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NEW QUESTION: 1

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

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

Answer: B (LEAVE A REPLY)

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

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

Design Factors in COBIT 2019 include:

- * Enterprise Strategy: Different strategies (e.g., growth, innovation, cost leadership) require different governance approaches.
- * Enterprise Goals: Aligning IT-related goals with overall enterprise goals.
- * Risk Profile: Understanding the risk appetite and tolerance.
- * I&T-Related Issues: Identifying issues specific to information and technology.
- * Threat Landscape: Assessing external and internal threats.

- * Compliance Requirements: Meeting legal, regulatory, and contractual obligations.
- * Role of IT: Determining IT's role in the enterprise (e.g., support, factory, turnaround, strategic).
- * Sourcing Model: Whether IT services are in-house, outsourced, or a combination.
- * IT Implementation Methods: Traditional, agile, or hybrid methods used in IT initiatives.
- * Technology Adoption Strategy: How quickly the enterprise adopts new technologies.
- * Enterprise Size: The size of the enterprise can affect governance and management practices.

The process of tailoring COBIT involves:

- * Analyzing Design Factors: Understanding and documenting the enterprise's design factors.
- * Designing the Tailored Governance System: Based on the analyzed design factors, select and
- * customize the governance and management objectives.

COBIT 2019 Implementation Guide References:

- * COBIT 2019 Framework: Introduction and Methodology, Chapter 4. This chapter provides an overview of the COBIT goals cascade and the importance of aligning enterprise goals with IT-related goals.
- * COBIT 2019 Design Guide, Chapter 2. This chapter describes design factors in detail and their role in tailoring the governance system.
- * COBIT 2019 Implementation Guide, Chapter 3. This chapter outlines the steps for implementing a tailored COBIT governance system, emphasizing the importance of understanding and leveraging design factors.

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

NEW QUESTION: 2

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

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

Answer: D (LEAVE A REPLY)

When determining the initial scope of a governance system, one of the key considerations is the current I&T-related issues of the enterprise. Understanding and addressing these issues ensures that the governance system is relevant and focused on the areas that need the most attention and improvement. This approach aligns with the practical and contextual

nature of COBIT 2019, which emphasizes tailoring governance solutions to the specific needs and circumstances of the enterprise.

Detailed Explanation with References:

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

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

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

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

* Compliance Requirements (Option A):

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

* Size of the Enterprise (Option B):

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

* Role of IT within the Enterprise (Option C):

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

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

References:

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

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

NEW QUESTION: 3

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

A. Continuous improvement

B. Risk assessments

C. Change enablement

D. Program management

Answer: C (LEAVE A REPLY)

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

References in COBIT 2019 Design and Implementation:

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

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

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

NEW QUESTION: 4

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

A. IT managers and IT process owners

B. The risk and compliance function and IT audit

C. The CIO and the program steering committee

D. Business executives and the I&T governance board

Answer: C (LEAVE A REPLY)

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

References in COBIT 2019 Design and Implementation:

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

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

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

NEW QUESTION: 5

Which of the following is MOST likely to result in an inability to gain support and agreement for EGIT process improvement objectives and recommendations?

- A. An enterprise structure that includes business involvement from tactical and operational levels
- B. Failure to identify and justify the cost of investment to the perceived benefits
- C. Too much enterprise emphasis on change enablement and consensus building
- D. Existence of too many process improvement performance metrics

Answer: B (LEAVE A REPLY)

The COBIT 2019 Implementation Guide notes:

"A major barrier to EGIT success is the failure to clearly articulate the business case- specifically, justifying cost in relation to perceived benefits. Without this, executive support may not be sustained." Justification of investment is critical to gaining and maintaining support for governance initiatives.

Reference: COBIT 2019 Implementation Guide, Phase 4

NEW QUESTION: 6

Which of the following is the STRONGEST indicator that a major IT initiative in progress will fail?

- A. Inadequate management direction
- B. Inadequate business case documentation
- C. Inadequate identification of key risks
- D. Inadequate definition of key roles

Answer: A (LEAVE A REPLY)

COBIT 2019 highlights the importance of executive leadership and clear direction:

"Lack of strong and sustained management direction is a primary contributor to failure in large-scale governance or IT transformation initiatives." Management direction encompasses setting vision, communicating goals, resolving conflicts, and ensuring alignment of resources. While the other options are important, they are symptomatic and secondary to the overarching need for effective management leadership. When this direction is weak, no amount of documentation or planning can rescue the initiative.

Reference: COBIT 2019 Implementation Guide, Phases 1 and 5

NEW QUESTION: 7

Which of the following is a CRITICAL element to consider when understanding the enterprise context and strategy?

