and is rapidly losing market share. IT senior management is reassessing the core activities of the business, including IT, and the associated resource implications. Management has decided to focus on its local market and to close international operations. A critical issue from a resource management perspective is to retain the most capable staff. This is BEST achieved by:

- A. reviewing current goals-based performance appraisals across the enterprise.  
B. ranking employees across the enterprise based on their compensation.  
C. ranking employees across the enterprise based on length of service.  
D. retaining capable staff exclusively from the local market.

**Answer:** D

#### NEW QUESTION 298

The CIO in a large enterprise is seeking assurance that significant IT risk is being proactively monitored and does not exceed agreed risk tolerance levels. The BEST way to provide this ongoing assurance is to require the development of:

- A. an IT risk appetite statement.

- B. a risk management policy.
- C. key risk indicators (KRIs).
- D. a risk register.

**Answer:** C

#### NEW QUESTION 300

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

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

**Answer:** C

#### NEW QUESTION 302

An IT department has forwarded a request to the IT strategy committee for funding of a discretionary Investment. The committee's MOST important consideration should be to evaluate:

- A. the technical feasibility of the investment.
- B. the business and technical scope of the investment •
- C. whether the investment supports corporate goals
- D. whether the investment aligns with the enterprise architecture (EA).

**Answer:** C

#### NEW QUESTION 303

An enterprise is concerned with the potential for data leakage as a result of increased use of social media in the workplace, and wishes to establish a social media strategy. Which of the following should be the MOST important consideration in developing this strategy?

- A. Criticality of the information
- B. Ensuring that the enterprise architecture (EA) is updated
- C. Data ownership
- D. The balance between business benefits and risk

**Answer:** A

#### NEW QUESTION 306

Senior management is reviewing the results of a recent security incident with significant business impact. Which of the following findings should be of GREATEST concern?

- A. Significant gaps are present m the incident documentation.
- B. The incident was not logged in the ticketing system.
- C. Response decisions were made without consulting the appropriate authority.
- D. Response efforts had to be outsourced due to insufficient internal resources.

**Answer:** C

#### NEW QUESTION 311

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

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

**Answer:** B

#### NEW QUESTION 313

Which of the following would be the MOST effective way to ensure IT capabilities are appropriately aligned with business requirements for specific business processes?

- A. Establishing key performance indicators {KPIs)
- B. Requiring Internal IT architecture and design reviews
- C. Requiring architecture and design reviews with business process stakeholders
- D. Issuing a management mandate that IT and business process stakeholders work together

**Answer:** D

#### NEW QUESTION 316

Which of the following is the BEST way to ensure new systems can be adequately supported once in production?

- A. Establish a resource management framework.
- B. Evaluate the operational requirements of the business stakeholders.

- C. Identify key performance indicators (KPIs).
- D. Require operational management be identified in the business case.

**Answer:** B

#### NEW QUESTION 319

Which of the following would be the BEST way to facilitate the adoption of strong IT governance practices throughout a multi-divisional enterprise?

- A. Ensuring each divisional policy is consistent with corporate policy
- B. Ensuring divisional governance fosters continuous improvement processes
- C. Mandating data standardization across the distributed enterprise
- D. Documenting and communicating key management practices across divisions

**Answer:** D

#### NEW QUESTION 321

Which of the following is MOST important to consider when planning to implement a cloud-based application for sharing documents with internal and external parties?

- A. Cloud implementation model
- B. User experience
- C. Information ownership
- D. Third-party access rights

**Answer:** D

#### NEW QUESTION 322

Which of the following should be the MAIN governance focus when implementing a newly approved bring your own device (BYOD) policy?

- A. Recommending mobile applications that will increase business productivity
- B. Training employees on the enterprise's chosen mobile device management system
- C. Educating employees on the increased IT security risk to the enterprise
- D. Understanding knowledge gaps of IT employees to support different mobile platforms

**Answer:** C

#### NEW QUESTION 326

Senior management wants to promote investment in IT, but is uncertain that associated risks are being properly identified. The BEST way to address this concern is to:

- A. engage an external consultant to develop risk scenarios.
- B. appoint an IT representative to the business risk committee.
- C. assign an IT cost controller to the finance department.
- D. ensure business cases are developed by IT.

**Answer:** D

#### NEW QUESTION 330

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

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

**Answer:** C

#### NEW QUESTION 333

An enterprise is conducting a SWOT analysis as part of IT strategy development. Which of the following would be MOST helpful to identify opportunities and threats?

- A. Risk appetite
- B. Internal framework assessment
- C. Competitor analysis
- D. Critical success factors (CSF)

**Answer:** D

#### NEW QUESTION 338

The PRIMARY reason for using quantitative criteria in developing business cases for IT projects is to:

- A. improve the process of evaluating returns after implementation.
- B. benchmark project success with similar enterprises.
- C. learn lessons from errors made in past projects.

