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NEW QUESTION: 1

An enterprise has been consistently growing over the years and has decided to adapt the COBIT framework from the growth perspective of the balanced scorecard dimensions. Which of the following enterprise goals is MOST relevant to select?

A. Customer-oriented service culture
B. Managed business risk
C. Optimization of business process costs
D. Product and business innovation

Answer: D (LEAVE A REPLY)

An enterprise that has been consistently growing over the years and has decided to adapt the COBIT framework from the growth perspective of the balanced scorecard dimensions should select product and business innovation as one of its most relevant enterprise goals. The balanced scorecard is a tool that translates strategic objectives into four dimensions: financial, customer, internal, and growth. The growth dimension focuses on how the enterprise can create new products or services, enter new markets, or improve its processes or capabilities to achieve long-term success. Product and business innovation is one of the 17 enterprise goals defined in COBIT 2019, which describe the outcomes that an enterprise wants to achieve from its use of information and technology. This goal relates to enhancing customer satisfaction and loyalty by providing innovative solutions that meet their needs and expectations. The answer is based on the COBIT 2019 Framework5, page 38. References: 5: COBIT 2019 Framework | Digital | English

NEW QUESTION: 2

Which role is responsible for managing the development, implementation, evaluation and ongoing maintenance of new and existing products and services?

A. Business process owner
B. Service manager

C. Product manager
Answer: B (LEAVE A REPLY)
According to the COBIT 2019 Design Guide, a service manager is responsible for managing the development, implementation, evaluation and ongoing maintenance of new and existing products and services. A service manager ensures that the products and services meet the needs and expectations of the customers and stakeholders, and that they are aligned with the enterprise strategy and objectives. A service manager also monitors and reports on the performance and quality of the products and services, and initiates improvement actions when necessary.1, p. 64 References: 1: COBIT 2019 Design Guide: Designing an Information and Technology Governance Solution

NEW QUESTION: 3
The design factor associated with a highly regulated enterprise is likely to attribute MORE importance to which of the following?
A. Managed strategy and operations
B. Documented work products and policies
C. Understanding of the business by IT professionals
Answer: B (LEAVE A REPLY)
The design factor associated with a highly regulated enterprise is likely to attribute more importance to documented work products and policies. A design factor is a characteristic or aspect of an enterprise that influences the design and implementation of a governance system. They include factors such as enterprise size, industry sector, risk profile, regulatory environment, sourcing model, etc. A highly regulated enterprise is one that operates in an industry or market that is subject to strict laws, rules, standards, or guidelines that affect its business processes, products, services, etc. A highly regulated enterprise would need to ensure compliance with these requirements by documenting its work products and policies, as well as by providing evidence of their implementation and effectiveness.12 References: COBIT 2019 Framework: Introduction and Methodology, COBIT 2019 Design Guide: Designing an Information and Technology Governance Solution

NEW QUESTION: 4
What is the focus of an enterprise that has a cost leadership strategy design factor?
A. Long-term cost optimization
B. Medium-term cost equalization
C. Short-term cost minimization
Answer: C (LEAVE A REPLY)
The focus of an enterprise that has a cost leadership strategy design factor is short-term cost minimization. A cost leadership strategy is a competitive strategy that aims to achieve lower costs than competitors by offering standardized products or services at low prices. A cost leadership strategy design factor affects how an enterprise designs its governance

system, as it implies a focus on operational efficiency, process automation, economies of scale, outsourcing, etc. An enterprise that has a cost leadership strategy design factor would prioritize short-term cost minimization over long-term cost optimization or medium-term cost equalization.12 References: COBIT 2019 Framework: Introduction and Methodology, COBIT 2019 Design Guide: Designing an Information and Technology Governance Solution

NEW QUESTION: 5

Which of the following is an element of governance?

A. Building plans to align with the direction set by the governance body

B. Monitoring activities designed to achieve enterprise objectives

C. Evaluating stakeholder needs to determine enterprise objectives

Answer: (SHOW ANSWER)

An element of governance is evaluating stakeholder needs to determine enterprise objectives. This is based on the principle of stakeholder value, which states that "governance of enterprise I&T should ensure that stakeholder needs, conditions and options are evaluated to determine balanced, agreed-on enterprise objectives to be achieved; setting direction through prioritization and decision making; and monitoring performance and compliance against agreed-on direction and objectives" 1. Evaluating stakeholder needs involves identifying who the stakeholders are, what their interests and expectations are, and how they can influence or be influenced by the enterprise's activities2. References: 1: COBIT 2019 Framework:
Introduction and Methodology, page 23 2: COBIT 2019 Framework: Governance and Management Objectives, page 18

NEW QUESTION: 6

An enterprise plans to outsource all of its noncore IT operations but wants to ensure the proper level of governance, risk and compliance (GRC) controls. Which of the following governance and management objectives would provide the MOST relevant management practices for the enterprise?

A. AP012 Managed Risk

B. APO10 Managed Vendors

C. AP013 Managed Security

D. APO09 Managed Service Agreements

Answer: D (LEAVE A REPLY)

The management objective APO09 Managed Service Agreements involves ensuring that IT services are delivered in accordance with agreed-upon service levels and costs. This management objective covers the activities of defining, negotiating, establishing, monitoring, reporting, and reviewing service agreements between service providers and service consumers. This management objective is most relevant for an enterprise that plans to outsource all of its noncore IT operations but wants to ensure the proper level of

governance, risk and compliance (GRC) controls. By applying this management objective, the enterprise can improve its service governance and management capabilities, ensure alignment of IT services with business strategy and objectives, enhance service performance and outcomes, and increase service consumer satisfaction and value realization. This management objective also involves ensuring that the outsourced IT services comply with the applicable laws, regulations, standards, guidelines, contracts, or agreements that govern the information and technology activities of the enterprise, as well as with the enterprise's policies, procedures, processes, practices, etc. This management objective also involves managing the risks associated with outsourcing IT services such as loss of control, vendor lock-in, quality issues, security breaches, etc.
References: : COBIT 2019 Process Reference Guide: Governance and Management Objectives: page 63-65 :
COBIT 2019 Implementation Guide: page 49-50

NEW QUESTION: 7
The alignment goal "Delivery of I&T services in line with business requirements" is organized into which IT balanced scorecard (BSC) dimension?
A. Customer
B. Financial
C. Internal
Answer: A (LEAVE A REPLY)
The alignment goal "Delivery of I&T services in line with business requirements" is organized into the customer dimension of the IT balanced scorecard (BSC). The IT BSC is a strategic performance management tool that helps enterprises to translate their IT vision and strategy into operational objectives and measures.
The IT BSC consists of four dimensions: customer, financial, internal, and learning and growth. The customer dimension focuses on how well IT meets the needs and expectations of its customers and stakeholders. Delivery of I&T services in line with business requirements is one of the 17 generic alignment goals defined by COBIT that supports the customer dimension.12 References: COBIT 2019 Framework: Introduction and Methodology, COBIT 2019 Framework: Governance System

NEW QUESTION: 8
When reviewing the risk profile of an enterprise during the governance design phase, what MUST be established prior to conducting a high-level risk analysis?
A. Risk response strategy
B. Key risk indicators (KRIs)
C. Enterprise's risk appetite
D. Risk management framework
Answer: C (LEAVE A REPLY)

The risk profile of an enterprise is a design factor that describes how an enterprise identifies, assesses, responds to, monitors, and reports on information and technology risks. The risk profile helps to determine the level of risk appetite and tolerance that an enterprise has for its information and technology activities, as well as the level of control and assurance that is required for its governance framework. When reviewing the risk profile of an enterprise during the governance design phase, one of the prerequisites that must be established prior to conducting a high-level risk analysis is the enterprise's risk appetite. The risk appetite is the amount and type of risk that an enterprise is willing to accept in pursuit of its objectives. The risk appetite provides a basis for defining the risk criteria, thresholds, indicators, and responses that will be used in the risk analysis process. The risk appetite also helps to align the governance framework with the enterprise's strategy and objectives.
References: : COBIT 2019 Design Guide, page 41-43 : COBIT 2019 Framework: Introduction and Methodology, page 28-29

NEW QUESTION: 9
Which of the following is the BEST starting point when translating enterprise goals into actionable governance and management objectives?
A. Generic enterprise goals
B. Risk-based enterprise goals
C. Selective enterprise goals
D. Prioritized enterprise goals
Answer: D (LEAVE A REPLY)
The best starting point when translating enterprise goals into actionable governance and management objectives is prioritized enterprise goals. The enterprise goals are the high-level statements of what an enterprise wants to achieve in terms of its mission, vision, values, strategy, etc. The enterprise goals are aligned with the stakeholder needs that reflect the expectations and requirements of various internal and external parties that have an interest or stake in the enterprise's information and technology activities. The prioritized enterprise goals are the subset of enterprise goals that have been ranked according to their importance or urgency for the enterprise based on its context and needs. By starting with prioritized enterprise goals when translating them into actionable governance and management objectives, an enterprise can ensure that it focuses on the most critical aspects of its information and technology governance that support its strategy and objectives. This will also help to align its information and technology activities with its stakeholder needs34 References: 3: COBIT 2019 Framework: Introduction and Methodology: page 25-26 4:
COBIT 2019 Design Guide: page 35-36

NEW QUESTION: 10

The enterprise goal titled "Optimization of Business Process Costs" is aligned to which balanced scorecard (BSC) dimension?

A. Growth

B. Customer

C. Internal

Answer: C (LEAVE A REPLY)

The enterprise goal titled "Optimization of Business Process Costs" is aligned to the internal dimension of the balanced scorecard (BSC). The internal dimension focuses on the efficiency and effectiveness of the business processes that deliver value to customers and stakeholders. Optimization of business process costs is one of the 17 generic enterprise goals defined by COBIT that supports the internal dimension.12 References: COBIT 2019 Framework: Introduction and Methodology, COBIT 2019 Framework: Governance and Management Objectives

NEW QUESTION: 11

Which of the following should be involved in resolving conflicting priorities in order to finalize the governance system design?

A. Change advisory board

B. IT process owners

C. Enterprise architects

D. Management of the IT function

Answer: (SHOW ANSWER)

The management of the IT function is the function that leads and manages the information and technology function in an enterprise, as well as supports and enables the information and technology governance. The management of the IT function includes roles such as CIO, IT managers, IT process owners, IT service owners, etc. The management of the IT function is responsible for resolving conflicting priorities in order to finalize the governance system design. The governance system design is the process of designing and implementing a governance system for an enterprise using COBIT 2019. The governance system design involves tailoring the COBIT 2019 components such as principles, enablers, goals, processes, practices, roles, structures, metrics etc., according to the enterprise's context and needs. The governance system design also involves considering various design factors such as enterprise strategy archetype; enterprise goals; IT-related goals; risk profile; IT deployment; threat landscape; compliance requirement; operating environment; size of enterprise; culture; stakeholders; etc., that influence how an enterprise designs and implements its governance system using COBIT 2019. By resolving conflicting priorities in order to finalize the governance system design, the management of the IT function ensures that the governance system is appropriate for the enterprise's strategy objectives performance risks issues opportunities etc., that it delivers value and benefits to the enterprise and its stakeholders that it aligns with the relevant standards guidelines regulations best practices etc., that it meets stakeholder requirements and expectations etc34 References: 3: COBIT 2019 Framework: Governance and Management Objectives: page 20-21 4: COBIT 2019 Design Guide: page 33-48

NEW QUESTION: 12

Which of the following is a key component of a governance system?