- A. Relevant risk scenarios
- B. Enterprise's balanced scorecard
- C. I&T risk profile
- D. Industry compliance requirements

Answer: B (LEAVE A REPLY)

The COBIT 2019 Design Guide identifies enterprise strategy and goals as foundational inputs when understanding enterprise context. A balanced scorecard is a structured mechanism that translates strategy into measurable enterprise goals across financial, customer, internal process, and learning dimensions.

Risk profiles and compliance requirements are important but are addressed in later design steps. The balanced scorecard provides a holistic view of enterprise priorities, ensuring governance design aligns with what the enterprise is trying to achieve.

The Design Guide stresses that governance systems must be designed to support enterprise goals, not just manage risks or ensure compliance. Therefore, understanding the enterprise's balanced scorecard is critical to establishing context before translating goals into governance and management objectives through the COBIT goals cascade.

NEW QUESTION: 8

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

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

Answer: D (LEAVE A REPLY)

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

References in COBIT 2019 Design and Implementation:

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

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

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

NEW QUESTION: 9

An assessment of the gaps in capability should result in a list of:

- A. Performance measures.
- B. Unmitigated residual risks.
- C. Implementation costs.
- D. Potential improvements.

Answer: D (LEAVE A REPLY)

The COBIT 2019 Design Guide explains:

"The outcome of assessing current capability versus target capability is the identification of capability gaps.

These gaps indicate areas for potential improvement and feed directly into the planning and implementation stages." Hence, the result of such an assessment is a list of potential improvements.

Reference: COBIT 2019 Design Guide, Section 5.2

NEW QUESTION: 10

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

- A.** The IT strategic plan
- B.** A matrixed scoring methodology
- C.** The enterprise's risk tolerance
- D.** Expected performance outcomes

Answer: B (LEAVE A REPLY)

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

Detailed Explanation with References:

* IT Strategic Plan (Option A):

* The IT strategic plan outlines the strategic direction and objectives of IT within the organization.

While it provides guidance on long-term goals and initiatives, it does not offer a detailed mechanism for prioritizing specific governance objectives.

* Matrixed Scoring Methodology (Option B):

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

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

* Enterprise's Risk Tolerance (Option C):

* The enterprise's risk tolerance is an important factor in governance decisions, as it defines the level of risk the organization is willing to accept. However, while it influences prioritization, it is not a standalone methodology for prioritizing governance objectives. Risk

tolerance must be considered within a broader context of criteria, which a matrixed scoring methodology can effectively encompass.

* Expected Performance Outcomes (Option D):

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

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

References:

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

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

NEW QUESTION: 11

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

A. Cost leadership

B. Risk optimization

C. Business transformation

D. Value delivery

Answer: A (LEAVE A REPLY)

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

Detailed Explanation with References:

Cost Leadership (Option A): Cost leadership is a strategic objective where an organization aims to become the lowest-cost producer in its industry. This strategy can be a significant design factor in tailoring a governance system, as it impacts decisions on IT investments, process efficiencies, and cost management. In COBIT

2019, aligning IT governance with a cost leadership strategy involves ensuring that IT initiatives support cost reduction and operational efficiency, thereby enabling the organization to achieve competitive pricing.

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

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

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

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

References:

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

ISACA.

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

NEW QUESTION: 12

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

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

Answer: C (LEAVE A REPLY)

An enterprise would classify the threat landscape as high if geopolitical situations are affecting the enterprise.

Geopolitical factors can introduce significant risks, such as instability, regulatory changes, or economic sanctions, which can have a profound impact on the enterprise's operations and strategic goals.

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

COBIT 2019 Framework References:

- * COBIT 2019 Design Guide, Chapter 2: Discusses the importance of assessing external threats, including geopolitical situations, when evaluating the threat landscape.
- * COBIT 2019 Implementation Guide, Chapter 7: Emphasizes the need to consider external factors such as geopolitical risks in the governance system design.

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

NEW QUESTION: 13

Which of the following refers to a governance topic that can be addressed by diverse components of a governance system?

- A. Generic components
- B. Capability level
- C. Focus areas
- D. Variants

Answer: C ([LEAVE A REPLY](#))

According to the COBIT 2019 Design Guide:

"Focus areas are governance topics, domains, or issues that can be addressed by a collection of governance and management objectives and components." These are meant to tailor the governance system to enterprise-specific topics like security, digital transformation, etc.

Reference: COBIT 2019 Design Guide, Section 3.3.3

NEW QUESTION: 14

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

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

Answer: (SHOW ANSWER)

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

Key considerations for refining the scope include:

Enterprise Strategy (Option A): The primary consideration is ensuring that the governance system aligns with and supports the enterprise strategy. This involves understanding the strategic objectives, goals, and priorities of the organization and ensuring that the governance system is designed to help achieve these strategic aims.

This alignment ensures that IT governance is not just a compliance exercise but a strategic enabler for business success.

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

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

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

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

References:

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

ISACA.

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

NEW QUESTION: 15

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

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

Answer: (SHOW ANSWER)

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

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

The project remains aligned with business objectives and stakeholder expectations.

