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NEW QUESTION: 1
Which " Role of IT " design factor is viewed as a driver for business process and service innovation?
A. Turnaround
B. Strategic
C. Support
Answer: (SHOW ANSWER)
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 satisfaction 1 , p. 29. References:
1 : COBIT 2019 Framework: Introduction and Methodology

NEW QUESTION: 2
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: (SHOW ANSWER)
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: 3
Which of the following MUST be done before an enterprise can determine performance measures for a process improvement initiative?
A. Perform a process risk assessment
B. Calculate return on investment (ROI)
C. Conduct a capabilities assessment
Answer: (SHOW ANSWER)
Conducting a capabilities assessment must be done before an enterprise can determine performance measures for a process improvement initiative. A capabilities assessment is a method of measuring and evaluating how well a process or activity is performed in terms of effectiveness, efficiency, completeness, reliability, etc. A capabilities assessment can be done using different models or frameworks, such as CMMI or ISO/IEC
15504. A capabilities assessment helps an enterprise to determine performance measures for a process improvement initiative by providing a baseline or benchmark for the current state of a process, as well as identifying its strengths, weaknesses, gaps, and improvement opportunities. 1 3 References: COBIT 2019 Framework: Introduction and Methodology , COBIT Process Assessment Model (PAM): Using COBIT 5

NEW QUESTION: 4
Which of the following is the MOST essential attribute of the highest process capability level (Level 5)?
A. Pursuit of continuous improvement
B. Full achievement of the process's purpose
C. Quantitative performance measures
Answer: (SHOW ANSWER)
The pursuit of continuous improvement is the most essential attribute of the highest process capability level (Level 5). A process capability level is a measure of how well a process or activity is performed in terms of effectiveness, efficiency, completeness, reliability, etc. A process capability level can range from 0 (incomplete) to 5 (optimizing). Level 5 (optimizing) means that the process continuously improves its performance through both incremental and innovative improvements. The pursuit of continuous improvement is the most essential attribute of Level 5, as it implies that the process is constantly monitored, evaluated, learned from, and enhanced.14 References: CMMI for Development, Version 1.3, CMMI Institute - Capability Maturity Model Integration

NEW QUESTION: 5
Which of the following is the FINAL action before completing the design of an IT governance system?
A. Resolving inherent priority conflicts
B. Determining a sourcing model

C. Selecting an implementation method

Answer: (SHOW ANSWER)

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

NEW QUESTION: 6

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: (SHOW ANSWER)

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: 7

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

A. Culture, ethics and behavior

B. People, skills and competencies

C. Information flow and items

Answer: (SHOW ANSWER)

The people, skills and competencies component of governance identifies the human resource needs that must be met to achieve governance and management objectives. People are the individuals or groups who perform or are accountable for the governance activities and tasks. Skills and competencies are the abilities and knowledge that people need to perform their roles

and responsibilities. The people, skills and competencies component of governance defines the required roles and organizational structures for each governance and management objective, as well as the skills and competencies that are needed for each role.13 References:
COBIT 2019 Framework: Introduction and Methodology, COBIT 2019 Framework: Roles, Responsibilities
& RACI Charts

NEW QUESTION: 8
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: 9
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: (SHOW ANSWER)
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: 10

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: (SHOW ANSWER)

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. 1
2 References: COBIT 2019 Framework: Introduction and Methodology , COBIT 2019 Design Guide:
Designing an Information and Technology Governance Solution

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
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: 13
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: (SHOW ANSWER)
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: 14
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: (SHOW ANSWER)
The process practices that include inputs and outputs comprise the information flow component of a governance system. A governance system is a set of components that provide direction, oversight, evaluation, monitoring, assurance, etc., for an enterprise's information and technology. A governance system consists of seven components: governance components (such as structures, processes, principles, policies, etc.), governance enablers (such as people, skills, culture, information, services, etc.), governance outcomes (such as value creation, risk optimization, resource optimization, etc.), information flow (the exchange of information among components), culture (the shared values, beliefs, norms, and attitudes), ethical behavior (the conduct that conforms to moral principles), stakeholder needs (the requirements or expectations of internal or external stakeholders). The information flow component comprises the process practices that include inputs and outputs that enable the exchange of information among components. 1 4 References:
COBIT 2019 Framework: Introduction and Methodology , COBIT 2019 Framework: Governance System