A. Performance metrics

B. Processes

C. Legal and regulatory requirements

Answer: B (LEAVE A REPLY)

Processes are key components of a governance system. Processes are the structured sets of activities that produce outputs or outcomes for achieving specific objectives. Processes define what needs to be done, by whom, when, how, and why. Processes are one of the seven enablers of a governance system, as defined by COBIT.12 References: COBIT 2019 Framework: Introduction and Methodology, COBIT 2019 Framework: Governance System

NEW QUESTION: 13

When considering the IT implementation methods design factor, and the design factor value is DevOps, which of the following should be a management objective priority?

A. Managed change acceptance and transitioning (BAI07)

B. Managed availability and capacity (BAI04)

C. Managed service requests and incidents (DSS02)

D. Managed solution identification and build (BAI03)

Answer: D (LEAVE A REPLY)

The IT implementation methods design factor describes how an enterprise develops, delivers, and maintains its IT solutions. DevOps is an IT implementation method that emphasizes collaboration, automation, integration, and feedback between the development and operations teams throughout the software development life cycle. One of the management objectives that should be prioritized when using DevOps is managed solution identification and build (BAI03), which involves defining, designing, building, testing, and deploying IT solutions that meet stakeholder requirements and expectations. This management objective supports the DevOps principles of continuous delivery, continuous integration, continuous testing, and continuous deployment, which aim to deliver high-quality IT solutions faster and more reliably.

References: : COBIT 2019 Design Guide, page 43-45 : COBIT 2019 Process Reference Guide, page 67-69

NEW QUESTION: 14

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

A. When defining the EGIT implementation road map
B. When developing the EGIT implementation program plan
C. When executing the EGIT implementation program plan
D. When initiating an EGIT program
Answer: B (LEAVE A REPLY)
The EGIT implementation life cycle consists of four stages: initiating an EGIT program, defining the EGIT implementation road map, developing the EGIT implementation program plan, and executing the EGIT implementation program plan. The third stage, developing the EGIT implementation program plan, involves identifying and defining the success metrics for the EGIT continual improvement program. These metrics should be aligned with the enterprise goals and objectives, and should measure the performance and outcomes of the EGIT processes and practices. The success metrics should also be SMART (specific, measurable, achievable, relevant, and time-bound), and should be communicated to all stakeholders involved in the EGIT program. References: : COBIT 2019 Design Guide: Designing an Information & Technology Governance Solution, page 26 1 : COBIT 2019 Design Guide: Designing an Information & Technology Governance Solution, page 41

NEW QUESTION: 15
I&T-related issues should be considered as part of the design factors for a governance system in order to manage:
A. risks that have a high probability.
B. risks that could materialize.
C. risks that have a high impact.
D. risks that have already materialized.
Answer: (SHOW ANSWER)
IT-related issues should be considered as part of the design factors for a governance system in order to manage risks that have a high impact. Design factors are the characteristics of the enterprise that influence the design and operation of a governance system, such as size, industry, culture, strategy, etc. IT-related issues are one of the 11 design factors defined in COBIT 2019, and they refer to the specific challenges or opportunities that arise from the use of information and technology in the enterprise, such as cybersecurity, digital transformation, innovation, etc. These issues may pose significant risks to the enterprise's objectives, performance, or reputation, and therefore need to be addressed by the governance system. The answer is based on the COBIT 2019 Design Guide1, page 15. References: 1: COBIT 2019 Design Guide | Digital | English.

NEW QUESTION: 16
A privately held company is planning to be listed on the stock exchange and is working on meeting regulatory requirements. After considering an assessment by external consultants,

the company has decided to implement the process 'Ensured Stakeholder Engagement." Who is BEST suited for this responsibility?

A. Relationship manager

B. Chief information officer

C. The board and executive management

D. Chief information security officer

Answer: C (LEAVE A REPLY)

The process 'Ensured Stakeholder Engagement' (EDM04) is one of the governance processes in COBIT 2019 that involves establishing transparent communication with stakeholders about their needs and expectations from information and technology governance. This process also involves ensuring stakeholder involvement in governance decision making and monitoring stakeholder satisfaction with governance outcomes. One of the roles that is best suited for this responsibility is the board and executive management, who are the highest- level governance body and decision makers in an enterprise. The board and executive management have a duty to ensure that they understand the needs and expectations of various stakeholders such as shareholders, regulators, customers, employees, suppliers, etc., and that they communicate effectively with them about the enterprise's strategy, objectives, performance, risks, issues, opportunities, etc., related to information and technology governance. The board and executive management also have a responsibility to involve stakeholders in governance decision making by soliciting their input, feedback, opinions, suggestions, etc., and by considering their interests and perspectives when making governance choices. The board and executive management also have a role in monitoring stakeholder satisfaction with governance outcomes by measuring stakeholder value realization from information and technology investments and initiatives.

References: : COBIT 2019 Process Reference Guide: Governance and Management Objectives, page 25-27 :

COBIT 2019 Framework: Governance and Management Objectives, page 19-20

NEW QUESTION: 17

Which of the following components of governance and management objectives includes the expected capability level?

A. Process activities
B. Alignment goals
C. Organization structure
Answer: (SHOW ANSWER)
The process activities component of governance and management objectives includes the expected capability level. A process activity is a specific task or action that contributes to achieving a process outcome or objective. A capability level is a measure of how well a process or activity is performed in terms of effectiveness, efficiency, completeness, reliability, etc. A capability level can range from 0 (incomplete) to 5 (optimizing). Each governance and management objective in COBIT defines a set of process activities that are required to achieve it, as well as an expected capability level for each activity.12 References: COBIT 2019 Framework: Introduction and Methodology, COBIT 2019 Framework: Governance and Management Objectives

NEW QUESTION: 18
The different levels of involvement associated with roles and organizational structure are PRIMARILY divided into:
A. governance and management levels.
B. responsibility and accountability levels.
C. operational and practitioner levels.
Answer: (SHOW ANSWER)
The different levels of involvement associated with roles and organizational structure are primarily divided into responsibility and accountability levels. Responsibility and accountability are two key concepts that define the degree of involvement and authority that a role has in performing a task or process. Responsibility means performing or overseeing a task or process, while accountability means being answerable for the outcome or result of a task or process. COBIT uses a RACI chart to assign different levels of responsibility and accountability to roles and organizational structures for each governance and management objective.13 References: COBIT 2019 Framework: Introduction and Methodology, COBIT 2019 Framework: Roles, Responsibilities & RACI Charts

NEW QUESTION: 19
What functional task area is responsible for assessing the potential return on investment (ROI) during future state planning?
A. Continuous improvement
B. Change enablement
C. Risk management
D. Program management
Answer: D (LEAVE A REPLY)

The functional task area that is responsible for assessing the potential return on investment (ROI) during future state planning is program management. According to the COBIT 2019 Implementation Guide, program management is one of the key enablers of IT governance and management, and it includes the processes and practices for planning, executing, monitoring, controlling, and closing IT programs and projects. One of the activities of program management is to conduct a business case analysis for each proposed improvement initiative in the future state plan. This analysis involves estimating the costs, benefits, risks, dependencies, assumptions, constraints, success factors, and ROI of each initiative. The analysis helps to prioritize and justify the initiatives based on their expected value to the enterprise. References: : COBIT 2019 Implementation Guide: Implementing and Optimizing an Information and Technology Governance Solution, page 15 1 : COBIT 2019 Implementation Guide: Implementing and Optimizing an Information and Technology Governance Solution, page 38

NEW QUESTION: 20

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

A. Organizational structures

B. People, skills and competencies

C. Principles, policies and frameworks

Answer: A (LEAVE A REPLY)

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

NEW QUESTION: 21

Which of the following figures BEST illustrates the context of an enterprise governance of information and technology (EGIT) system?

A.

B.

C.

D.

Answer: C (LEAVE A REPLY)

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

NEW QUESTION: 22
A CIO of a global enterprise has been mandated by the board to change the IT organizational structure from a divisional model to a centralized model and adopt outsourcing as required. The CIO identifies specific design factors that increase the importance of certain governance and management objectives. Which of the following is MOST likely to increase as a result?
A. Risk appetite and tolerance
B. Capability levels
C. Threat landscape
D. IT deployment
Answer: B (LEAVE A REPLY)
The capability levels are a measure of how well an enterprise performs its information and technology governance and management processes in terms of process attributes such as process performance, process definition, process deployment, process measurement, process control, process optimization etc. The capability levels range from 0 (incomplete) to 5 (optimizing), indicating the degree of maturity and effectiveness of an enterprise's information and technology governance and management processes. The capability levels are most likely to increase as a result of identifying specific design factors that increase the importance of certain governance and management objectives. The design factors are the characteristics or conditions that influence how an enterprise designs and implements its information and technology governance system using COBIT 2019. The design factors include aspects such as enterprise strategy archetype; enterprise goals; IT-related goals; risk profile; IT deployment; threat landscape; compliance requirement; operating environment; size of enterprise; culture; stakeholders; etc. By identifying specific design factors that increase the importance of certain governance and management objectives, an enterprise can tailor its information and technology governance system to suit its context and needs. This will also help to improve its capability levels for those governance and management objectives that are prioritized by the design factors. For example, if an enterprise identifies that its IT deployment design factor is cloud-based or hybrid-based, it may increase the importance of certain governance and management objectives such as managed availability and capacity (BAI04), managed service agreements (APO09), managed security services (DSS05), etc., which are relevant for managing cloud-based or

hybrid-based IT solutions. By tailoring its information and technology governance system to address those governance and management objectives more effectively, the enterprise can also increase its capability levels for those processes.
References: : COBIT 2019 Design Guide: page 33-48 : COBIT 2019 Process Assessment Model: page 11-13

NEW QUESTION: 23
An enterprise is designing a specific governance system that is using diverse technology deployments with multiple domains of business operations. Which of the following is the expected deliverable when tailoring the COBIT 2019 framework?
A. Focus area guidance
B. Capability levels
C. Enterprise goals
D. Aligned goals
Answer: (SHOW ANSWER)
The focus areas are specific governance topics that are relevant for an enterprise based on its context, needs, and objectives. The focus areas provide guidance on how to apply the COBIT 2019 framework to address specific issues or challenges related to information and technology governance. The focus areas also help to tailor the COBIT 2019 framework to suit the enterprise's specific governance system design. Therefore, when an enterprise is designing a specific governance system that is using diverse technology deployments with multiple domains of business operations, the expected deliverable when tailoring the COBIT 2019 framework is the focus area guidance. The focus area guidance will help the enterprise to select and prioritize the relevant focus areas that match its governance needs and objectives, and to customize the COBIT 2019 components such as principles, enablers, goals, processes, practices, etc., according to the focus area requirements12 References: 1: COBIT 2019 Design Guide, page 51-52 2: COBIT 2019 Framework: Introduction and Methodology, page 27-28