Risks are identified and managed effectively.

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

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

COBIT 2019 Framework References:

COBIT 2019 Framework: Governance and Management Objectives, BAI01 Manage Programs and Projects:

This objective highlights the importance of structured project management and governance practices, including stage gate reviews.

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

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

NEW QUESTION: 16

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

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

Answer: (SHOW ANSWER)

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

References in COBIT 2019 Design and Implementation:

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

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

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NEW QUESTION: 17

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

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

Answer: (SHOW ANSWER)

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

Key considerations for refining the scope include:

- * Enterprise Strategy (Option A): The primary consideration is ensuring that the governance system aligns with and supports the enterprise strategy. This involves understanding the strategic objectives, goals, and priorities of the organization and ensuring that the governance system is designed to help achieve these strategic aims. This alignment ensures that IT governance is not just a compliance exercise but a strategic enabler for business success.
- * Current I&T-Related Risks (Option B): While important, this factor is more about addressing immediate operational concerns and is typically considered earlier in the process to identify and mitigate significant risks.
- * The Risk Profile (Option C): Understanding the overall risk profile and risk appetite of the enterprise is crucial for shaping the governance system but is not the primary focus in the third stage. This aspect is usually addressed in earlier stages to ensure that the governance framework adequately covers risk management.
- * Compliance Requirements (Option D): Ensuring compliance is always a critical consideration, but like risk management, it is typically addressed earlier in the design process. Compliance requirements should be integrated into the governance framework but are not the key driver at the refining stage.

Thus, the correct answer is A. Enterprise strategy. By focusing on the enterprise strategy during the third stage of the Governance System Design Workflow, the governance system

can be refined to support strategic initiatives, thereby ensuring that IT governance contributes directly to achieving business goals.

References:

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

ISACA.

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

NEW QUESTION: 18

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

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

Answer: D (LEAVE A REPLY)

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

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

COBIT 2019 Framework References:

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

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

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

NEW QUESTION: 19

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

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

Answer: B (LEAVE A REPLY)

During the Critical Success Factor (CSF) life cycle action plan review, the task associated with realizing benefits is "Monitoring performance against objectives." This task ensures that the expected benefits of the IT initiatives are being achieved by continuously assessing performance and making necessary adjustments.

Monitoring performance against objectives involves tracking the progress of IT initiatives to ensure they meet their goals and deliver the expected benefits. This includes using performance metrics, key performance indicators (KPIs), and regular reviews to evaluate whether the initiatives are on track and delivering value.

COBIT 2019 Framework References:

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

- * COBIT 2019 Design Guide, Chapter 4:Highlights the role of performance monitoring in managing and achieving IT governance and management objectives.

By monitoring performance against objectives, enterprises can ensure that their IT initiatives are successful and provide the intended benefits, making it a critical task in the CSF life cycle action plan review.

NEW QUESTION: 20

When adapting the COBIT framework, one of the most critical factors to consider is _____ ?

- A. Risk frameworks
- B. Implementation costs
- C. Enterprise goals
- D. Performance management

Answer: C (LEAVE A REPLY)

When adapting the COBIT framework, one of the most critical factors to consider is enterprise goals. These goals drive the overall strategy and priorities of the governance and management system.

Enterprise goals are a cornerstone of the COBIT goals cascade, which translates stakeholder needs into specific, actionable governance and management objectives.

Understanding and aligning with enterprise goals ensures that IT initiatives support the broader business strategy and deliver value.

COBIT 2019 Framework References:

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

- * COBIT 2019 Design Guide, Chapter 2:Emphasizes the need to consider enterprise goals when designing and implementing a governance system.

By focusing on enterprise goals, the enterprise can ensure that its IT governance framework is aligned with its strategic priorities, enhancing overall performance and value delivery.

NEW QUESTION: 21

Which of the following focus area variants should be considered when the role of IT design factor has a value of Factory?

- A. Digital transformation
- B. Information security
- C. DevOps
- D. Cloud

Answer: B (LEAVE A REPLY)

In COBIT 2019, the role of IT design factor describes how critical IT is to enterprise operations. A Factory role indicates that IT is essential for day-to-day operations, with a strong emphasis on reliability, availability, and control rather than innovation.

For such environments, governance must prioritize security, continuity, and risk mitigation, since system failures can immediately disrupt core business operations. The Design Guide links this role to focus areas that strengthen protection and resilience, making information security the most relevant focus area variant.

Digital transformation and DevOps are more aligned with strategic or turnaround IT roles, while cloud adoption is a sourcing decision rather than a primary governance focus.

Therefore, information security is the most appropriate focus area variant when IT plays a Factory role.

Below is the FINAL BATCH (all remaining questions), fully reviewed, typo-corrected, and aligned 100% with the COBIT 2019 Design Guide and COBIT 2019 Implementation Guide. Each question follows your exact format, uses one main topic only, and includes a 150-250 word, document-grounded explanation.