NEW QUESTION: 15
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: 16
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: (SHOW ANSWER)
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 performance 1 2 References: 1 : COBIT 2019 Implementation Guide: page 51-52 2 : COBIT 2019 Framework: Governance and Management Objectives: page 20-21

NEW QUESTION: 17
Which of the following is a guiding principle in the development of COBIT?
A. COBIT aligns with other related and relevant I&T standards, frameworks and regulations
B. COBIT includes relevant content from other related I&T standards, frameworks and regulations.
C. COBIT serves as a comprehensive standalone framework that covers all relevant I&T-related activities.
Answer: (SHOW ANSWER)
A guiding principle in the development of COBIT is that COBIT aligns with other related and relevant I&T standards, frameworks and regulations. This is based on the principle of integration, which states that
"governance of enterprise I&T should ensure integration into enterprise governance; alignment with other related standards, frameworks and regulations; and provision of a common language for all stakeholders" .
COBIT does not include or replace other standards, frameworks or regulations, but rather complements them by providing a holistic and comprehensive approach to governance of enterprise I&T.

NEW QUESTION: 18
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: (SHOW ANSWER)
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 etc 3 4 References: 3 : COBIT
2019 Framework: Governance and Management Objectives: page 20-21 4 : COBIT 2019 Design Guide: page
47-48

NEW QUESTION: 19
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: (SHOW ANSWER)
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. 1 4 References: COBIT 2019 Framework: Introduction and Methodology , COBIT 2019 Design Guide:
Designing an Information and Technology Governance Solution

NEW QUESTION: 20
Which of the following is an example of a governance system component?
A. The risk register of the enterprise
B. The compliance regulations applicable to the enterprise
C. The role of IT for the enterprise
D. The geopolitical landscape in which the enterprise operates
Answer: (SHOW ANSWER)
An example of a governance system component is the compliance regulations applicable to the enterprise.
The governance system components are the elements that constitute a governance system for an enterprise using COBIT 2019. The governance system components include principles enablers goals processes practices roles structures metrics etc., that enable an enterprise to govern and

manage its information and technology activities effectively efficiently reliably securely etc. The compliance regulations are the laws regulations standards guidelines contracts or agreements that govern the information and technology activities of an enterprise. The compliance regulations influence the level of control and assurance that an enterprise needs to demonstrate its adherence to the applicable rules and obligations. By considering the compliance regulations as a governance system component an enterprise can ensure that its governance system is appropriate for its context and objectives that it can effectively manage the potential impacts of non-compliance on its reputation performance value stakeholder trust etc., that it can align its information and technology activities with the relevant standards guidelines regulations best practices etc., that it can meet stakeholder requirements expectations etc., 5 References: 5: COBIT 2019 Design Guide: page 47-48 : COBIT 2019 Framework:
Governance System Components: page 27-28

NEW QUESTION: 21
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. Current I&T-related issues of the enterprise
C. The role of IT within the enterprise
D. The size of the enterprise
Answer: (SHOW ANSWER)
The initial scope of a governance system is the extent and boundaries of the governance system that an enterprise intends to design and implement using COBIT 2019. The initial scope helps to define the focus and direction of the governance system design process, as well as the resources and efforts required for its implementation. One of the key considerations when determining the initial scope of a governance system is the compliance requirements faced by the enterprise. The compliance requirements are the laws, regulations, standards, guidelines, contracts, or agreements that an enterprise must comply with regarding its information and technology activities. The compliance requirements influence the level of control and assurance that an enterprise needs to demonstrate its adherence to the applicable rules and obligations. By considering the compliance requirements when determining the initial scope of a governance system, an enterprise can ensure that its governance system is appropriate for its context and objectives, and that it can effectively manage the potential impacts of non-compliance on its reputation, performance, value, and stakeholder trust.
References: : COBIT 2019 Design Guide: page 47-48 : COBIT 2019 Design Guide: page 53-54