NEW QUESTION: 24
Which of the following COBIT organizational structure roles fulfills the practice and creates the intended outcome?
A. Accountable (A)
B. Responsible (R)
C. Consulted (C)
Answer: B (LEAVE A REPLY)
The responsible role fulfills the practice and creates the intended outcome within an organizational structure chart (RACI chart). A RACI chart is a tool that assigns different levels of responsibility, accountability, consultation, and information to roles and organizational structures for each governance and management objective. The responsible role means performing or overseeing a task or process. There can be more than one

responsible role for each task or process, but they must be coordinated by the accountable role. The responsible role fulfills the practice and creates the intended outcome by executing or supervising the process activities.13 References: COBIT 2019 Framework: Introduction and Methodology, COBIT 2019 Framework: Roles, Responsibilities & RACI Charts

NEW QUESTION: 25
Which of the following performance measures is used to assess a specific focus area?
A. Maturity level
B. Key goal indicator
C. Process capability rating
Answer: A (LEAVE A REPLY)
According to the COBIT 2019 Framework: Introduction and Methodology, a maturity level is a performance measure that is used to assess a specific focus area. A focus area is a topic that is relevant for governance and management of enterprise information and technology (I&T), such as cybersecurity, privacy or digital transformation. A maturity level indicates the extent to which a focus area is implemented and integrated in the enterprise's governance system. There are six maturity levels defined in COBIT 2019, ranging from 0 (incomplete) to 5 (optimized).3, p. 77-78 References: 3: COBIT 2019 Framework: Introduction and Methodology

NEW QUESTION: 26
Which of the following includes capability levels that can be used as benchmarks?
A. Process metrics
B. Process practices
C. Process purpose
D. Process activities
Answer: B (LEAVE A REPLY)
The process practices are the descriptions of the activities that are performed within a process to achieve its purpose and outcomes. The process practices are organized into three levels: basic, intermediate, and advanced. The process practices also include inputs, outputs, roles, responsibilities, goals, and metrics for each activity. The process practices are aligned with the capability levels that can be used as benchmarks to measure and improve the performance of a process. The capability levels are a measure of how well an enterprise performs its information and technology governance and management processes in terms of process attributes such as process performance, process definition, process deployment, process measurement, process control, process optimization etc. The capability levels range from 0 (incomplete) to 5 (optimizing), indicating the degree of maturity and effectiveness of an enterprise's information and technology governance and management processes. By using the process practices as benchmarks, an enterprise can assess its current capability level for each process, identify the gaps or issues that need to

be addressed, set the target capability level for each process based on its strategy, objectives, needs, expectations, etc., and implement the actions and initiatives that are required to enhance the capability level for each process12 References: 1: COBIT 2019 Process Reference Guide: Governance and Management Objectives: page 13-15 2: COBIT 2019 Process Assessment Model: page 11-13

NEW QUESTION: 27

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

A. Throughout the life cycle

B. During the planning phase

C. Just prior to operationalization

Answer: (SHOW ANSWER)

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

NEW QUESTION: 28

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

A. IT governance identifies benchmarking standards.

B. IT governance includes identification of business risk.

C. IT governance is sponsored by executives.

Answer: C (LEAVE A REPLY)

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

NEW QUESTION: 29

When tailoring COBIT 2019 to enterprise requirements, which of the following is the PRIMARY objective of preparing a risk profile?

A. To identify areas of risk that require mitigation
B. To identify areas of risk that cause technology disruption
C. To identify areas of risk that impact business continuity
D. To identify areas of risk that exceed risk appetite
Answer: (SHOW ANSWER)
The risk profile is a design factor that describes how an enterprise identifies, assesses, responds to, monitors, and reports on information and technology risks. The risk profile helps to determine the level of risk appetite and tolerance that an enterprise has for its information and technology activities, as well as the level of control and assurance that is required for its governance framework. When tailoring COBIT 2019 to enterprise requirements, the primary objective of preparing a risk profile is to identify areas of risk that exceed risk appetite. The risk appetite is the amount and type of risk that an enterprise is willing to accept in pursuit of its objectives. The risk appetite provides a basis for defining the risk criteria, thresholds, indicators, and responses that will be used in the risk profile process. By identifying areas of risk that exceed risk appetite, an enterprise can prioritize its governance objectives, processes, practices, roles, structures, and metrics according to the level of risk exposure and impact. This will also help to align the governance framework with the enterprise's strategy and objectives.
References: : COBIT 2019 Design Guide: page 41-43 : COBIT 2019 Framework: Introduction and Methodology: page 28-29

NEW QUESTION: 30
Which of the following is a characteristic of the COBIT framework?
A. COBIT organizes enterprise business processes.
B. COBIT distinguishes between governance and management activities.
C. COBIT addresses the activities required to manage all IT within an enterprise.
Answer: B (LEAVE A REPLY)
A fundamental characteristic of the COBIT framework is its clear distinction between governance and management activities. This differentiation is crucial for establishing effective oversight and operational execution within an organization's IT functions.
* Governance Activities:These are the responsibilities of the board of directors and involve evaluating strategic options, directing the organization towards achieving objectives, and monitoring performance.
Governance ensures that stakeholder needs, conditions, and options are evaluated to determine balanced, agreed-upon enterprise objectives to be achieved.
* Management Activities:These are the responsibilities of executive management and involve planning, building, running, and monitoring activities in alignment with the direction set by the governance body to achieve the enterprise objectives.
Option A, "COBIT organizes enterprise business processes," is not accurate. While COBIT provides a framework for IT governance, it does not structure or organize all enterprise business processes.

Option C, "COBIT addresses the activities required to manage all IT within an enterprise," is partially correct but does not capture the essence of the framework's focus on distinguishing governance from management.
Therefore, the characteristic of the COBIT framework is that it distinguishes between governance and management activities, providing a structured approach to align IT processes with enterprise goals.
References:
COBIT 2019 Framework: Introduction and Methodology, ISACA, 2018.
COBIT 2019 Framework: Governance and Management Objectives, ISACA, 2018.

NEW QUESTION: 31
What would be the PRIMARY reason for management to conduct a process capability assessment?
A. To better understand the current state as compared to the target
B. To better understand the cost of implementing the improved process
C. To better understand the current level of risk versus future risk
Answer: A (LEAVE A REPLY)
The primary reason for management to conduct a process capability assessment is to better understand the current state as compared to the target state. A process capability assessment is a method of measuring and evaluating how well a process or activity is performed in terms of effectiveness, efficiency, completeness, reliability, etc. A process capability assessment can be done using different models or frameworks, such as CMMI or ISO/IEC 15504. A process capability assessment helps management to better understand the current state of a process by identifying its strengths, weaknesses, gaps, and improvement opportunities. A process capability assessment also helps management to compare the current state with the target state, which is the desired level of performance or outcome for a process.13 References: COBIT 2019 Framework: Introduction and Methodology, COBIT Process Assessment Model (PAM): Using COBIT 5

NEW QUESTION: 32
Which "Role of IT" design factor is viewed as a driver for business process and service innovation?

A. Turnaround
B. Strategic
C. Support
Answer: A (LEAVE A REPLY)
The role of IT design factor describes how IT supports the enterprise strategy and objectives. Turnaround is a role of IT that is viewed as a driver for business process and service innovation, by enabling new ways of doing business, creating new sources of revenue, and enhancing customer satisfaction1, p. 29. References: 1:
COBIT 2019 Framework: Introduction and Methodology

NEW QUESTION: 33
Which of the following components of a governance system translates desired behavior into practical guidance?
A. Culture, ethics and behavior
B. Principles, policies and frameworks
C. People, skills and competencies
Answer: B (LEAVE A REPLY)
The principles, policies and frameworks component of a governance system translates desired behavior into practical guidance. Principles are the fundamental norms or rules that guide decision-making and actions.
Policies are the statements of intent or direction that define what is expected or required. Frameworks are the conceptual models or structures that define the key elements, relationships, and principles of a system. The principles, policies and frameworks component of a governance system translates desired behavior into practical guidance by providing a consistent and coherent basis for information and technology governance and management.14 References: COBIT 2019 Framework: Introduction and Methodology, COBIT 2019 Framework: Governance System

NEW QUESTION: 34
Which of the following criteria must be met for a process to meet a higher capability level?
A. All activities of that level are successfully performed.
B. Capability is demonstrated on the most relevant process activities.
C. An identified subset of the activities of that level can be executed effectively.
Answer: A (LEAVE A REPLY)
A process can meet a higher capability level if all activities of that level are successfully performed, in addition to the activities of lower levels. The capabilitylevels range from 0 (incomplete) to 5 (optimizing), and each level has a set of generic attributes that describe the expected performance of the process activities2, p. 30. References: 2: COBIT 2019 Framework: Introduction and Methodology

NEW QUESTION: 35

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

A. Merger, acquisition, or divestiture

B. Shifts in the market or economy

C. External consultant assessment

D. New business strategy or priority

Answer: A (LEAVE A REPLY)

A due diligence review is a process that involves conducting a comprehensive analysis and assessment of an enterprise's information and technology assets, capabilities, risks, issues, opportunities, etc., before making a significant decision or transaction. A due diligence review helps to ensure that an enterprise has a clear understanding of the current state and potential impacts of its information and technology activities on its strategy, objectives, performance, value, etc., as well as on its compliance with relevant laws, regulations, standards, guidelines, contracts, or agreements. It is critical to perform a due diligence review following a merger, acquisition, or divestiture event. A merger is an event that involves combining two or more enterprises into one entity. An acquisition is an event that involves one enterprise purchasing another enterprise or its assets. A divestiture is an event that involves one enterprise selling or transferring part of its business or assets to another enterprise. By performing a due diligence review following a merger acquisition or divestiture event an enterprise can ensure that it has identified and addressed any information and technology related risks issues gaps etc., that may arise from the integration or separation of information and technology assets capabilities processes systems structures culture etc., that it has aligned its information and technology governance and management with its new strategy objectives needs expectations etc., that it has optimized its information and technology performance and value delivery etc34 References: 3: COBIT 2019 Framework: Governance and Management Objectives: page 20-21 4: COBIT 2019 Design Guide: page 47-48

NEW QUESTION: 36

In most cases, management of the enterprise is the responsibility of:

A. the project management office.

B. the executive management team.

C. the board of directors.

Answer: B (LEAVE A REPLY)

In most cases, management of the enterprise is the responsibility of the executive management team. The executive management team consists of senior managers who are accountable for implementing the strategies and policies set by the board or other governing body. They are also responsible for planning, organizing, directing, controlling, and reporting on the enterprise's operations3. The executive management team may delegate some of their management responsibilities to other managers or staff, but they remain ultimately accountable for the outcomes4. References: 3: COBIT 2019 Framework: Introduction and Methodology, page

28 4: COBIT 2019 Framework: Governance and Management Objectives, page 21

NEW QUESTION: 37

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

A. Who is responsible for ensuring all activities at a given level are performed successfully

B. How well a process is implemented and performing at a given level

C. Which internal policies are relevant to a process at a given level

Answer: (SHOW ANSWER)

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

NEW QUESTION: 38

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

A. Learning and Growth

B. Customer

C. Internal

Answer: A (LEAVE A REPLY)

The alignment goal titled "Knowledge, expertise and initiatives for business innovation" is aligned to the Learning and Growth dimension of the IT balanced scorecard (BSC). The IT BSC is a tool that translates the IT-related goals into a set of performance indicators that can be measured and monitored. The Learning and Growth dimension focuses on the capabilities and skills of the IT staff, as well as the culture and climate that foster innovation and learning. The alignment goal is based on the COBIT 2019 Framework5, page 38.