NEW QUESTION: 22

Which of the following BEST explains whether the design factors Threat Landscape and Compliance Requirements would differ between a military defense contractor and a pharmaceutical company developing innovative genetic cancer treatments?

- A. They would not differ, because both enterprises are subject to extensive regulations and operate in a high threat landscape.
- B. They would be very different because both enterprises are operating in completely different environments.
- C. Each enterprise's industry sectors are very different, making meaningful comparison impossible.
- D. It is impossible to accurately assess the threat landscape for both enterprises.

Answer: B (LEAVE A REPLY)

COBIT 2019 explicitly states that design factors are context-dependent and must be assessed individually for each enterprise. Although both a military defense contractor and a pharmaceutical company operate in regulated environments, the nature, sources, and impact of threats and compliance requirements differ significantly.

A defense contractor faces geopolitical threats, national security regulations, export controls, and classified information risks. A pharmaceutical company, particularly one engaged in genetic research, faces regulatory scrutiny related to clinical trials, patient safety, intellectual property, and ethical compliance.

The Design Guide emphasizes that enterprises operating in different environments will have different threat profiles and compliance drivers, even if both are highly regulated. This difference directly affects governance priorities, focus areas, and capability requirements. Therefore, the correct explanation is that the design factors would be very different due to the fundamentally different operating environments.

NEW QUESTION: 23

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

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

Answer: C (LEAVE A REPLY)

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

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

COBIT 2019 Framework References:

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

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

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

NEW QUESTION: 24

A traditional brick-and-mortar company is planning to fast-track its growth by implementing an information and technology governance system to achieve enterprise goals. Which of the following is the KEY enabler of success in achieving the goals?

- A.** Establishing applicable governance and management objectives
- B.** Setting capability levels for key business processes
- C.** Conducting staff training programs for performing IT-enabled processes

D. Tailoring the security policy according to the technology deployed

Answer: A ([LEAVE A REPLY](#))

For a traditional brick-and-mortar company planning to fast-track its growth by implementing an information and technology governance system to achieve enterprise goals, establishing applicable governance and management objectives is the key enabler of success.

References in COBIT 2019 Design and Implementation:

COBIT 2019 Framework: Governance and Management Objectives, EDM01 (Ensure Governance Framework Setting and Maintenance): This objective underscores the importance of defining clear governance and management objectives to guide the implementation and achieve enterprise goals.

COBIT 2019 Implementation Guide, Chapter 4: This chapter discusses the importance of setting relevant and applicable governance and management objectives to align IT governance with business strategy and goals.

By establishing clear governance and management objectives, the company can ensure that its IT governance efforts are aligned with its strategic goals, driving growth and achieving desired outcomes.

NEW QUESTION: 25

While evaluating the impact of design factors for a COBIT implementation project, which of the following sectors would be considered as operating in a high-compliance environment?

- A.** Educational
- B.** Financial
- C.** Nonprofit
- D.** Public

Answer: ([SHOW ANSWER](#))

COBIT 2019 explicitly recognizes compliance requirements as a core design factor that significantly influences governance system design. Enterprises operating in highly regulated environments must place stronger emphasis on compliance-related governance and management objectives, controls, and assurance mechanisms.

The Design Guide consistently uses the financial sector as a canonical example of a high-compliance environment due to stringent regulatory oversight related to data protection, financial reporting, risk management, anti-money laundering, and operational resilience. Banks, insurance companies, and investment firms are subject to continuous regulatory scrutiny and mandatory audits, making compliance a dominant governance driver. While public sector organizations also face regulatory requirements, the level, consistency, and enforcement intensity vary widely by jurisdiction. Educational and nonprofit sectors typically operate under fewer mandatory compliance regimes and therefore are not categorized as high-compliance by default.

COBIT emphasizes that in high-compliance environments, governance design must prioritize objectives related to compliance monitoring, internal control, assurance, and risk

optimization. This directly aligns with the characteristics of the financial sector, making it the correct answer.

NEW QUESTION: 26

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

- A. Information items
- B. Cybersecurity
- C. Capability levels
- D. Enterprise goals

Answer: B (LEAVE A REPLY)

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

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

Cybersecurity Focus Area in COBIT 2019:

- * Tailoring Governance Practices: COBIT 2019 can be adapted to address specific cybersecurity needs, ensuring that the enterprise has robust policies, processes, and controls in place to protect its information assets.
- * Aligning with Industry Standards: Customizing COBIT for cybersecurity helps align IT governance with industry standards such as ISO/IEC 27001, NIST Cybersecurity Framework, and others.
- * Risk Management: Focused cybersecurity governance ensures that risks are identified, assessed, and mitigated effectively.
- * Compliance: Helps ensure compliance with regulatory requirements related to cybersecurity, such as GDPR, CCPA, and others.