D. apply other corporate standards to the development project.

**Answer:** A

#### NEW QUESTION 343

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

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

**Answer:** C

#### NEW QUESTION 346

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

- A. Portfolio management review
- B. Full life cycle cost-benefit analysis
- C. Demonstration of prototype and user testing
- D. Critical risk and issue walk-through

**Answer:** A

#### NEW QUESTION 348

Which of the following is the MOST effective means for IT management to report to executive management regarding the value of IT?

- A. IT process maturity level
- B. Cost-benefit analysis
- C. Resource assessment
- D. Balanced scorecard

**Answer:** A

#### NEW QUESTION 352

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

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

**Answer:** C

#### NEW QUESTION 357

Which of the following is the BEST way to ensure all enterprise employees understand the corporate code of business conduct?

- A. Conduct scheduled and random compliance audits.
- B. Mandate annual ethics training that includes an exam.
- C. Require external business activities be documented and reported.
- D. Distribute a copy of the code and require a signature.

**Answer:** B

#### NEW QUESTION 362

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

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

**Answer:** A

#### NEW QUESTION 367

Acceptance of an enterprise's newly implemented IT governance initiatives has been resisted by a functional group requesting more autonomy over technology choices. Which of the following is MOST important to accommodate this need for autonomy?

- A. Continuous improvement processes
- B. Documentation of key management practices
- C. An exception management process



D. A change control process

**Answer:** D

#### NEW QUESTION 369

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

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

**Answer:** D

#### NEW QUESTION 373

A business is considering a policy to anonymize personal data in enterprise systems. Before making a decision, which of the following is MOST important for the IT steering committee to consider?

- A. Business impact analysis (BIA) results
- B. Regulatory requirements
- C. Sustainability costs to the enterprise
- D. Potential implementation barriers

**Answer:** B

#### NEW QUESTION 378

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

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

**Answer:** C

#### NEW QUESTION 379

An IT steering committee is preparing to review proposals for projects that implement emerging technologies. In anticipation of the review, the committee should FIRST:

- A. determine if the IT staff can support the emerging technologies.
- B. understand how the emerging technologies will influence risk across the enterprise.
- C. require a capacity plan and framework review for the emerging technologies,
- D. require a review of the enterprise risk management framework.

**Answer:** B

#### NEW QUESTION 380

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

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

**Answer:** A

#### NEW QUESTION 385

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

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

**Answer:** B

#### NEW QUESTION 387

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

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



**Answer:** A

**NEW QUESTION 390**

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

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

**Answer:** B

**NEW QUESTION 395**

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

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

**Answer:** D

**NEW QUESTION 396**

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

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

**Answer:** C

**NEW QUESTION 401**

An IT risk assessment for a large healthcare group revealed an increased risk of unauthorized disclosure of information. Which of the following should be established FIRST to address the risk?

- A. Data encryption tools
- B. Data loss prevention tools
- C. Data classification policy
- D. Data retention policy

**Answer:** C

**NEW QUESTION 405**

Business management is seeking assurance from the CIO that controls are in place to help minimize the risk of critical IT systems being unavailable during month-end financial processing. What is the BEST way to address this concern?

- A. Create a communication plan with risk owners.
- B. Outsource infrastructure hosting.
- C. Restrict and monitor user access.
- D. Develop key risk indicators (KRIs) and action plans.

**Answer:** D

**NEW QUESTION 407**

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

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

**Answer:** D

**NEW QUESTION 412**

Due to the recent introduction of personal data protection regulations, an enterprise is required to maintain its employee data in production systems only for a limited time. Which of the following is MOST important to review?

- A. Asset retention policies
- B. Information retention policies
- C. Data archival policies
- D. Data backup and restoration policies

**Answer:** C

#### NEW QUESTION 414

An enterprise is planning to migrate its IT infrastructure to a cloud-based solution but does not have experience with this technology. Which of the following should be done FIRST to reduce the risk of IT service disruptions when using this new technology?

- A. Implement key performance indicators (KPIs).
- B. Reflect the change in the enterprise architecture (EA).
- C. Evaluate the sourcing options.
- D. Engage an experienced IT consultant to perform the migration.

**Answer: B**

#### NEW QUESTION 418

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

- A. Users should be provided with clear instructions that are easy to follow and understand.
- B. The data classification tools integrate with other tools that help manage the data.
- C. The classification scheme should be closely aligned with the IT strategic plan.
- D. Senior management should be properly trained in monitoring compliance.

**Answer: B**

#### NEW QUESTION 422

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

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

**Answer: D**

#### NEW QUESTION 423

Which of the following are PRIMARY factors in ensuring the success of an enterprise quality assurance program?