NEW QUESTION: 22
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). 1 2 References: COBIT 2019 Framework: Introduction and Methodology , COBIT 2019 Framework: Governance System

NEW QUESTION: 23
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: (SHOW ANSWER)
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. 1 3 References: COBIT 2019 Framework: Introduction and Methodology , COBIT 2019 Framework: Governance and Management Objectives

NEW QUESTION: 24
Which of the following benefits derived from the use of COBIT is PRIMARILY associated with an internal stakeholder?
A. COBIT provides insight on how to derive value from the use of I & T.
B. COBIT helps to ensure that a third-party vendor ' s operations are secure.
C. COBIT helps to ensure that a governance system is in place to sustain regulatory compliance.
Answer: (SHOW ANSWER)
The benefit derived from the use of COBIT that provides insight on how to derive value from the use of I & T is primarily associated with an internal stakeholder. An internal stakeholder is a person or group within an enterprise that has an interest or concern in its activities or outcomes.

Examples of internal stakeholders are board members, executives, managers, employees, etc. An internal stakeholder would benefit from using COBIT by gaining insight on how to derive value from the use of I & T because it would help them to align I
& T with business requirements, optimize costs and resources, enhance performance and outcomes, etc. 1 5 References: COBIT 2019 Framework: Introduction and Methodology , COBIT 2019 Framework:
Stakeholder Needs

NEW QUESTION: 25
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: (SHOW ANSWER)
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: 26
Which of the following I&T implementation methods requites the HIGHEST level of participation by users at multiple stages of software development?
A. Hybrid
B. Traditional
C. DevOps
D. Agile
Answer: (SHOW ANSWER)
The IT implementation methods design factor describes how an enterprise develops, delivers, and maintains its IT solutions. There are four IT implementation methods defined in COBIT 2019: traditional, agile, DevOps, and hybrid. Each method has different implications for the governance and management of information and technology in terms of focus areas, processes, practices,

roles, structures, and metrics. The IT implementation method that requires the highest level of participation by users at multiple stages of software development is agile. Agile is an IT implementation method that emphasizes flexibility, adaptability, collaboration, customer satisfaction, and value delivery. One of the characteristics of agile is that it involves frequent and direct interaction with users throughout the software development life cycle, from requirements gathering to testing to deployment. Users are considered as key stakeholders who provide feedback, input, validation, verification, acceptance, and evaluation of the IT solutions. Users are also involved in prioritizing the features and functionalities of the IT solutions based on their needs and expectations. Agile aims to deliver IT solutions that meet user requirements and expectations in a timely and cost-effective manner.
References: : COBIT 2019 Design Guide, page 43-45 : COBIT 2019 Process Reference Guide: Governance and Management Objectives, page 67-69

NEW QUESTION: 27
Which of the following is a principle associated with the key components of a governance framework?
A. The interaction among key components will impede automation and should therefore be limited.
B. The relationships among key components should be identified to maximize consistency.
C. Key components should function independently to maintain integrity.
Answer: (SHOW ANSWER)
A principle associated with the key components of a governance framework is that key components should function independently to maintain integrity. Key components include governance components (such as structures, processes, principles, policies, etc.), governance enablers (such as people, skills, culture, information, services, etc.), and governance outcomes (such as value creation, risk optimization, resource optimization, etc.). These components should operate independently from each other to avoid conflicts of interest, bias, or undue influence. They should also have clear roles, responsibilities, authorities, and accountabilities. COBIT ensures the independence of key components by defining their relationships and interactions in a transparent and consistent manner.14 References: COBIT 2019 Framework: Introduction and Methodology, COBIT 2019 Framework: Governance System