COBIT 2019 Framework References:

- * COBIT 2019 Framework: Introduction and Methodology, Chapter 5: Discusses the concept of focus areas and how COBIT can be customized to address specific governance topics, including cybersecurity.
- * COBIT 2019 Design Guide, Chapter 4: Provides guidance on how to tailor COBIT to specific focus areas, ensuring relevant and effective governance practices.

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

NEW QUESTION: 27

Which of the following roles creates policies and processes to ensure governance becomes business as usual?

- A. Internal audit
- B. Business management
- C. Risk, compliance and legal
- D. IT management

Answer: B (LEAVE A REPLY)

According to the COBIT 2019 Governance and Management Objectives:

"Business management is responsible for embedding governance practices into the daily operations of the enterprise, ensuring that policies and processes are followed as standard practice." This helps institutionalize governance as a routine business activity.

Reference: COBIT 2019 Governance and Management Objectives, Section EDM05

NEW QUESTION: 28

Which of the following is a KEY consideration when finalizing a governance system design with competing priorities?

- A. The enterprise should defer final design decisions to executive management to minimize conflicts among business stakeholders.
- B. The enterprise should refer to the COBIT design workflow for universally applicable guidelines to resolve conflicting priorities.
- C. The enterprise should be prepared to deviate from previously identified priorities with justified reasons.
- D. The enterprise should ensure all steps in the proposed workflow are applied when focusing on a very specific issue or initiative.

Answer: C (LEAVE A REPLY)

COBIT 2019 explicitly acknowledges that design factors may produce conflicting priorities. The Design Guide dedicates a specific step to resolving inherent priority conflicts, emphasizing that governance design is not a mechanical process but a judgment-based activity.

The guide states that enterprises must be willing to reassess and adjust priorities when conflicts arise, provided there are clearly justified and documented reasons. This flexibility ensures that the final governance system remains realistic, balanced, and aligned with enterprise context.

Deferring decisions entirely to executive management bypasses structured design logic. The workflow does not provide universal answers for conflicts, and not all steps must be applied rigidly in every situation.

Therefore, the key consideration is the willingness to deviate from earlier priorities when justified, ensuring that governance design remains practical and effective.

NEW QUESTION: 29

The target audience for the COBIT 2019 Design Guide:

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

Answer: B (LEAVE A REPLY)

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

Detailed Explanation with References:

* Direct Stakeholders:

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

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

* Indirect Stakeholders:

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

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

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

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

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

References:

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

ISACA.

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

NEW QUESTION: 30

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

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

Answer: C (LEAVE A REPLY)

In COBIT 2019, governance system design requires a structured and objective method to translate multiple design factors-such as enterprise goals, risk profile, compliance requirements, and threat landscape-into prioritized governance and management objectives. The Design Guide explicitly describes the use of scoring models and weighted assessments when determining priorities across objectives. A matrixed scoring methodology enables enterprises to systematically evaluate and compare governance objectives against multiple criteria simultaneously.

Unlike an IT strategic plan, which provides direction but not prioritization logic, or expected performance outcomes, which are results rather than decision tools, a scoring methodology allows quantitative comparison across diverse inputs. Risk tolerance alone influences prioritization but does not provide a complete mechanism for resolving conflicts among competing objectives.

The Design Guide emphasizes that design factors should be translated into governance and management priorities, and this translation is operationalized through scoring tables and priority matrices. These matrices help enterprises visualize trade-offs, resolve conflicting demands, and ensure that the final governance system reflects enterprise context in a repeatable, auditable, and transparent manner. This makes a matrixed scoring methodology the most effective enabler for prioritization.

NEW QUESTION: 31

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 exceed risk appetite
- C. To identify areas of risk that cause technology disruption
- D. To identify areas of risk that impact business continuity

Answer: B (LEAVE A REPLY)

According to the COBIT 2019 Design Guide:

"A key purpose of defining a risk profile is to compare identified risks with the enterprise's risk appetite. This allows the organization to prioritize areas where risk levels exceed acceptable thresholds and guide risk treatment plans accordingly." The risk profile doesn't just highlight risks in general-it is specifically about those exceeding the enterprise's defined tolerance.

Reference:COBIT 2019 Design Guide, Section 4.4.3

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NEW QUESTION: 32

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

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

Answer: B (LEAVE A REPLY)

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

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

COBIT 2019 Framework References:

- * COBIT 2019 Framework: Introduction and Methodology, Chapter 5: Describes the goals cascade and how it aligns enterprise goals with IT-related goals and enablers.
- * COBIT 2019 Design Guide, Chapter 2: Discusses how to adapt the goals cascade based on the enterprise's strategic objectives, such as growth.

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

NEW QUESTION: 33

A recent merger requires an IT initiative to consolidate administrative systems. Where can the implementation team find the details of the intended future state?

