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Exam Questions COBIT-Design-and-Implementation

ISACACOBIT Design and Implementation certificate

NEW QUESTION 1

Which of the following is a KEY input to be considered when defining drivers for a COBIT implementation?

- A. IT process documentation
- B. Stakeholder map
- C. Business case outline
- D. Enterprise policies

Answer: B

Explanation:

A key input to be considered when defining drivers for a COBIT implementation is the stakeholder map. Understanding the stakeholders involved and their expectations is crucial for identifying the drivers that will shape the governance system.

References in COBIT 2019 Design and Implementation:

➤ COBIT 2019 Implementation Guide, Chapter 3: This chapter emphasizes the importance of stakeholder identification and mapping in understanding their needs and expectations, which in turn define the drivers for the COBIT implementation.

➤ COBIT 2019 Framework: Governance and Management Objectives, MEA04 (Managed Stakeholder Engagement): This objective highlights the role of stakeholder engagement in shaping governance and management priorities.

The stakeholder map provides a clear view of who the stakeholders are and what their interests and expectations are, ensuring that the drivers for the COBIT implementation are aligned with the needs of the enterprise.

NEW QUESTION 2

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

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

Answer: C

Explanation:

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

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

COBIT 2019 Framework References:

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

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

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

NEW QUESTION 3

During CSF life cycle action plan review, which of the following tasks is associated with realizing benefits?

- A. Developing business cases indicating success factors
- B. Monitoring performance against objectives
- C. Documenting risk issues and remediation plans

Answer: B

Explanation:

During the Critical Success Factor (CSF) life cycle action plan review, the task associated with realizing benefits is "Monitoring performance against objectives." This task ensures that the expected benefits of the IT initiatives are being achieved by continuously assessing performance and making necessary adjustments. Monitoring performance against objectives involves tracking the progress of IT initiatives to ensure they meet their goals and deliver the expected benefits. This includes using performance metrics, key performance indicators (KPIs), and regular reviews to evaluate whether the initiatives are on track and delivering value.

COBIT 2019 Framework References:

➤ COBIT 2019 Implementation Guide, Chapter 7: Emphasizes the importance of monitoring and measuring performance to ensure that benefits are realized and objectives are met.

➤ COBIT 2019 Design Guide, Chapter 4: Highlights the role of performance monitoring in managing and achieving IT governance and management objectives. By monitoring performance against objectives, enterprises can ensure that their IT initiatives are successful and provide the intended benefits, making it a critical task in the CSF life cycle action plan review.

NEW QUESTION 4

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

- A. Compliance requirements faced by the enterprise
- B. The size of the enterprise
- C. The role of IT within the enterprise

D. Current I&T-related issues of the enterprise

Answer: D

Explanation:

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

Detailed Explanation with References:

- Current I&T-Related Issues (Option D):
- COBIT 2019 stresses the importance of understanding the specific issues and challenges an enterprise is facing in its current I&T environment. These issues could include inefficiencies, security vulnerabilities, compliance gaps, misalignment with business objectives, or any other problems impacting the performance and value delivery of IT.
- Addressing these issues directly in the initial scope ensures that the governance system can provide immediate value by targeting the most critical areas. This focus helps in demonstrating early successes and building credibility for the governance initiative.
- According to the COBIT 2019 Implementation Guide, understanding current issues allows the organization to prioritize actions that will have the most significant impact on improving governance and management practices.
- Compliance Requirements (Option A):
- Compliance requirements are essential and need to be considered when designing a governance system, but they are part of a broader context rather than the key initial driver. They ensure that the governance system meets regulatory and legal standards but do not necessarily prioritize the most urgent internal issues.
- Size of the Enterprise (Option B):
- The size of the enterprise influences the complexity and scalability of the governance system but is not a primary consideration for the initial scope. The focus should be on specific needs and issues rather than just the size.
- Role of IT within the Enterprise (Option C):
- The strategic role of IT is crucial for determining the overall governance approach, but it is more about aligning IT with business goals rather than pinpointing specific initial issues to address. It informs the design but does not drive the immediate focus of the initial scope.

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

References:

- ISACA. COBIT 2019 Implementation Guide: Implementing and Optimizing an Information and Technology Governance Solution. ISACA.
- ISACA. COBIT 2019 Framework: Introduction and Methodology. ISACA.