References: 5: COBIT 2019 Framework | Digital | English

NEW QUESTION: 39

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

A. Include a scope statement in the business case.

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

C. Generate an IT governance policy.

Answer: A (LEAVE A REPLY)

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

NEW QUESTION: 40
Which of the following is a PRIMARY objective of reviewing the effectiveness of a new IT governance system that has been operational for 6 months?
A. Obtaining executive management support for IT governance
B. Identifying further governance requirements
C. Evaluating business performance reports
Answer: B (LEAVE A REPLY)
The primary objective of reviewing the effectiveness of a new IT governance system that has been operational for 6 months is to identify further governance requirements. An IT governance system is a set of components that provide direction, oversight, evaluation, monitoring, assurance, etc., for an enterprise's information and technology. The effectiveness of an IT governance system can be reviewed using different methods or tools, such as audits, assessments, surveys, feedbacks, etc. The primary objective of reviewing the effectiveness of a new IT governance system that has been operational for 6 months is to identify further governance requirements that may arise from changes in the internal or external environment, stakeholder needs, business objectives, etc.12
References: COBIT 2019 Framework: Introduction and Methodology, COBIT 2019 Implementation Guide: Implementing an Information and Technology Governance Solution

NEW QUESTION: 41
When tailoring a governance system for an enterprise, which of the following is MOST important to consider for an operating environment with a high compliance requirement?
A. Enterprise goals
B. Enterprise strategy
C. Threat landscape
D. Geopolitical situation
Answer: (SHOW ANSWER)
The threat landscape is a design factor that describes the types and levels of threats that an enterprise faces from internal and external sources that could compromise its information and technology assets. The threat landscape helps to determine the level of security and resilience that an enterprise needs to protect its information and technology assets from unauthorized access, use, disclosure, modification, destruction, or disruption. When tailoring a governance system for an enterprise, one of the most important factors to consider for an operating environment with a high compliance requirement is the threat landscape. The compliance requirement is another design factor that describes the extent

and nature of laws, regulations, standards, guidelines, contracts, or agreements that an enterprise must comply with regarding its information and technology activities. The compliance requirement influences the level of control and assurance that an enterprise needs to demonstrate its adherence to the applicable rules and obligations. By considering the threat landscape in relation to the compliance requirement, an enterprise can ensure that its governance system is appropriate for its risk profile and context, and that it can effectively manage the potential impacts of threats on its compliance status34 References: 3: COBIT 2019 Design Guide: page 41-43 4: COBIT 2019 Design Guide: page 47-48

NEW QUESTION: 42
Within the COBIT goals cascade, stakeholder drivers are transformed into:
A. the enterprise's actionable strategy.
B. business unit performance metrics.
C. the enterprise's governance framework.
Answer: (SHOW ANSWER)
Within the COBIT goals cascade, stakeholder drivers are transformed into the enterprise's actionable strategy. The COBIT goals cascade is a mechanism that helps enterprises to align their governance objectives with their stakeholder needs. It consists of four levels: stakeholder drivers, enterprise goals, alignment goals, and governance and management objectives. Stakeholder drivers are the needs or expectations of the internal or external stakeholders of the enterprise. Enterprise goals are the specific targets or outcomes that the enterprise sets to achieve its vision and mission. Alignment goals are the intermediate goals that link the enterprise goals with the governance and management objectives. Governance and management objectives are the desired outcomes of the governance system for information and technology. Stakeholder drivers are transformed into enterprise goals through a process of analysis, prioritization, and validation. Enterprise goals form the basis ofthe enterprise's actionable strategy.12 References: COBIT 2019 Framework: Introduction and Methodology, COBIT 2019 Framework: Governance System

NEW QUESTION: 43
Which of the following is an important principle of a proper governance framework?
A. The governance framework should be rigorous and focus exclusively on prioritized existing issues.
B. The governance framework should be based on a single relevant standard, framework or regulation.
C. The governance framework should allow for flexibility in addressing new issues.
Answer: C (LEAVE A REPLY)
The principle that the governance framework should allow for flexibility in addressing new issues is an important principle of a proper governance framework. A governance framework is a conceptual model or structure that defines the key elements, relationships, and principles of a governance system. A proper governance framework should follow

certain principles or guidelines that ensure its effectiveness, efficiency, and alignment with the enterprise goals and objectives. The principle that the governance framework should allow for flexibility in addressing new issues is an important principle of a proper governance framework because it helps to ensure that the governance system can adapt to changes in the internal or external environment, stakeholder needs, business objectives, etc.13 References: COBIT 2019 Framework:
Introduction and Methodology, COBIT 2019 Design Guide: Designing an Information and Technology Governance Solution

NEW QUESTION: 44
Which of the following components is important to update in a COBIT RACI chart to align with the enterprise's context, priorities and preferred terminology?
A. Enterprise process practices and activities
B. Enterprise roles and organizational structures
C. Enterprise procedures and job descriptions
Answer: B (LEAVE A REPLY)
The enterprise roles and organizational structures component is important to update in a COBIT RACI chart to align with the enterprise's context, priorities and preferred terminology. A RACI chart is a tool that assigns different levels of responsibility, accountability, consultation, and information to roles and organizational structures for each governance and management objective. A RACI chart consists of four components: enterprise roles and organizational structures, governance and management objectives, enterprise process practices and activities, and RACI assignments. The enterprise roles and organizational structures component should be updated to reflect the specific roles and structures that exist in the enterprise, as well as their names and descriptions.13 References: COBIT 2019 Framework: Introduction and Methodology, COBIT 2019 Framework: Roles, Responsibilities & RACI Charts

NEW QUESTION: 45
DevOps is an example of which of the following?
A. A process and service
B. A design factor and hybrid method
C. A component variant and focus area
Answer: B (LEAVE A REPLY)
In COBIT 2019, DevOps is classified as a design factor and a hybrid method. Design factors influence the tailoring of a governance system. As a hybrid method, DevOps combines development and operations practices, emphasizing continuous delivery and integration. This concept aligns with COBIT's adaptable framework, which accommodates various focus areas and methodologies to enhance agility and responsiveness in IT processes.

NEW QUESTION: 46

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

A. the enterprise's risk profile.

B. the IT implementation method.

C. the role of IT within the enterprise.

Answer: A (LEAVE A REPLY)

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

NEW QUESTION: 47

The identification and definition of EGIT continual improvement success metrics is recommended and completed when:

A. executing the EGII implementation program plan.

B. reviewing the effectiveness of EGIT implementation plan results.

C. defining the EGIT implementation road map

D. developing the EGIT implementation program plan.

Answer: D (LEAVE A REPLY)

As explained in the previous question, the success metrics for the EGIT continual improvement program are identified and defined in the third stage of the EGIT implementation life cycle, which is developing the EGIT implementation program plan. Therefore, the correct answer is D. The other options are incorrect because they refer to different stages of the EGIT implementation life cycle that do not involve defining the success metrics. Option A refers to the second stage, which is defining the EGIT implementation road map. This stage involves identifying and prioritizing the improvement opportunities based on a gap analysis between the current and desired states of EGIT. Option B refers to the fourth stage, which is executing the EGIT implementation program plan. This stage involves implementing the improvement actions according to the plan, monitoring and controlling the progress and outcomes, and reporting on the results. Option C refers to the first stage, which is initiating an EGIT program. This stage involves establishing a clear vision and scope for the EGIT program, obtaining senior management commitment and sponsorship, and setting up a governance structure for the program. References: : COBIT 2019 Design Guide: Designing an Information & Technology Governance Solution, page 28 1 : COBIT 2019 Design Guide: Designing an Information & Technology Governance Solution, page 43 1 : COBIT 2019 Design Guide: Designing an Information & Technology Governance Solution, page 24

NEW QUESTION: 48

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

A. Organizational structures

B. Skills and competencies

C. Enterprise architect

D. Support for the portfolio management role with an investment office

Answer: D (LEAVE A REPLY)

An important component for an enterprise strategy archetype of cost leadership as defined by COBIT 2019 is support for the portfolio management role with an investment office. According to the COBIT 2019 Design Guide, cost leadership is one of the four generic enterprise strategy archetypes that describe how enterprises compete in their markets. Cost leadership means that an enterprise aims to offer the lowest prices for its products or services by minimizing its costs and maximizing its efficiency. One of the design factors that influence the governance system for a cost leadership strategy is the organizational structures. The COBIT
2019 Design Guide suggests that a cost leadership strategy requires a centralized and standardized organizational structure that supports the portfolio management role with an investment office. The portfolio management role is responsible for selecting, prioritizing, and balancing the IT investments that align with the enterprise strategy and objectives. The investment office is a function that assists the portfolio management role by providing financial analysis, reporting, and decision support. The support for the portfolio management role with an investment office helps to ensure that the IT investments are optimized for cost and value. References: : COBIT 2019 Design Guide: Designing an Information & Technology Governance Solution, page 48 2 : COBIT 2019 Design Guide: Designing an Information & Technology Governance Solution, page 51

NEW QUESTION: 49

What is the BEST approach when determining which of the archetype enterprise strategies most closely aligns with an enterprise's own strategy?