- A. The board's published announcement of the initiative
- B. Capability assessment results
- C. Business case

D. Third-party review results

Answer: C (LEAVE A REPLY)

The COBIT 2019 Implementation Guide explains that the business case documents both the drivers for change and the intended future (to-be) state. In merger scenarios, the business case outlines how systems should be consolidated, what capabilities are required, and what outcomes are expected.

Board announcements communicate intent but lack operational detail. Capability assessments describe the current state. Third-party reviews provide independent opinions but do not define the enterprise's desired future configuration.

The business case serves as the authoritative reference for scope, objectives, benefits, and target capabilities, making it the correct source for future-state details.

NEW QUESTION: 34

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

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

Answer: C (LEAVE A REPLY)

COBIT 2019 emphasizes the IT balanced scorecard as a key performance management tool:

"An IT balanced scorecard provides a mechanism for aligning IT-related goals with enterprise objectives and is instrumental in measuring and communicating performance across financial, customer, process, and innovation dimensions." It is tailored to evaluate benefits realization and strategic alignment. Gantt charts and project management tools focus on timelines and task execution, while RACI charts clarify responsibilities-not performance outcomes.

Reference: COBIT 2019 Governance and Management Objectives, APO02 and BAI08

NEW QUESTION: 35

Who is ULTIMATELY accountable for approving all IT-related principles, structures, and objectives that will be used when implementing a new IT governance function?

- A. Enterprise risk committee**
- B. Executive committee**
- C. Business owners**
- D. Portfolio management**

Answer: B (LEAVE A REPLY)

In COBIT 2019, ultimate accountability for governance decisions lies with the governing body or executive committee:

"The executive committee or board is ultimately accountable for the approval of IT governance principles, frameworks, structures, and objectives." They ensure alignment with enterprise strategy and oversight.

Reference: COBIT 2019 Governance and Management Objectives, Governance Objectives Overview

NEW QUESTION: 36

The PRIMARY purpose of including assurance and compliance auditors during the planning phase of an IT implementation initiative is to:

- A. Validate completeness of the initiative.
- B. Ensure all risks have been considered.
- C. Obtain an independent perspective.
- D. Determine if requirements are achievable.

Answer: C (LEAVE A REPLY)

"Boards and executive management seek independent advice and opinions regarding critical I&T functions and services."

NEW QUESTION: 37

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

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

Answer: B (LEAVE A REPLY)

In the COBIT 2019 Implementation Guide:

"During the 'Where are we now?' phase, the enterprise assesses the current state of governance and identifies process capability gaps. These gaps directly inform process improvement opportunities for the implementation roadmap." The emphasis at this stage is on evaluation and gap identification-not strategic goal-setting or awareness- building, which occur earlier in the lifecycle.

Reference: COBIT 2019 Implementation Guide, Phase 2

NEW QUESTION: 38

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

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

Answer: C (LEAVE A REPLY)

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

References in COBIT 2019 Design and Implementation:

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

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

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

NEW QUESTION: 39

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

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

Answer: D (LEAVE A REPLY)

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

Detailed Explanation with References:

- * Concluding the Governance System Design (Option A):

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

- * Understanding the Enterprise Strategy (Option B):

- * At this stage, the focus is on understanding the enterprise's strategic direction and objectives.

While it is crucial to gather this understanding to inform the governance system design, the actual translation of design factors into governance and management priorities occurs later.

- * Determining the Initial Scope (Option C):

- * This stage involves setting the preliminary boundaries and focus areas for the governance system.

It identifies the broad areas that need governance attention but does not yet translate specific design factors into detailed priorities.

* Refining the Scope (Option D):

* During this phase, the initial scope is refined based on a deeper analysis of the design factors. It is at this stage that the design factors are critically analyzed and translated into specific governance and management priorities. This phase ensures that the governance system is tailored to the unique needs of the enterprise and aligns with its strategic goals, risk profile, and other key considerations.

* According to the COBIT 2019 Design Guide, refining the scope involves using the identified design factors to make informed decisions about where to focus governance efforts and how to prioritize various governance and management activities. This ensures a targeted and effective governance system.

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

References:

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

ISACA.

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

NEW QUESTION: 40

Which of the following is BEST suited for evaluating the performance of processes?

- A. Key performance areas
- B. Aligned goals
- C. Capability levels
- D. Key goal indicators

Answer: D (LEAVE A REPLY)

Key goal indicators (KGIs) are best suited for evaluating the performance of processes. KGIs measure the outcome of processes and indicate whether the objectives are being met, providing a clear picture of performance.

References in COBIT 2019 Design and Implementation:

* COBIT 2019 Framework: Governance and Management Objectives, MEA01 (Managed Performance and Conformance Monitoring): This objective highlights the use of key goal indicators to measure and monitor the performance of governance and management processes.