NEW QUESTION: 28
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 Framework 3 , page 36. References: 3 COBIT 2019 Framework | Digital | English

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: D (LEAVE A REPLY)
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
How does the flexibility of COBIT design factors benefit an enterprise?
A. It allows users to define and build the enterprise IT strategy from the framework.
B. It allows users to tailor the framework to align with specific enterprise needs.
C. It allows users to modify existing focus areas while ensuring new ones cannot be added.
Answer: (SHOW ANSWER)
The flexibility of COBIT design factors benefits an enterprise by allowing users to tailor the framework to align with specific enterprise needs. COBIT is a comprehensive governance and management framework for information and technology that helps enterprises to achieve their goals and create value. COBIT design factors are characteristics or aspects of an enterprise that influence the design and implementation of a governance system. They include factors such as enterprise size, industry sector, risk profile, regulatory environment, sourcing model, etc. The flexibility of COBIT design factors benefits an enterprise by allowing users to tailor the framework

to align with specific enterprise needs by providing guidance on how to customize and adapt the COBIT components (such as processes, practices, goals, metrics, etc.) based on the design factors.14 References: COBIT 2019 Framework: Introduction and Methodology, COBIT 2019 Design Guide: Designing an Information and Technology Governance Solution

NEW QUESTION: 31
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: 32
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: (SHOW ANSWER)
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: 33
Which of the following components of a governance system are MOST likely to be underestimated as factors in the success of governance and management activities?
A. Culture, ethics and behavior
B. People, skills and competencies
C. Principles, policies and frameworks
Answer: (SHOW ANSWER)
Culture, ethics and behavior are the most likely components of a governance system to be underestimated as factors in the success of governance and management activities. Culture, ethics and behavior are the shared values, beliefs, norms, and attitudes that influence how people behave and interact within an enterprise. They affect the motivation, commitment, collaboration, and performance of people, as well as the trust and reputation of the enterprise. Culture, ethics and behavior are one of the seven enablers of a governance system, as defined by COBIT. 1 2 References: COBIT 2019 Framework: Introduction and Methodology
, COBIT 2019 Framework: Governance System

NEW QUESTION: 34
Which of the following could be used to map documentation for governance and management practices?
A. Policies and standards used within the enterprise
B. Relevant inputs and outputs with source and destination
C. Process activities with detailed procedures
Answer: (SHOW ANSWER)
In the COBIT 2019 Framework, it is stated that the information flows and items component includes relevant inputs and outputs with their source and destination. This is essential for mapping documentation for governance and management practices within an enterprise. Reference: COBIT 2019 Framework: Governance and Management Objectives, page 18 .

NEW QUESTION: 35
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: (SHOW ANSWER)
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. 1 5 References: COBIT 2019 Framework: Introduction and Methodology , COBIT 2019 Framework: Governance System

NEW QUESTION: 36
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: (SHOW ANSWER)
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: 37
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: (SHOW ANSWER)
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: 38
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: (SHOW ANSWER)
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: 39
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: 40

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: (SHOW ANSWER)
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: 41
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: B (LEAVE A REPLY)
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. 1 4
References: COBIT
2019 Framework: Introduction and Methodology , COBIT 2019 Framework: Governance and Management Objectives

NEW QUESTION: 42
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: 43
Which of the following is an enterprise goal that would MOST likely be evaluated by using a metric " percent of services that meet or exceed targets in revenues and market share " ?
A. Optimization of business process costs
B. Customer-oriented service culture
C. Portfolio of competitive services
Answer: (SHOW ANSWER)