NEW QUESTION 5

A CEO of a domestic enterprise plans to expand its operations globally. The CEO has selected enterprise goals using the COBIT goals cascade and has tasked the CIO with tailoring COBIT as required. After selecting the relevant alignment goals, which of the following should be the CIO's NEXT priority?

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

Answer: B

Explanation:

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

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

Design Factors in COBIT 2019 include:

- Enterprise Strategy: Different strategies (e.g., growth, innovation, cost leadership) require different governance approaches.
- Enterprise Goals: Aligning IT-related goals with overall enterprise goals.
- Risk Profile: Understanding the risk appetite and tolerance.
- I&T-Related Issues: Identifying issues specific to information and technology.
- Threat Landscape: Assessing external and internal threats.
- Compliance Requirements: Meeting legal, regulatory, and contractual obligations.
- Role of IT: Determining IT's role in the enterprise (e.g., support, factory, turnaround, strategic).
- Sourcing Model: Whether IT services are in-house, outsourced, or a combination.
- IT Implementation Methods: Traditional, agile, or hybrid methods used in IT initiatives.

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

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

The process of tailoring COBIT involves:

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

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

COBIT 2019 Implementation Guide References:

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

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

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

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

NEW QUESTION 6

After a bank experienced cyber attacks that severely impacted operations and raised questions from regulators, the board mandated the newly hired CIO to implement global best practices to mitigate this risk. The CIO is using COBIT 2019 to tailor the governance system and has identified high threat landscape as a critical design factor. Which of the following should the CIO identify NEXT?

- A. Security-related processes
- B. Risk management practices
- C. IT security solutions
- D. Technology personnel

Answer: A

Explanation:

After identifying a high threat landscape as a critical design factor, the CIO should next identify security-related processes. This step ensures that the governance system includes robust processes to manage and mitigate security risks.

In a high-threat landscape, focusing on security-related processes is essential to protect the enterprise's information assets and mitigate potential risks. These processes include incident management, vulnerability management, and access control, among others.

COBIT 2019 Framework References:

COBIT 2019 Framework: Governance and Management Objectives, APO13 Managed Security:This objective

NEW QUESTION 7

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

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

Answer: D

Explanation:

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

References in COBIT 2019 Design and Implementation:

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

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

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

NEW QUESTION 8

The PRIMARY function of COBIT Implementation Phase 7: How Do We Keep the Momentum Going is to provide an opportunity for which of the following?

- A. Closing the loop for communication workflow
- B. Documenting improvements in a prioritized action plan
- C. Ensuring frequent stakeholder communication

Answer: C

Explanation:

The primary function of COBIT Implementation Phase 7: "How Do We Keep the Momentum Going?" is to ensure frequent stakeholder communication. This phase focuses on maintaining engagement and support from stakeholders to sustain the momentum of the governance initiatives.

Ensuring frequent stakeholder communication is essential for maintaining momentum in governance initiatives. This involves regular updates, feedback sessions, and transparent communication to keep stakeholders informed and involved in the ongoing process. It helps to address any concerns, align expectations, and ensure continuous support for the initiatives.

COBIT 2019 Framework References:

COBIT 2019 Implementation Guide, Chapter 8:Discusses the importance of continuous communication with stakeholders to keep the momentum going and maintain support for governance initiatives.

COBIT 2019 Design Guide, Chapter 5:Highlights the need for frequent and effective communication to ensure that stakeholders remain engaged and supportive

throughout the implementation process.

By ensuring frequent stakeholder communication, enterprises can sustain the momentum of their governance initiatives, making it the primary function of COBIT Implementation Phase 7

NEW QUESTION 9

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

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

Answer: C

Explanation:

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

References in COBIT 2019 Design and Implementation:

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

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

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

NEW QUESTION 10

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

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

Answer: A

Explanation:

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

References in COBIT 2019 Design and Implementation:

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

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

NEW QUESTION 10

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

- A. Information security
- B. Information privacy
- C. IT governance
- D. Enterprise architecture

Answer: A

Explanation:

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

References in COBIT 2019 Design and Implementation:

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

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

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

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

NEW QUESTION 11

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

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

Answer: B

Explanation:

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

Detailed Explanation with References:

IT Strategic Plan (Option A):

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

Matrixed Scoring Methodology (Option B):

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

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

Enterprise's Risk Tolerance (Option C):

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

Expected Performance Outcomes (Option D):

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

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

References:

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

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

NEW QUESTION 14

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

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

Answer: B

Explanation:

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

In the COBIT 2019 framework, the "Where do we want to be?" phase is dedicated to establishing the vision and future state objectives of the enterprise. During this phase, it is crucial for the program team to fully understand and align with the enterprise goals to ensure that the governance system supports achieving these goals effectively.