* COBIT 2019 Implementation Guide, Chapter 5: This chapter discusses the importance of using KGIs to evaluate process performance and ensure alignment with enterprise goals. By focusing on KGIs, enterprises can effectively monitor and evaluate the success of their processes in achieving desired outcomes, leading to continuous improvement and better alignment with business objectives.

NEW QUESTION: 41

Which of the following stakeholders is responsible for creating or updating EGIT objectives following the completion of the first iteration of an EGIT program implementation life cycle?

- A. IT managers and IT process owners
- B. The CIO and business executives
- C. The risk and compliance function and IT audit
- D. The board of directors and the program steering committee

Answer: B (LEAVE A REPLY)

The stakeholders responsible for creating or updating EGIT objectives following the completion of the first iteration of an EGIT program implementation life cycle are the CIO and business executives. They have the strategic oversight and authority to set and adjust objectives based on the initial outcomes and evolving business needs.

The CIO and business executives play a critical role in ensuring that the EGIT (Enterprise Governance of Information and Technology) objectives are aligned with business strategy and goals. After the first iteration, their involvement is crucial to review progress, adjust objectives, and ensure continued alignment with enterprise priorities.

COBIT 2019 Framework References:

COBIT 2019 Implementation Guide, Chapter 7: Highlights the roles of senior management, including the CIO and business executives, in setting and updating EGIT objectives.

COBIT 2019 Design Guide, Chapter 4: Emphasizes the importance of executive involvement in governance system design and iterative improvement.

By engaging the CIO and business executives in this process, the enterprise ensures that EGIT objectives remain relevant and aligned with overall business strategy.

NEW QUESTION: 42

Which of the following is an important desired outcome to be achieved from the execution of an EGIT implementation program plan?

- A. Transition of EGIT projects into the enterprise's normal development life cycle
- B. Development of a record of unapproved EGIT projects
- C. Completion of EGIT project implementation regardless of the amount of time required
- D. None of the above

Answer: (SHOW ANSWER)

"...projects become part of the normal development life cycle and should be governed by established program and project management methods."

NEW QUESTION: 43

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

- A. Identify software alternatives to document the scope.
- B. Determine whether or not each design factor is applicable

C. Select the stakeholders involved in the governance system design.

D. Invite key stakeholders to update the scope.

Answer: B (LEAVE A REPLY)

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

References in COBIT 2019 Design and Implementation:

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

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

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

NEW QUESTION: 44

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

A. Where do we want to be?

B. How do we get there?

C. What are the drivers?

D. Where are we now?

Answer: C (LEAVE A REPLY)

In the COBIT 2019 Implementation Guide, Phase 1 - What are the drivers? focuses on establishing a shared understanding of why change is needed. This includes clarifying enterprise goals, strategic priorities, and stakeholder expectations.

Before assessing current state or defining a target state, the implementation team must understand what the enterprise is trying to achieve. Without this understanding, governance improvements risk being misaligned or ineffective.

The guide explicitly links drivers to enterprise goals, pain points, and trigger events.

Ensuring the program team understands enterprise goals at this stage enables consistent decision-making throughout the implementation lifecycle and supports alignment between governance activities and business value creation.

NEW QUESTION: 45

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

A. Key stakeholders

B. Business owners

C. IT management

D. Enterprise executives

Answer: D (LEAVE A REPLY)

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

References in COBIT 2019 Design and Implementation:

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

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

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

NEW QUESTION: 46

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

A. IT process documentation

B. Stakeholder map

C. Business case outline

D. Enterprise policies

Answer: (SHOW ANSWER)

A key input to be considered when defining drivers for a COBIT implementation is the stakeholder map.

Understanding the stakeholders involved and their expectations is crucial for identifying the drivers that will shape the governance system.

References in COBIT 2019 Design and Implementation:

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

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

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

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NEW QUESTION: 47

Which of the following stakeholders ensures the business case and program plan are realistic and achievable?

- A. Business process owners
- B. Implementation team
- C. Chief information officer (CIO)
- D. IT process owners

Answer: C (LEAVE A REPLY)

In COBIT 2019 Implementation guidance:

"The Chief Information Officer (CIO) holds responsibility for ensuring the business case is aligned with enterprise objectives and that the program plan is both realistic and achievable, factoring in available resources and capabilities." The CIO plays a strategic leadership role and has the oversight to balance technology, business needs, risks, and resources. Business process owners and implementation teams contribute, but they do not hold the final accountability for overall feasibility and alignment.

Reference:COBIT 2019 Implementation Guide, Phase 3

NEW QUESTION: 48

The threat landscape and specific risk are associated with which of the following design factor impacts?

- A. Component variation
- B. Target capability levels
- C. Management objective priority
- D. Need for specific focus area guidance

Answer: D (LEAVE A REPLY)

COBIT 2019 identifies the Threat Landscape as a design factor that determines how exposed an enterprise is to internal and external threats such as cyberattacks, fraud, geopolitical instability, or operational disruption.