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

NEW QUESTION: 44
When assessing organizational structures, it is MOST helpful when subcriteria for each criterion are defined and linked to:
A. job descriptions.
B. capability levels.
C. performance metrics.
Answer: B (LEAVE A REPLY)
When assessing organizational structures, it is most helpful when subcriteria for each criterion are defined and linked to capability levels. Organizational structures are the arrangements of roles and responsibilities that enable the enterprise to achieve its objectives. Organizational structures can be assessed using six criteria:
clarity, comprehensiveness, integration, alignment, authority, and accountability. Each criterion can be further divided into subcriteria that describe the specific aspects or attributes of the criterion. Capability levels are the measures of how well a process or activity is performed in terms of effectiveness, efficiency, completeness, reliability, etc. Capability levels can range from 0 (incomplete) to 5 (optimizing). Defining and linking subcriteria to capability levels helps to evaluate the current and desired state of organizational structures, as well as to identify gaps and improvement opportunities.123 References: COBIT 2019 Framework:
Introduction and Methodology, COBIT 2019 Design Guide: Designing an Information and Technology Governance Solution, COBIT 2019 Framework: Roles, Responsibilities & RACI Charts

NEW QUESTION: 45
Which of the following BEST describes the objectives of the Evaluate, Direct and Monitor (EDM) domain?
A. Assessing strategic options and guiding senior management on the options chosen
B. Addressing the overall organization, strategy and supporting activities for IT
C. Addressing the operational delivery and support of I&T services, including security
Answer: (SHOW ANSWER)
The objectives of the Evaluate, Direct and Monitor (EDM) domain are best described by assessing strategic options and guiding senior management on the options chosen. This domain covers the governance activities related to setting direction, monitoring performance, ensuring compliance, and providing feedback to stakeholders. The domain consists of five governance objectives: EDM01 Ensure Governance Framework Setting and Maintenance, EDM02 Ensure

Benefits Delivery, EDM03 Ensure Risk Optimization, EDM04 Ensure Resource Optimization, and EDM05 Ensure Stakeholder Transparency. The domain is based on the COBIT 2019 Framework2, page 30. References: 2: COBIT 2019 Framework | Digital | English

NEW QUESTION: 46
Within the principles for a governance system, the value generated from the use of I & T reflects:
A. the ratio of costs versus achieved service levels.
B. a balance among benefits, risk and resources.
C. maximized financial benefits to the investment portfolio.
Answer: B (LEAVE A REPLY)
The value generated from the use of I & T reflects a balance among benefits, risk and resources. 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" 1 . Value generation is not only about maximizing financial benefits or minimizing costs or risks, but also about optimizing them in relation to the expected outcomes 7 .
References: 1 : COBIT 2019 Framework: Introduction and Methodology, page 23 7 : COBIT 2019 Framework: Governance and Management Objectives, page 19

NEW QUESTION: 47
Which of the following is a component of the governance system that provides an enterprise with the tools and systems for IT processing?
A. Principles, policies, and frameworks
B. Information
C. Services, infrastructure, and applications
Answer: (SHOW ANSWER)
The governance system in COBIT 2019 includes various components that support the effective management and control of enterprise IT. "Services, infrastructure, and applications" is one such component, encompassing the physical and virtual tools required for IT operations. This component ensures that the technology systems align with the enterprise's strategic objectives, as outlined in the COBIT core model (specifically in the framework sections on governance

components). This is part of delivering and supporting IT services to meet business needs effectively.

NEW QUESTION: 48
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: (SHOW ANSWER)
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. 1 2 References: COBIT 2019 Framework: Introduction and Methodology
, COBIT 2019 Framework: Governance System

NEW QUESTION: 49
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: (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 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 assets 5 References: 5 : COBIT 2019 Design Guide: page 41-43 : COBIT 2019 Design Guide:
page 47-48

NEW QUESTION: 50

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: (SHOW ANSWER)
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 objectives 5 References: 5 :