A. Select a mix of equally important strategy archetypes.

B. Select one primary strategy archetype and only one secondary strategy archetype.
C. Select all the strategy archetypes that are applicable to the enterprise.
D. Select the strategy archetype most closely aligned to the enterprise's information and technology risk profile.
Answer: D (LEAVE A REPLY)
The strategy archetype is a design factor that describes how an enterprise uses information and technology to achieve its goals and objectives. There are six strategy archetypes defined in COBIT 2019: customer intimacy, product leadership, operational excellence, compliance-driven, data-driven, and innovation-driven.
Each archetype has different implications for the governance and management of information and technology in terms of focus areas, processes, practices, roles, structures, and metrics. The best approach when determining which strategy archetype most closely aligns with an enterprise's own strategy is to select the one that reflects the enterprise's information and technology risk profile, which is another design factor that describes how an enterprise identifies, assesses, responds to, monitors, and reports on information and technology risks. The risk profile helps to determine the level of risk appetite and tolerance that an enterprise has for its information and technology activities, as well as the level of control and assurance that is required for its governance framework. By selecting the strategy archetype that matches the risk profile, an enterprise can ensure that its governance framework is appropriate for its context and objectives5 References: 5: COBIT 2019 Design Guide, page 35-39 : COBIT 2019 Design Guide, page 41-43

NEW QUESTION: 50
Which of the following is a KEY change enablement task that must be completed during the driver identification phase of an IT initiative?
A. Define high-level improvement targets.
B. Identify the business and governance drivers.
C. Establish urgency for the changes needed.
D. Assign high-level roles and responsibilities.
Answer: B (LEAVE A REPLY)
The change enablement tasks are the tasks that involve preparing for managing and sustaining the changes that are required for implementing a governance system for an enterprise using COBIT 2019. The change enablement tasks help to ensure that the changes are aligned with the enterprise's strategy objectives needs expectations etc., that they deliver value and benefits to the enterprise and its stakeholders that they overcome resistance and barriers to change that they create a culture of continuous improvement etc. One of the key change enablement tasks that must be completed during the driver identification phase of an IT initiative is identify the business and governance drivers. The driver identification phase is the first phase of the governance implementation roadmap which involves identifying and analyzing the internal and external factors that trigger or influence the need for designing and implementing a governance system for an enterprise

using COBIT 2019. The business drivers are the factors that relate to the enterprise's business strategy objectives performance risks issues opportunities etc., such as market conditions customer demands competitive pressures regulatory requirements etc. The governance drivers are the factors that relate to the enterprise's information and technology governance strategy objectives performance risks issues opportunities etc., such as IT alignment IT value delivery IT risk management IT resource management IT performance measurement etc. By identifying the business and governance drivers during the driver identification phase an enterprise can establish a clear understanding of why it needs to design and implement a governance system using COBIT 2019 what are the expected outcomes benefits value etc., from doing so who are the relevant stakeholders their roles responsibilities requirements expectations etc., how to communicate engage involve them in the change process etc.

NEW QUESTION: 51
Which of the following frameworks has been used as a basis for developing guidance for the COBIT governance component of people, skills and competencies?
A. Sans Security Policy Framework
B. Cyber Security Framework
C. Skills Framework for the Information Age
Answer: C (LEAVE A REPLY)
The Skills Framework for the Information Age (SFIA) has been used as a basis for developing guidance for the COBIT governance component of people, skills and competencies. SFIA is a globally recognized framework that describes the skills required by professionals who work with information and technology2, p. 36. References: 2: COBIT 2019 Framework: Introduction and Methodology

NEW QUESTION: 52
When defining a governance implementation roadmap. what is the NEXT step after planning the program?
A. Initiate the
B. Realize benefits.
C. Review effectiveness.
D. Execute the plan.
Answer: D (LEAVE A REPLY)
The governance implementation roadmap is a document that outlines the steps and activities involved in designing and implementing a governance system for an enterprise using COBIT 2019. The governance implementation roadmap consists of seven phases: what are the drivers; where are we now; where do we want to be; what needs to be done; how do we get there; did we get there; how do we keep up momentum. The next step after planning the program is to execute the plan. This means that after developing a detailed business case and high-level program plan for implementing a governance system in

phase four (what needs to be done), the enterprise should proceed to phase five (how do we get there), which involves executing the program plan according to the defined scope, approach, benefits, costs, risks, and timeline. This phase also involves managing the program resources, deliverables, quality, performance, and stakeholder expectations, as well as monitoring and controlling the program progress and outcomes.
References: : COBIT 2019 Implementation Guide: page 41-42 : COBIT 2019 Implementation Guide: page 51-
52

NEW QUESTION: 53
Which of the following is the PRIMARY benefit or output derived from setting targeted capability levels and performing a capability-level gap analysis for selected processes?
A. Identification and mitigation of all identified risks
B. Identification of process improvement opportunities
C. Development of a business case outline
D. Development of enterprise goals that align to established targets
Answer: B (LEAVE A REPLY)
The capability levels are a measure of how well an enterprise performs its information and technology governance and management processes in terms of process attributes such as process performance, process definition, process deployment, process measurement, process control, process optimization etc. The capability levels range from 0 (incomplete) to 5 (optimizing), indicating the degree of maturity and effectiveness of an enterprise's information and technology governance and management processes. The targeted capability levels are the desired levels of performance that an enterprise wants to achieve for its information and technology governance and management processes, based on its strategy, objectives, needs, and expectations. The targeted capability levels provide a basis for defining the improvement goals and objectives for the processes. The capability-level gap analysis is a process that involves comparing the current capability levels of an enterprise's information and technology governance and management processes with the targeted capability levels, and identifying the gaps or differences between them. The capability-level gap analysis helps to determine the improvement actions and initiatives that are required to close the gaps and achieve the targeted capability levels. The primary benefit or output derived from setting targeted capability levels and performing a capability-level gap analysis for selected processes is identification of process improvement opportunities. This means that by setting targeted capability levels and performing a capability- level gap analysis for selected processes, an enterprise can identify the areas of weakness or inefficiency in its information and technology governance and management processes, and determine the potential solutions or enhancements that can improve its process performance, quality, value, etc. This will also help to align the information and technology governance system with the enterprise's strategy and objectives.

References: : COBIT 2019 Design Guide: page 53-54 : COBIT 2019 Process Assessment Model: page 11-13

NEW QUESTION: 54

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

A. Achievement of value

B. Preservation of value

C. Optimization of value

Answer: B (LEAVE A REPLY)

Risk management focuses on the preservation of value, while value delivery focuses on the creation of value.

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

COBIT 2019 Framework: Introduction and Methodology, COBIT 2019 Framework: Governance System

NEW QUESTION: 55

Which of the following would be an appropriate metric associated with an enterprise goal of "Business service continuity and availability?

A. Satisfaction levels of board and executive management with business process capabilities

B. Ratio of significant incidents that were not identified in risk assessments vs. total incidents

C. Number of business processing hours lost due to unplanned service interruptions

Answer: C (LEAVE A REPLY)

The number of business processing hours lost due to unplanned service interruptions would be an appropriate metric associated with an enterprise goal of business service continuity and availability. A metric is a quantifiable measure that is used to track and assess the status of a specific process or activity. Business service continuity and availability is one of the 17 generic enterprise goals defined by COBIT that describes the desired outcome of ensuring that critical business services are delivered at agreed levels and are resilient to disruptions. The number of business processing hours lost due to unplanned service interruptions is a metric that reflects how well this outcome is achieved.13 References: COBIT 2019 Framework: Introduction and Methodology, COBIT 2019 Framework: Governance and Management Objectives

NEW QUESTION: 56
The alignment goal titled "Security of information, processing infrastructure and privacy" is part of which IT balanced scorecard (BSC) dimension?
A. Internal
B. Learning and growth
C. Customer
Answer: (SHOW ANSWER)
The alignment goal titled "Security of information, processing infrastructure and privacy" is part of the internal dimension of the IT BSC, as it relates to the protection of IT assets and information from unauthorized access, use, disclosure, modification, or destruction2, p. 20. References: 2: COBIT 2019 Framework: Governance and Management Objectives

NEW QUESTION: 57
The primary target audience for COBIT is:
A. anyone responsible for the governance solution.
B. assurance professionals responsible for evaluating and reporting on the existence of internal controls.
C. business and IT management responsible for building and deploying I&T solutions.
Answer: (SHOW ANSWER)
The primary target audience for COBIT is business and IT management responsible for building and deploying I&T solutions. COBIT is designed to help these managers address the challenges of aligning I&T with business goals, delivering value from I&T, managing I&T risks, optimizing I&T resources, and measuring I&T performance5. COBIT provides a comprehensive and flexible framework that can be adapted to different contexts and situations. COBIT also helps to establish a common language and understanding among business and IT stakeholders6. References: 5: COBIT 2019 Framework: Introduction and Methodology, page 15 6: COBIT 2019 Framework: Introduction and Methodology, page 25

NEW QUESTION: 58
Which COBIT principle addresses the need to consider how many changes in technology or strategy impact the enterprise governance system as a whole?
A. A governance system should be tailored to the enterprise's needs.
B. A governance system should cover the enterprise end to end.
C. A governance system should be dynamic.
Answer: (SHOW ANSWER)
The COBIT principle that addresses the need to consider how changes in technology or strategy impact the enterprise governance system as a whole is that a governance system

should be dynamic. This principle states that "a governance system should be responsive to changing stakeholder needs, conditions and options; adaptable to changing circumstances; able to learn from experience; and innovative in supporting continual improvement" 4. A dynamic governance system can anticipate and respond to changes in the internal and external environment, such as new technologies, business models, risks, or opportunities5. References: 4:
COBIT 2019 Framework: Introduction and Methodology, page 23 5: COBIT 2019 Framework: Governance and Management Objectives, page 20

NEW QUESTION: 59
Which of the following is considered good practice with regard to performance management of organizational structures?
A. Decision rights of the organizational structure are situation-dependent to facilitate escalation processes.
B. The organizational structure is informally established to enable agile change management.
C. Organizational meeting reports/minutes are available and meaningful to ensure transparency.
Answer: C (LEAVE A REPLY)
According to the COBIT 2019 Framework: Governance and Management Objectives, one of the good practices with regard to performance management of organizational structures is to ensure that organizational meeting reports/minutes are available and meaningful to ensure transparency. This means that the outcomes and decisions of the meetings are documented and communicated to relevant stakeholders in a timely manner, and that they provide sufficient information to support accountability and learning. Transparency is one of the key principles of effective governance of enterprise I&T.4, p. 32-33 References: 4:
COBIT 2019 Framework:
Governance and Management Objectives

NEW QUESTION: 60
Which of the following is the role or structure formed by a group of stakeholders and experts accountable for guiding IT-related matters and decisions?
A. Executive committee
B. Architecture board
C. IT governance board
Answer: A (LEAVE A REPLY)
The role or structure formed by a group of stakeholders and experts accountable for guiding IT-related matters and decisions is the executive committee. This committee is responsible for setting the direction, policies, and objectives for IT governance and management, as well as overseeing the performance, risk, and compliance of IT. The committee is composed of senior executives from both business and IT functions, and may

also include external advisors or experts. The committee is based on the COBIT 2019 Implementation Guide1, page 43. References: 1: COBIT 2019 Implementation Guide | Digital | English

NEW QUESTION: 61
Which of the following is MOST critical to ensuring the objective of managed availability and capacity?
A. Identification of single points of failure
B. Allocation of budgets for business continuity
C. Future prediction of I&T resource requirements
Answer: C (LEAVE A REPLY)
The most critical factor to ensuring the objective of managed availability and capacity is to predict future IT resource requirements based on current and projected business needs, service levels, and performance targets.
This factor enables the enterprise to plan, provision, and optimize IT resources in a timely and cost-effective manner, while ensuring that IT services are delivered with sufficient availability and capacity to meet business demands. The factor is based on the COBIT 2019 Design Guide2, page 77. References: 2: COBIT 2019 Design Guide | Digital | English