COBIT 2019 Framework References:

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

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

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

NEW QUESTION 17

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

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

Answer: B

Explanation:

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

References in COBIT 2019 Design and Implementation:

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

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

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

NEW QUESTION 20

Which of the following should be a KEY consideration for an enterprise when refining the scope of the governance system in the third stage of the Governance System Design Workflow?

- A. Enterprise strategy
- B. Current I&T-related risks
- C. The risk profile
- D. Compliance requirements

Answer: A

Explanation:

In the third stage of the Governance System Design Workflow, refining the scope of the governance system involves aligning it closely with the overall strategic direction and objectives of the enterprise. COBIT 2019 emphasizes that the governance system should support the enterprise's strategy to ensure that I&T-related activities contribute effectively to achieving business goals.

Key considerations for refining the scope include:

Enterprise Strategy (Option A): The primary consideration is ensuring that the governance system aligns with and supports the enterprise strategy. This involves understanding the strategic objectives, goals, and priorities of the organization and ensuring that the governance system is designed to help achieve these strategic aims. This alignment ensures that IT governance is not just a compliance exercise but a strategic enabler for business success.

Current I&T-Related Risks (Option B): While important, this factor is more about addressing immediate operational concerns and is typically considered earlier in the process to identify and mitigate significant risks.

The Risk Profile (Option C): Understanding the overall risk profile and risk appetite of the enterprise is crucial for shaping the governance system but is not the primary focus in the third stage. This aspect is usually addressed in earlier stages to ensure that the governance framework adequately covers risk management.

Compliance Requirements (Option D): Ensuring compliance is always a critical consideration, but like risk management, it is typically addressed earlier in the design process. Compliance requirements should be integrated into the governance framework but are not the key driver at the refining stage.

Thus, the correct answer is A. Enterprise strategy. By focusing on the enterprise strategy during the third stage of the Governance System Design Workflow, the governance system can be refined to support strategic initiatives, thereby ensuring that IT governance contributes directly to achieving business goals.

References:

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

ISACA.

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

NEW QUESTION 24

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

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

Answer: C

Explanation:

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

References in COBIT 2019 Design and Implementation:

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

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

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

NEW QUESTION 29

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

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

Answer: A

Explanation:

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

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

COBIT 2019 Framework References:

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

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

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

NEW QUESTION 30

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

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

Answer: A

Explanation:

In COBIT 2019, information is seen as a key enabler because it underpins effective governance and management practices. Information items refer to the data and information that the organization needs to achieve its goals and support decision-making processes. This includes various types of information such as

financial data, operational data, compliance reports, and performance metrics.

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

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

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

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

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

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

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

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

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

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

There is transparency and accountability in reporting.

The organization can monitor and measure performance against strategic objectives.

Compliance with regulatory and legal requirements is maintained.

COBIT 2019 Design and Implementation Guide References:

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

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

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

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

NEW QUESTION 31

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

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

Answer: C

Explanation:

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

References in COBIT 2019 Design and Implementation:

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

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

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

NEW QUESTION 35

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

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

Answer: D

Explanation:

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

Key Steps:

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

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

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

COBIT 2019 Framework References:

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

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

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

NEW QUESTION 37

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

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

Answer: A

Explanation:

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

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

COBIT 2019 Framework References:

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

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

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

NEW QUESTION 40

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

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

Answer: C

Explanation:

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

References in COBIT 2019 Design and Implementation:

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

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

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

NEW QUESTION 44

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

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

Answer: B

Explanation:

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

References in COBIT 2019 Design and Implementation:

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

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

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

NEW QUESTION 47

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

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

Answer: C

Explanation:

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

Reference in COBIT 2019 Design and Implementation:

COBIT 2019 Framework: Governance and Management Objectives, APO04 (Managed Innovation):

This objective is specifically designed to support and manage the innovation process, ensuring that the enterprise can leverage new technologies and ideas to maintain a competitive edge.

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

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

NEW QUESTION 48

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