- A. Enterprise risk appetite and tolerance
- B. Risk management and control frameworks
- C. Continuous improvement plans
- D. A process maturity framework and documented procedures

**Answer: C**

#### NEW QUESTION 428

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

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

**Answer: A**

#### NEW QUESTION 433

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

- A. Request an enterprise architecture (EA) review.
- B. Request reprioritization of the IT portfolio.
- C. Perform a baseline business value assessment.
- D. Identify the penalties for noncompliance.

**Answer: C**

#### NEW QUESTION 434

The BEST way to ensure an IT steering committee meets enterprise objectives is to:

- A. require a member of the committee to have IT governance expertise.
- B. benchmark against industry best practices.
- C. establish key performance indicators (KPIs).
- D. have key business stakeholders represented on the committee.

**Answer: D**

#### NEW QUESTION 437

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

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

**Answer:** D

#### NEW QUESTION 438

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

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

**Answer:** B

#### NEW QUESTION 443

Which of the following should be the PRIMARY input when developing IT strategy?

- A. Vision statement
- B. Process and capability maturity
- C. Governance objectives
- D. Balanced scorecard

**Answer:** C

#### NEW QUESTION 447

A CIO is concerned with the potential of vendor system failures that could cause a large amount of unintended system downtime. To determine how to prepare for this concern, what is MOST important for the CIO to review?

- A. IT balanced scorecard
- B. Service-level metrics
- C. IT procurement policy
- D. Business impact analysis (BIA)

**Answer:** D

#### NEW QUESTION 448

The board and senior management of a new enterprise recently met to formalize an IT governance framework. The board of directors' FIRST step in implementing IT governance is to ensure that:

- A. an IT balanced scorecard is implemented.
- B. a portfolio of IT-enabled investments is developed.
- C. IT roles and responsibilities are established.
- D. IT policies and procedures are defined.

**Answer:** C

#### NEW QUESTION 450

The PRIMARY reason for an enterprise to adopt an IT governance framework is to:

- A. assure IT sustains and extends the enterprise strategies and objectives.
- B. expedite IT investments among other competing business investments.
- C. establish IT initiatives focused on the business strategy.
- D. allow IT to optimize confidentiality, integrity, and availability of information assets.

**Answer:** A

#### NEW QUESTION 454

The MOST effective way to ensure that IT supports the agile needs of an enterprise is to:

- A. perform process modeling.
- B. outsource infrastructure management.
- C. develop a robust enterprise architecture (EA).
- D. implement open source systems.

**Answer:** C

#### NEW QUESTION 455

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

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

**Answer:** A

#### NEW QUESTION 456

A multinational enterprise recently purchased a large company located in a different country. When introducing the concept of governance to the new acquisition, it is MOST important that executive management recognize:

- A. language differences.
- B. the use of international standards.
- C. the impact of cultural changes.
- D. globally recognized good practices.

**Answer:** C

#### NEW QUESTION 460

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

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

**Answer:** B

#### NEW QUESTION 462

Which of the following is the PRIMARY benefit of communicating the IT strategy across the enterprise?

- A. On-time and on-budget delivery of strategic projects
- B. Improvement in IT balanced scorecard performance
- C. Optimization of IT investment in supporting business objectives
- D. Reduced organizational resistance during strategy execution

**Answer:** D

#### NEW QUESTION 465

The CIO of a large enterprise has taken the necessary steps to align IT objectives with business objectives. What is the BEST way for the CIO to ensure these objectives are delivered effectively by IT staff?

- A. Map the IT objectives to an industry-accepted framework.
- B. Enhance the budget for training based on the IT objectives.
- C. Include the IT objectives in staff performance plans.
- D. Include CIO sign-off of the objectives as part of the IT strategic plan.

**Answer:** B

#### NEW QUESTION 470

Which of the following has PRIMARY responsibility to define the requirements for IT service levels for the enterprise?

- A. The business manager
- B. The help desk
- C. The CIO
- D. The business continuity vendor

**Answer:** A

#### NEW QUESTION 473

The results of an internal audit show that the business and IT acquire resources differently, which causes duplicate purchases. Which of the following is the BEST way to address this issue?

- A. Align IT objectives to the business procurement process.
- B. Involve business in IT procurement decisions.
- C. Establish a centralized procurement approval process.
- D. Define roles and responsibilities through a RAG chart

**Answer:** D

#### NEW QUESTION 475

Which of the following groups should approve the implementation of new technology?