NEW QUESTION: 62
Which of the following describes the COBIT performance model?
A. The COBIT performance model is a stand-alone model that can be used in conjunction with the COBIT core model.
B. The COBIT performance model is integrated into the COBIT core model.
C. The COBIT performance model is unique and not aligned with existing maturity and capability models.
Answer: B (LEAVE A REPLY)
The COBIT performance model is integrated into the COBIT core model. The COBIT core model consists of two main elements: the governance and management objectives (which define what needs to be achieved) and the performance model (which defines how well it needs to be achieved). The performance model is based on existing maturity and capability models (such as ISO/IEC 15504) and provides a common language to measure

and communicate performance. The performance model consists of six levels (from 0 to 5) that describe the increasing degree of capability for each governance or management objective.15 References:
COBIT 2019 Framework: Introduction and Methodology, COBIT 2019 Framework: Governance System

NEW QUESTION: 63
Which COBIT domain of management objectives incorporates managed risk?
A. Build, acquire and implement (BAI)
B. Align, plan and organize (APO)
C. Deliver, service and support (DSS)
Answer: (SHOW ANSWER)
The Align, Plan and Organize (APO) domain incorporates managed risk as one of its management objectives.
The APO domain covers the activities related to aligning IT strategy with business strategy, planning IT resources and capabilities, organizing IT governance structures and processes, managing IT performance, innovation, risk, quality, human resources, security, information, services, etc. The APO domain consists of
13 management objectives that describe the desired outcomes of these activities.14
References: COBIT 2019 Framework: Introduction and Methodology, COBIT 2019 Framework: Governance and Management Objectives

NEW QUESTION: 64
Which of the following is an enterprise goal according to COBIT?
A. Managed IT-related risks
B. IT compliance with internal policies
C. Business service continuity and availability
Answer: (SHOW ANSWER)
Business service continuity and availability is one of the 17 enterprise goals defined in COBIT 2019, which describe the outcomes that an enterprise wants to achieve from its use of information and technology. This goal relates to ensuring that critical business processes and information are available at a level acceptable to the enterprise in the event of a disruption or disaster, and that recovery plans are in place to restore normal operations as soon as possible. The goal is based on the COBIT 2019 Framework3, page 36. References: 3:
COBIT 2019 Framework | Digital | English

NEW QUESTION: 65
Which of the following cascades to enterprise goals?
A. Stakeholder needs
B. Organizational objectives

C. Enterprise strategy
Answer: C (LEAVE A REPLY)
Enterprise strategy cascades to enterprise goals within the COBIT goals cascade. The COBIT goals cascade is a mechanism that helps enterprises to align their governance objectives with their stakeholder needs. It consists of four levels: stakeholder drivers, enterprise goals, alignment goals, and governance and management objectives.
Enterprise strategy is the high-level direction and guidance that defines how the enterprise will achieve its vision and mission. Enterprise goals are the specific targets or outcomes that the enterprise sets to achieve its vision and mission. Enterprise strategy cascades to enterprise goals through a process of analysis, prioritization, and validation.12 References: COBIT 2019 Framework: Introduction and Methodology, COBIT 2019 Framework: Governance System

NEW QUESTION: 66
An enterprise is not having success implementing IT governance because key staff are not participating in planning meetings. What is the MOST likely underlying cause?
A. Lack of consequences for not attending
B. Failure to utilize program management principles
C. Lack of senior leadership commitment
Answer: C (LEAVE A REPLY)
The most likely underlying cause for an enterprise not having success implementing IT governance because key staff are not participating in planning meetings is lack of senior leadership commitment. Senior leadership commitment is essential for ensuring that IT governance is aligned with the enterprise's vision, mission, values, and goals, and that it receives adequate resources, support, and oversight. Without senior leadership commitment, IT governance may face resistance, confusion, or indifference from key stakeholders, resulting in poor implementation outcomes. The cause is based on the COBIT 2019 Implementation Guide4, page 25.
References: 4: COBIT 2019 Implementation Guide | Digital | English

NEW QUESTION: 67
What is the KEY benefit of considering the size of the enterprise when designing governance?
A. Identifying the implementation effort needed to finalize the design phase
B. Determining whether COBIT or SME focus area guidance should be used
C. Assigning priorities to governance and management objectives
D. Targeting capability levels of governance and management objectives
Answer: D (LEAVE A REPLY)
The size of the enterprise is a design factor that describes the scale or magnitude of an enterprise's information and technology activities in terms of aspects such as number of employees, customers, locations, products, services, processes, systems, data, etc. The

size of the enterprise influences the governance and management of information and technology in terms of the level of complexity, diversity, variability, standardization, centralization, decentralization, etc., that are required for its information and technology activities. The key benefit of considering the size of the enterprise when designing governance is targeting capability levels of governance and management objectives. The capability levels are a measure of how well an enterprise performs its information and technology governance and management processes in terms of process attributes such as process performance, process definition, process deployment, process measurement, process control, process optimization, etc. The capability levels range from 0 (incomplete) to 5 (optimizing), indicating the degree of maturity and effectiveness of an enterprise's information and technology governance and management processes. The governance and management objectives are the statements of what an enterprise wants to achieve in terms of its information and technology governance. The governance and management objectives are derived from the enterprise goals, which are the high-level statements of what an enterprise wants to achieve in terms of its mission, vision, values, strategy, etc. By considering the size of the enterprise when designing governance, an enterprise can target capability levels of governance and management objectives that are appropriate for its scale and magnitude of information and technology activities. This will also help to optimize its information and technology performance and value delivery12 References: 1: COBIT 2019 Design Guide: page 47-48 2: COBIT 2019 Process Assessment Model: page 11-13

NEW QUESTION: 68

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

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

Answer: A (LEAVE A REPLY)

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

NEW QUESTION: 69

Which of the following would be an appropriate metric to align with a goal of "Delivery of programs on time, on budget, and meeting requirements and quality standards"?

A. Percent of stakeholders satisfied with program/project quality

B. Percent of business staff satisfied that IT service delivery meets agreed service levels

C. Level of user satisfaction with the quality and availability of I&T-related management information

Answer: (SHOW ANSWER)

The percent of stakeholders satisfied with program/project quality would be an appropriate metric to align with a goal of "Delivery of programs on time, on budget, and meeting requirements and quality standards". A metric is a quantifiable measure that is used to track and assess the status of a specific process or activity. A goal is a specific target or outcome that an enterprise sets to achieve its vision and mission. Delivery of programs on time, on budget, and meeting requirements and quality standards is one of the 17 generic enterprise goals defined by COBIT that describes the desired outcome of ensuring that IT-enabled investments are delivered successfully. The percent of stakeholders satisfied with program/project quality is a metric that reflects how well this goal is achieved.13 References: COBIT 2019Framework: Introduction and Methodology, COBIT 2019 Framework: Governance and Management Objectives

NEW QUESTION: 70

COBIT defines stakeholder value creation as which of the following?

A. Realization of benefits at a controlled resource cost while controlling risk

B. Realization of benefits at an optimal resource cost while optimizing risk

C. Realization of benefits at a reduced resource cost while mitigating risk

Answer: B (LEAVE A REPLY)

COBIT defines stakeholder value creation as the realization of benefits at an optimal resource cost while optimizing risk. This is based on the principle of balance, which states that "governance of enterprise I&T should ensure that stakeholder needs, conditions and options are evaluated to determine balanced, agreed-on enterprise objectives to be achieved; setting direction through prioritization and decision making; and monitoring performance and compliance against agreed-on direction and objectives" . Value creation is not only about reducing costs or mitigating risks, but also about optimizing them in relation to the expected benefits.

NEW QUESTION: 71

Which of the following governance components is ESSENTIAL for effective decision making?
A. People, skills and competencies
B. Processes
C. Organizational structures
Answer: A (LEAVE A REPLY)
People, skills and competencies are essential for effective decision making within a governance system.
People are the individuals or groups who perform or are accountable for the governance activities and tasks.
Skills and competencies are the abilities and knowledge that people need to perform their roles and responsibilities. People, skills and competencies are one of the seven enablers of a governance system, as defined by COBIT.13 References: COBIT 2019 Framework: Introduction and Methodology, COBIT 2019 Framework: Governance System

NEW QUESTION: 72
Which of the following statements BEST describes the features and properties of the COBIT 2019 governance system design workflow?
A. The governance system design workflow allows for consideration of all design factors in order to develop a customized governance system.
B. When executing the governance system design workflow, design factors that produce inconsistent priorities for governance and management objectives need to be discarded.
C. The governance system design workflow only considers enterprise goals.
D. When executing the governance system design workflow, reliable results can only be obtained by considering all design factors.
Answer: A (LEAVE A REPLY)
The governance system design workflow is a workflow that describes how an enterprise can design and implement a governance system using COBIT 2019. The governance system design workflow consists of six steps: determine initial scope; identify relevant design factors; prioritize governance and management objectives; define target capability levels; identify gaps; finalize scope. The governance system design workflow allows for consideration of all design factors in order to develop a customized governance system. The design factors are the characteristics or conditions that influence how an enterprise designs and implements its governance system using COBIT 2019. The design factors include aspects such as enterprise strategy archetype; enterprise goals; IT-related goals; risk profile; IT deployment; threat landscape; compliance requirement; operating environment; size of enterprise; culture; stakeholders; etc. By considering all design factors in the governance system design workflow, an enterprise can ensure that its governance system is appropriate for its context and needs, that it delivers value and benefits to the enterprise and its stakeholders, that it aligns with the relevant standards, guidelines,

regulations, best practices, etc., that it meets stakeholder requirements and expectations, etc.
References: : COBIT 2019 Design Guide: page 33-48

NEW QUESTION: 73
Which of the following is a KEY input to be considered when defining drivers for a C08IT implementation?
A. IT process documentation
B. Business case outline
C. Enterprise policies
D. Stakeholder map
Answer: B (LEAVE A REPLY)
The business case outline is a document that provides a high-level overview of the rationale, objectives, scope, approach, benefits, costs, risks, and timeline of the EGIT implementation program. The EGIT implementation program is a program that involves designing and implementing a governance system for an enterprise using COBIT 2019. The business case outline provides the basis for obtaining approval in principle from the stakeholders for initiating the EGIT implementation program. The business case outline is a key input to be considered when defining drivers for a COBIT implementation. The drivers are the internal and external factors that trigger or influence the need for designing and implementing a governance system for an enterprise using COBIT 2019. The drivers include aspects such as business strategy objectives performance risks issues opportunities etc., information and technology strategy objectives performance risks issues opportunities etc., stakeholder needs expectations requirements etc., standards guidelines regulations best practices etc., market conditions competitive pressures customer demands etc., etc. By considering the business case outline when defining drivers for a COBIT implementation an enterprise can ensure that it has a clear understanding of why it needs to design and implement a governance system using COBIT 2019 what are the expected outcomes benefits value etc.,