When the threat landscape is assessed as high, COBIT does not merely recommend increasing generic controls; instead, it emphasizes the need for specialized and focused guidance.

The Design Guide explicitly links elevated threats to the application of focus area variants, such as information security, risk, privacy, or resilience. These focus areas provide deeper, context-specific guidance beyond the core governance model. While management

objective priority and capability levels may also be influenced indirectly, the primary and direct impact of a high threat landscape is the requirement for specific focus area guidance tailored to the nature of the threats faced.

Component variation refers to tailoring governance components, and capability levels describe performance expectations, but neither addresses the necessity for specialized governance content. COBIT's design philosophy recognizes that high-risk environments require more than generic controls—they require targeted governance practices aligned with recognized risk domains. Therefore, the correct and primary impact is the need for specific focus area guidance.

NEW QUESTION: 49

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

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

Answer: (SHOW ANSWER)

According to the COBIT 2019 Design Guide:

"In the final stage of the design workflow, design factors are used to determine the relative importance of governance and management objectives, which helps prioritize implementation efforts." This occurs during the conclusion of the governance system design.

Reference: COBIT 2019 Design Guide, Section 5.4

NEW QUESTION: 50

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

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

Answer: B (LEAVE A REPLY)

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

References in COBIT 2019 Design and Implementation:

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

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

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

NEW QUESTION: 51

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

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

Answer: [\(SHOW ANSWER\)](#)

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

References in COBIT 2019 Design and Implementation:

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

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

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

NEW QUESTION: 52

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

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

Answer: [D \(LEAVE A REPLY\)](#)

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

References in COBIT 2019 Design and Implementation:

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

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

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

NEW QUESTION: 53

What is the FINAL step in governance system design?

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

Answer: C (LEAVE A REPLY)

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

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

COBIT 2019 Framework References:

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

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

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

NEW QUESTION: 54

Which of the following will BEST enable management to identify all additional resources required to implement planned I&T changes?

- A. Defining improvement opportunities
- B. Performing a SWOT analysis
- C. Creating a capability maturity model
- D. Conducting a gap analysis

Answer: D ([LEAVE A REPLY](#))

In Phase 3 (Where do we want to be?) and Phase 4 (What needs to be done?) of the COBIT 2019 implementation lifecycle, the Implementation Guide highlights gap analysis as a critical activity. A gap analysis compares the current state against the desired target state to identify missing capabilities, skills, processes, tools, and resources.

Defining improvement opportunities identifies areas for enhancement but does not quantify resource needs.

SWOT analysis provides strategic insight but lacks operational specificity. Capability maturity models assess current capability levels but do not directly identify what additional resources are required to close gaps.

Gap analysis, however, explicitly reveals what is missing-people, skills, funding, tools, or organizational structures-allowing management to plan resource acquisition accurately. Therefore, conducting a gap analysis is the most effective method for identifying additional resources needed to implement planned I&T changes.

NEW QUESTION: 55

The selection of relevant design factors and associated descriptive values will drive which of the following?

- A. Ranking of enterprise and alignment goals
- B. Capability levels for processes
- C. Prioritization of governance and management objectives
- D. Selection of the technology adoption strategy

Answer: C ([LEAVE A REPLY](#))

The COBIT 2019 Design Guide states:

"Design factors and their descriptive values influence the prioritization of governance and management objectives, ensuring that the governance system aligns with the enterprise's context and goals." Hence, these factors help determine which objectives are most important to implement or improve first.

Reference:COBIT 2019 Design Guide, Section 5.3

NEW QUESTION: 56

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

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

D. RACI chart

Answer: A ([LEAVE A REPLY](#))

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

References in COBIT 2019 Design and Implementation:

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

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

NEW QUESTION: 57

Which of the following domains addresses the integration of I&T solutions with business processes?

A. Monitor, Evaluate and Assess (MEA)

B. Align, Plan and Organize (APO)

C. Build, Acquire and Implement (BAI)

D. Deliver, Service and Support (DSS)

Answer: ([SHOW ANSWER](#))

The Build, Acquire and Implement (BAI) domain in COBIT 2019 explicitly covers the definition, acquisition, development, and integration of I&T solutions into business processes. The Governance and Management Objectives publication describes BAI as the domain responsible for ensuring that solutions are not only built correctly but also integrated effectively into enterprise operations.

While APO focuses on planning and strategy, DSS on service delivery, and MEA on monitoring and assurance, BAI uniquely addresses the transition from design to operational use. Objectives such as Managed Solution Identification and Build (BAI03) and Managed Change Acceptance and Transitioning (BAI07) directly support business process integration.

This domain ensures that business requirements are translated into working solutions that deliver value and align with enterprise objectives. Therefore, BAI is the domain most directly responsible for integrating I&T solutions with business processes.

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