- A. IT steering committee
- B. IT audit department
- C. Portfolio management office
- D. Program management office

**Answer:** A

#### NEW QUESTION 478

The board of directors of a large organization has directed IT senior management to improve IT governance within the organization. IT senior management's MOST important course of action should be to:

- A. understand the driver that led to a desire to change.
- B. assess the current slate of IT governance within the organization.
- C. review IT strategy and direction.
- D. analyze IT service levels and performance.

**Answer:** B

#### NEW QUESTION 483

Which of the following is the MOST important benefit of developing an information architecture model consistent with enterprise strategy?

- A. It identifies information architecture priorities.
- B. It support and facilitates decision making.
- C. It enables information architecture roadmap updates.
- D. It optimizes information delivery and storage costs.

**Answer:** B

#### NEW QUESTION 486

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

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

**Answer:** B

#### NEW QUESTION 489

To meet the growing demands of a newly established business unit, IT senior management has been tasked with changing the current IT organization model to service-oriented. With significant growth expected of the IT organization, which of the following is the MOST important consideration when planning for long-term IT service delivery?

- A. The IT service delivery model is approved by the business.
- B. An IT risk management process is in place.
- C. IT is able to provide a comprehensive service catalog to the business.
- D. The IT organization is able to sustain business requirements.

**Answer:** C

#### NEW QUESTION 490

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

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

**Answer:** A

#### NEW QUESTION 493

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

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

**Answer:** A

#### NEW QUESTION 496

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



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

**Answer:** D

#### NEW QUESTION 497

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

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

**Answer:** B

#### NEW QUESTION 501

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

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

**Answer:** A

#### NEW QUESTION 502

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

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

**Answer:** B

#### NEW QUESTION 504

When developing an IT training plan, which of the following is the BEST way to ensure that resource skills requirements are identified?

- A. Extract training requirements from deficiencies reported in customer service satisfaction surveys.
- B. Ask managers to determine IT training requirements annually.
- C. Determine training needs based on the capabilities to support the IT strategy.
- D. Survey employees for IT skills requirements based upon technology trends.

**Answer:** C

#### NEW QUESTION 508

Which of the following would be the BEST way for an IT steering committee to monitor the adoption of a new enterprise IT strategy?

- A. Establish key performance indicators (KPIs).
- B. Establish key risk indicators (KRIs).
- C. Schedule ongoing audit reviews.
- D. Implement service level agreements (SLAs)

**Answer:** A

#### NEW QUESTION 511

A newly established IT steering committee is concerned whether a system is meeting availability objectives. Which of the following will provide the BEST information to make an assessment?

- A. Balanced scorecard
- B. Capability maturity levels
- C. Performance indicators
- D. Critical success factors (CSFs)

**Answer:** B

#### NEW QUESTION 514

Which of the following is the BEST indication of effective IT-business strategic alignment?

- A. Business management is involved as IT strategies are developed.



- B. IT senior management is required to report to the board.
- C. Business strategy is documented to allow IT architecture to be designed quickly.
- D. IT-business collaboration results in a strategy focused on IT cost reduction.

**Answer:** A

#### NEW QUESTION 516

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

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

**Answer:** D

#### NEW QUESTION 520

Which of the following is MOST important to the successful implementation of enterprise architecture (EA)?

- A. Developing data modeling tools
- B. Managing the challenge of change
- C. Reducing the cost of IT investments
- D. Establishing key performance indicators (KPIs)

**Answer:** B

#### NEW QUESTION 525

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

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

**Answer:** A

#### NEW QUESTION 527

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

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

**Answer:** B

#### NEW QUESTION 530

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

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

**Answer:** B

#### NEW QUESTION 533

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

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

**Answer:** A

#### NEW QUESTION 535

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

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

**Answer:** D

**NEW QUESTION 536**

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

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

**Answer:** D

**NEW QUESTION 537**

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

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

**Answer:** A

**NEW QUESTION 541**

The responsibility for the development of a business continuity plan (BCP) is BEST assigned to the:

- A. business risk manager.
- B. business owner.
- C. chief executive officer (CEO).
- D. IT systems owner.

**Answer:** A

**NEW QUESTION 543**

The BEST way to manage an outsourced vendor relationship is by:

- A. conducting periodic risk assessments.
- B. reviewing annual independent third-party reports.
- C. providing clear objectives and transparency.
- D. analyzing performance statistics from the vendor.

**Answer:** D

**NEW QUESTION 547**

In an enterprise that has worldwide business units and a centralized financial control model, which of the following is a barrier to strategic alignment of business and IT?

- A. Each business unit has its own steering committee for IT investment and prioritization.
- B. Uniform portfolio management is in place throughout the business units.
- C. IT is the exclusive provider of IT services to the business units.
- D. The enterprise's CIO is a member of the executive committee.

**Answer:** A

**NEW QUESTION 549**

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

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

**Answer:** B

**NEW QUESTION 554**

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