NEW QUESTION: 74
The level achieved when all processes of a focus area achieve a particular capability level is referred to as:
A. the rating level.
B. the maturity level.
C. the performance level.
Answer: (SHOW ANSWER)
The level achieved when all processes of a focus area achieve a particular capability level is referred to as the maturity level. A focus area is a topic or issue that can be addressed by governance objectives, such as digital transformation, cybersecurity, privacy, etc. A focus area consists of a set of processes that are relevant and applicable for the topic or

issue. A capability level is a measure of how well a process or activity is performed in terms of effectiveness, efficiency, completeness, reliability, etc. A capability level can range from 0 (incomplete) to 5 (optimizing). A maturity level is the level achieved when all processes of a focus area achieve a particular capability level. A maturity level can range from 0 (non-existent) to 5 (optimized).12 References: COBIT 2019 Framework: Introduction and Methodology, COBIT 2019 Framework: Governance System

NEW QUESTION: 75
IT governance has been operating for three years and is satisfactorily achieving desired outcomes. What would be the PRIMARY purpose of reexamining the IT strategic plan?
A. To lower service delivery costs
B. To identify newly emerging risks
C. To assess improvement opportunities
Answer: C (LEAVE A REPLY)
The primary purpose of reexamining the IT strategic plan after IT governance has been operating for three years and is satisfactorily achieving desired outcomes is to assess improvement opportunities. The IT strategic plan is a document that defines the vision, mission, goals, objectives, strategies, and tactics for IT governance and management, as well as the alignment with the enterprise's business strategy. By reexamining the plan periodically, the enterprise can identify any changes in the internal or external environment that may affect IT governance, as well as any areas for enhancement or optimization. The purpose is based on the COBIT 2019 Implementation Guide3, page 26. References: 3: COBIT 2019 Implementation Guide | Digital | English

NEW QUESTION: 76
Which of the following COBIT 2019 publications includes a workflow for planning a tailored governance system for the enterprise?
A. COBIT 2019 Implementation Guide: Implementing and Optimizing an Information and Technology Governance Solution
B. COBIT 2019 Framework: Governance and Management Objectives
C. COBIT 2019 Design Guide: Designing an Information and Technology Governance Solution
Answer: C (LEAVE A REPLY)
The COBIT 2019 publication that includes a workflow for planning a tailored governance system for the enterprise is COBIT 2019 Design Guide: Designing an Information and Technology Governance Solution.
This publication provides guidance on how to design a customized governance system for information and technology using COBIT as a reference framework. It includes a workflow for planning a tailored governance system for the enterprise that consists of seven steps: define design factors; define focus areas; define current state; define target state; identify gaps; define roadmap; select implementation method.14 References: COBIT

2019 Framework: Introduction and Methodology, COBIT 2019 Design Guide: Designing an Information and Technology Governance Solution

NEW QUESTION: 77
When Tailoring a governance system, what would be the MOST appropriate level of threat landscape for an enterprise in the health care sector?
A. Normal
B. Low
C. High
D. Critical
Answer: C (LEAVE A REPLY)
The threat landscape is a design factor that describes the types and levels of threats that an enterprise faces from internal and external sources that could compromise its information and technology assets. The threat landscape helps to determine the level of security and resilience that an enterprise needs to protect its information and technology assets from unauthorized access use disclosure modification destruction or disruption.
When tailoring a governance system for an enterprise what would be the most appropriate level of threat landscape for an enterprise in the health care sector is high. The health care sector is a sector that provides health care services such as diagnosis treatment prevention rehabilitation etc., to individuals or populations. The health care sector has a high level of threat landscape compared to other sectors such as manufacturing or retail which have lower levels of threat landscape. This is because the health care sector handles sensitive personal data such as medical records health insurance information patient identifiers etc., that are subject to strict privacy and security regulations such as HIPAA GDPR etc., as well as ethical and legal obligations. The health care sector also relies on critical information and technology systems such as electronic health records telemedicine devices medical devices etc., that are essential for delivering quality health care services to patients. The health care sector faces various types of threats such as cyberattacks data breaches identity theft ransomware malware phishing social engineering natural disasters human errors etc., that could compromise its information and technology assets resulting in financial losses reputational damage legal liabilities regulatory penalties patient harm etc. Therefore when tailoring a governance system for an enterprise in the

health care sector it is important to consider a high level of threat landscape and design a governance system that can effectively manage the potential impacts of threats on its information and technology assets5 References: 5: COBIT 2019 Design Guide: page 41-43 : COBIT 2019 Design Guide: page
47-48

NEW QUESTION: 78

What is the PRIMARY benefit of conducting a high-level risk analysis during governance design?

A. Establishing a risk response strategy

B. Identifying enterprise key risk indicators (KRI)

C. Prioritizing governance and management objectives

D. Communicating IT and business risk scenarios

Answer: C (LEAVE A REPLY)

The high-level risk analysis is a process that involves identifying, assessing, and prioritizing the information and technology risks that an enterprise faces in relation to its governance system design. The high-level risk analysis helps to determine the level of risk appetite and tolerance that an enterprise has for its information and technology activities, as well as the level of control and assurance that is required for its governance framework. The primary benefit of conducting a high-level risk analysis during governance design is to prioritize governance and management objectives. The governance and management objectives are the statements of what an enterprise wants to achieve in terms of its information and technology governance. The governance and management objectives are derived from the enterprise goals, which are the high-level statements of what an enterprise wants to achieve in terms of its mission, vision, values, and strategy. By conducting a high-level risk analysis, an enterprise can identify the areas of risk that have the most impact on its enterprise goals, and therefore prioritize the governance and management objectives that address those risks. This will also help to align the governanceframework with the enterprise's strategy and objectives12 References: 1: COBIT 2019 Design Guide: page 41-43 2: COBIT 2019 Framework: Introduction and Methodology: page 25-26

NEW QUESTION: 79

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

A. When denning potential implementation problems and opportunities

B. When executing the EGIT implementation program plan

C. When developing the EGIT implementation program plan

D. When defining the EGIT Implementation Road map

Answer: C (LEAVE A REPLY)

The EGIT implementation program plan is a document that describes the rationale, objectives, scope, approach, benefits, costs, risks, and timeline of the EGIT implementation program. The EGIT implementation program plan provides the basis for obtaining approval, funding, resources, and support for the program from the stakeholders. The best time to acquire or develop solutions for implementing process improvement projects defined by the EGIT implementation program plan is when developing the EGIT implementation program plan. This means that before finalizing and submitting the EGIT implementation program plan for approval, the enterprise should identify or create the solutions that will enable it to achieve its process improvement goals and objectives. These solutions could include tools, methods, frameworks, standards, guidelines, best practices, etc., that will help to design and implement the desired processes in accordance with stakeholder requirements and expectations. By acquiring or developing solutions during the development of the EGIT implementation program plan, the enterprise can ensure that the solutions are aligned with the program scope and approach, that they are realistic and achievable within the program budget and timeline, that they are integrated with other program components such as change management and communication plans, and that they are approved by relevant stakeholders before execution5 References: 5: COBIT 2019 Implementation Guide: page 39-40 : COBIT 2019 Implementation Guide: page 49-50

NEW QUESTION: 80
Which of the following COBIT components is a PRIMARY driver for the execution of corrective actions required to achieve governance or management objectives?
A. Organizational structures
B. People, skills and competencies
C. Principles, policies and frameworks
Answer: B (LEAVE A REPLY)
People, skills and competencies are required for good decisions, execution of corrective actions, and successful completion of all activities. This component acts as a primary driver for corrective actions, making it essential for achieving governance or management objectives.
Reference:COBIT 2019 Framework: Introduction and Methodology, page 22 .

NEW QUESTION: 81
Which of the following metrics would BEST enable an enterprise to evaluate an alignment goal specifically related to security of information and privacy?
A. Ratio and extent of erroneous business decisions in which erroneous I&T-related information was a key factor
B. Number of critical business processes supported by up-to-date infrastructure and applications
C. Number of confidentiality incidents causing financial loss, business disruption or public embarrassment.

Answer: (SHOW ANSWER)
The number of confidentiality incidents causing financial loss, business disruption or public embarrassment would be the best metric to enable an enterprise to evaluate an alignment goal specifically related to security of information and privacy. A metric is a quantifiable measure that is used to track and assess the status of a specific process or activity. An alignment goal is an intermediate goal that links the enterprise goals with the governance and management objectives. Security of information and privacy is one of the 17 generic alignment goals defined by COBIT that describes how information and technology can support the protection of sensitive information and personal data. The number of confidentiality incidents causing financial loss, business disruption or public embarrassment is a metric that reflects how well this alignment goal is achieved.
12 References: COBIT 2019 Framework: Introduction and Methodology, COBIT 2019 Framework:
Governance System

NEW QUESTION: 82
Which projects should be included when reporting on performance measurements related to an EGIT implementation program plan?
A. All projects
B. Only projects that require corrective action
C. All projects deemed appropriate by IT management
D. Only projects that are achieving desired results
Answer: C (LEAVE A REPLY)
The performance measurements are the indicators that measure the progress and outcomes of the EGIT implementation program plan against the predefined success criteria such as key performance indicators (KPIs), key goal indicators (KGIs), key risk indicators (KRIs), etc. The performance measurements help to evaluate the effectiveness, efficiency, and value of the EGIT implementation program plan, as well as to identify and address any issues, risks, or gaps that may arise during the execution of the program. The projects that should be included when reporting on performance measurements related to an EGIT implementation program plan are all projects deemed appropriate by IT management. IT management is the function that is responsible for planning, organizing, directing, controlling, and monitoring the information and technology activities in an enterprise. IT management is also responsible for selecting, prioritizing, balancing, monitoring, evaluating, and optimizing information and technology investments and initiatives that support business strategy and objectives. IT management has the authority and discretion to decide which projects are relevant and important for reporting on performance measurements related to an EGIT implementation program plan, based on factors such as project scope, size, complexity, duration, cost, risk, interdependencies, alignment, value, etc. By including all projects deemed appropriate by IT management when reporting on performance measurements related to an EGIT implementation

program plan, the enterprise can ensure that the report covers the most significant and critical aspects of the program, and that it provides a comprehensive and accurate picture of the program status and performance12 References: 1: COBIT 2019 Implementation Guide:
page 51-52 2: COBIT 2019 Framework: Governance and Management Objectives: page 20-21

NEW QUESTION: 83
Which of the following is ESSENTIAL to help ensure that a project's benefits are identified and continually monitored?
A. A well-developed business case
B. Earned value management reporting
C. Stage gate reviews by a governance team
Answer: A (LEAVE A REPLY)
A well-developed business case is essential to help ensure that a project's benefits are identified and continually monitored. A business case is a document that provides the rationale and evidence for initiating, continuing, or terminating a project or program. A business case typically consists of several elements, such as problem statement, objectives, scope, benefits, costs, risks, assumptions, etc. A well-developed business case helps to ensure that a project's benefits are identified and continually monitored by defining the expected outcomes or value that will be delivered by the project, as well as the metrics and indicators that will be used to measure and track them.12 References: COBIT 2019 Framework: Introduction and Methodology, COBIT
2019 Implementation Guide: Implementing an Information and Technology Governance Solution

NEW QUESTION: 84
Which of the following is an important component for an enterprise strategy archetype of growth/acquisition as defined by COBIT 2019?
A. Support for the portfolio management role with an investment office
B. Important influence of culture and behavior component for innovation
C. Skills and competencies
D. Services, infrastructure, and applications component
Answer: (SHOW ANSWER)
The enterprise strategy archetype is a design factor that describes how an enterprise uses information and technology to achieve its goals and objectives. There are six enterprise strategy archetypes defined in COBIT
2019: growth/acquisition; operational excellence; customer intimacy; product leadership; data-driven; innovation-driven. Each archetype has different implications for the governance and management of information and technology in terms of focus areas, processes, practices, roles, structures, and metrics. One of the important components for

an enterprise strategy archetype of growth/acquisition is support for the portfolio management role with an investment office. Growth/acquisition is a strategy archetype that emphasizes expanding market share, revenue, customer base, or product range through organic growth or acquisition of other businesses or assets. This strategy archetype requires effective portfolio management of information and technology investments and initiatives that support business growth or acquisition objectives.

Portfolio management involves selecting, prioritizing, balancing, monitoring, evaluating, and optimizing information and technology investments and initiatives based on their alignment with business strategy, value delivery potential, risk exposure, resource availability, interdependencies, etc. Portfolio management also involves ensuring that information and technology investments and initiatives are integrated with business processes, systems, structures, culture, etc., especially in case of mergers or acquisitions.

Support for the portfolio management role with an investment office means providing a dedicated function or unit that assists the portfolio manager in performing portfolio management activities such as planning, analysis, decision making, reporting, etc., as well as providing guidance, tools, methods, frameworks, standards, best practices etc., for portfolio management5 References: 5: COBIT 2019 Design Guide: page 35-36 : COBIT 2019 Process Reference Guide: page 59-61

NEW QUESTION: 85

Which of the following inputs MUST be defined before the planning for a new governance framework can be finalized?

A. Performance management

B. Enterprise goals

C. Risk frameworks

D. Implementation costs

Answer: (SHOW ANSWER)

The planning for a new governance framework requires defining the inputs that will guide the design and implementation of the framework. One of the most important inputs is the enterprise goals, which are the high- level statements of what the enterprise wants to achieve in terms of its mission, vision, values, and strategy.

The enterprise goals provide the direction and purpose for the governance framework, and help to align the governance objectives, enablers, principles, and practices with the enterprise's needs and expectations. The enterprise goals also help to identify the relevant stakeholders, their roles and responsibilities, and their requirements and expectations from the governance framework34 References: 3: COBIT 2019 Framework:
Introduction and Methodology, page 25-26 4: COBIT 2019 Design Guide, page 23-24

NEW QUESTION: 86

Which of the following is MOST important to providing trust in operations, confidence in the achievement of enterprise objectives, and an adequate understanding of residual risk?

A. A continuity of operations response plan
B. A risk management framework
C. A managed system of internal controls
Answer: C (LEAVE A REPLY)
A managed system of internal controls is most important to providing trust in operations, confidence in the achievement of enterprise objectives, and an adequate understanding of residual risk. A system of internal controls is a set of policies, procedures, practices, tools, techniques, etc., that are designed to provide reasonable assurance that an enterprise will achieve its objectives, prevent or detect errors or fraud, comply with laws and regulations, safeguard assets, etc. A managed system of internal controls means that the system is regularly monitored, evaluated, updated, and improved to ensure its effectiveness and efficiency.15 References: COBIT 2019 Framework: Introduction and Methodology, COBIT 2019 Framework: Governance System

NEW QUESTION: 87
Which of the following is an output of the "what needs to be done" phase?
A. Risk response document
B. Identified quick wins
C. High-level program plan
D. Detailed business case
Answer: C (LEAVE A REPLY)
The high-level program plan is a document that describes the rationale, objectives, scope, approach, benefits, costs, risks, and timeline of the EGIT implementation program. The EGIT implementation program is a program that involves designing and implementing a governance system for an enterprise using COBIT 2019.
The high-level program plan provides the basis for obtaining approval, funding, resources, and support for the program from the stakeholders. The high-level program plan is an output of the "what needs to be done" phase. The "what needs to be done" phase is the fourth phase of the governance implementation roadmap, which involves defining the target state of information and technology governance in an enterprise that is aligned with its strategy, objectives, and stakeholder needs. This phase also involves identifying the gaps and issues that need to be addressed to achieve the target state, setting the improvement targets and priorities, developing a detailed business case and a high-level program plan for implementing a governance system using COBIT 2019. By developing a high-level program plan as an output of the "what needs to be done" phase, an enterprise can ensure that it has a clear and realistic roadmap for designing and implementing a governance system using COBIT 2019, that it has defined the expected outcomes, benefits, value, etc., from doing so, that it has considered the relevant risks, costs, resources, etc., involved in doing so, that it has obtained stakeholder buy-in and commitment for doing so, etc.

References: : COBIT 2019 Implementation Guide: page 39-40 : COBIT 2019 Implementation Guide: page 41-
42

NEW QUESTION: 88
The value that I&T delivers should be:
A. aligned directly with the values on which the business is focused.
B. focused exclusively on I&T investments that generate financial benefits.
C. restricted to maintaining and increasing value derived from existing I&T investments.
Answer: A (LEAVE A REPLY)
The value that I&T delivers should be aligned directly with the values on which the business is focused. This is based on the principle of alignment, which states that "governance of enterprise I&T should ensure that I&T-enabled investments are aligned with the enterprise strategy and deliver the expected benefits" . Value delivery is not only about maintaining or increasing value from existing I&T investments, but also about ensuring that new investments support the strategic objectives and stakeholder needs of the enterprise.

NEW QUESTION: 89
Which of the following alignment goals is MOST likely to be associated with the metric "percent of I&T services with defined operational costs and expected benefits?
A. Quality of technology-related financial information
B. Delivery of I&T services in line with business requirements
C. Agility to turn business requirements into operational solutions
Answer: B (LEAVE A REPLY)
The alignment goal titled "Delivery of IT services in line with business requirements" is most likely to be associated with the metric "percent of IT services with defined operational costs and expected benefits". This metric measures the extent to which IT services are aligned with business needs and expectations, and deliver value for money. The alignment goal is one of the 17 enterprise goals defined in COBIT 2019, which describe the outcomes that an enterprise wants to achieve from its use of information and technology. The alignment goal is based on the COBIT 2019 Framework4, page 36. References: 4: COBIT 2019 Framework | Digital | English

NEW QUESTION: 90
Responsibility for developing an EGIT business case outline and details resides with which of the following?
A. IT managers and IT process owners
B. CIO and program steering committee
C. Board of directors and business executives
D. Risk and compliance function and IT audit

Answer: B (LEAVE A REPLY)
The EGIT business case outline and details are documents that describe the rationale, objectives, scope, approach, benefits, costs, risks, and timeline of the EGIT implementation program. The EGIT business case outline and details provide the basis for obtaining approval, funding, resources, and support for the program from the stakeholders. The responsibility for developing an EGIT business case outline and details resides with the CIO and program steering committee. The CIO is the senior executive responsible for leading and managing the information and technology function in an enterprise. The CIO has a role in developing, reviewing, validating, and approving the EGIT business case outline and details, ensuring that they are aligned with the enterprise's strategy, objectives, needs, and expectations. The CIO also has a role in communicating and presenting the EGIT business case outline and details to other stakeholders such as the board, executives, business managers, IT managers, etc., and obtaining their buy-in and commitment for the program. The program steering committee is a group of senior stakeholders who provide strategic direction, oversight, guidance, and approval for the EGIT implementation program. The program steering committee has a role in developing, reviewing, validating, and approving the EGIT business case outline and details, ensuring that they are consistent with the enterprise's vision, mission, values, strategy goals,and objectives. The program steering committee also has a role in monitoring and controlling the execution of the EGIT implementation program plan against the EGIT business case outline and details34 References: 3:
COBIT 2019 Implementation Guide: page 37-38 4: COBIT 2019 Implementation Guide: page 39-40

NEW QUESTION: 91
Who is accountable for monitoring the performance of the execution of an EGIT implementation program plan against success metrics and adjusting long-term targets when necessary?
A. Board of directors
B. IT process owners
C. IT audit department
D. CIO
Answer: (SHOW ANSWER)
The board of directors is the highest-level governance body in an enterprise that provides strategic direction, oversight, guidance, and approval for information and technology governance. The board of directors is accountable for monitoring the performance of the execution of an EGIT implementation program plan against success metrics and adjusting long-term targets when necessary. This means that the board of directors is responsible for ensuring that the EGIT implementation program plan is aligned with the enterprise's vision, mission, values, strategy, goals, and objectives, and that it delivers the expected value and benefits to the enterprise and its stakeholders. The board of directors is also

responsible for reviewing the progress and outcomes of the EGIT implementation program plan on a regular basis, using predefined success metrics such as key performance indicators (KPIs), key goal indicators (KGIs), key risk indicators (KRIs), etc., to measure the achievement of the program objectives and goals. The board of directors is also responsible for adjusting the long-term targets of the EGIT implementation program plan when necessary, based on the changing business needs, environment, risks, opportunities, etc., and ensuring that the program remains relevant and effective.
References: : COBIT 2019 Implementation Guide: page 37-38 : COBIT 2019 Framework: Governance and Management Objectives: page 19-20

NEW QUESTION: 92
Which element of a business case BEST enables senior leadership to assess the future success of the IT governance program?
A. Quantified benefits
B. Qualitative perspective
C. Investment justification
Answer: C (LEAVE A REPLY)
The investment justification element of a business case best enables senior leadership to assess the future success of the IT governance program. A business case is a document that provides the rationale and evidence for initiating, continuing, or terminating a project or program. A business case typically consists of several elements, such as problem statement, objectives, scope, benefits, costs, risks, assumptions, etc. The investment justification element of a business case describes how the project or program aligns with the enterprise strategy and objectives, how it supports the value creation process, how it compares with alternative options, and how it provides a positive return on investment (ROI). The investment justification element enables senior leadership to assess the future success of the IT governance program by showing how it contributes to the enterprise goals and delivers value to the stakeholders.12 References: COBIT 2019 Framework: Introduction and Methodology, COBIT 2019 Implementation Guide: Implementing an Information and Technology Governance Solution

NEW QUESTION: 93

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

NEW QUESTION: 94
When tailoring the COBIT organization structure to organizational context and priorities, which of the following should be done NEXT after mapping organizational structures with specific responsibility or accountability?
A. Adapt the COBIT roles and organizational structures.
B. Revise the organizational hierarchy with job descriptions.
C. Add two levels of involvement for consulted and informed.
Answer: C (LEAVE A REPLY)
When tailoring the COBIT organization structure to organizational context and priorities, the next step after mapping organizational structures with specific responsibility or accountability is to add two levels of involvement for consulted and informed. This step helps to identify the stakeholders who need to be involved in the decision-making process, either by providing input or feedback (consulted), or by being notified of the outcomes or actions (informed). This step is based on the COBIT 2019 Implementation Guide2, page 46.
References: 2: COBIT 2019 Implementation Guide | Digital | English