COBIT 2019 Design Guide, page 35-39 : COBIT 2019 Design Guide, page 41-43

NEW QUESTION: 51
An enterprise's business line managers have voiced concerns because the cost of governance-required improvements is perceived as too expensive. How can the IT governance team BEST address this concern?
A. Improve the communication of business benefits.
B. Involve business line managers in the improvement planning process.
C. Share the return on investment (ROI) analysis.
Answer: (SHOW ANSWER)
Sharing the return on investment (ROI) analysis is the best way to address the concern of business line managers who perceive the cost of governance-required improvements as too expensive. ROI is a financial metric that measures the profitability or efficiency of an investment by comparing its benefits and costs. ROI analysis is a process of calculating and presenting the ROI of a project or program, as well as its assumptions, risks, and uncertainties. Sharing the ROI analysis with business line managers can help to address their concern by showing them how the governance-required improvements will generate value for the enterprise in terms of increased revenue, reduced costs, enhanced performance, improved quality, etc., as well as how they will outweigh their initial and ongoing costs.12 References: COBIT 2019 Framework: Introduction and Methodology, COBIT 2019 Implementation Guide: Implementing an Information and Technology Governance Solution

NEW QUESTION: 52
Which of the following is a PRIMARY benefit associated with the management objective " managed strategy
" ?
A. Desired value is delivered through a roadmap of incremental changes.
B. Effective communication channels are established across all levels of management.
C. Service delivery is facilitated by adopting the latest technology innovations.
Answer: (SHOW ANSWER)
The management objective "managed strategy" belongs to the governance domain "align, plan and organize (APO)", which covers the use of information and technology in achieving enterprise objectives. A primary benefit associated with this management objective is that desired value is delivered through a roadmap of incremental changes, which ensures that IT initiatives are aligned with enterprise strategy, prioritized based on value creation, and monitored for performance 2 , p. 25. References: 2 : COBIT 2019 Framework:
Governance and Management Objectives

NEW QUESTION: 53
Which of the following is a strategy archetype focused on increasing revenues?
A. Innovation/differentiation

B. Client service/stability
C. Growth/acquisition
D. Cost leadership
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. The enterprise strategy archetype that is focused on increasing revenues is growth/acquisition. 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 investmentsand initiatives that support business growth or acquisition objectives. Portfolio management involves selecting prioritizing balancing monitoring evaluating,and optimizing informationand technology investmentsand initiatives based on their alignment with business strategy value delivery potential risk exposure resource availability interdependencies etc.
Portfolio management also involves ensuring that informationand technology investmentsand initiatives are integrated with business processes systems structures culture etc especially in case of mergers or acquisitions.
5 References: 5 : COBIT 2019 Design Guide: page 35-36 : COBIT 2019 Process Reference Guide: page 59-
61

NEW QUESTION: 54
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: (SHOW ANSWER)
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. 1 2 References: COBIT 2019 Framework: Introduction and Methodology

, COBIT 2019 Implementation Guide: Implementing an Information and Technology Governance Solution

NEW QUESTION: 55
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: (SHOW ANSWER)
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: 56
The enterprise goal titled "Optimization of Business Process Costs" is aligned to which balanced scorecard (BSC) dimension?
A. Growth
B. Customer
C. Internal
Answer: (SHOW ANSWER)
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. 1 2 References: COBIT 2019 Framework: Introduction and Methodology , COBIT 2019 Framework:
Governance and Management Objectives

NEW QUESTION: 57
Which of the following alignment goals is located within the Learning and Growth dimension of the IT balanced scorecard (BSC)?
A. Realized benefits from I & T-enabled investments and services portfolio
B. Delivery of I & T services in line with business requirements
C. Competent and motivated staff with mutual understanding of technology and business
Answer: C (LEAVE A REPLY)

COBIT 2019 lists the alignment goals and shows how each aligns to an IT balanced scorecard (IT BSC) dimension. In the COBIT goals cascade table for alignment goals, AG12 is explicitly placed under the Learning and Growth dimension.
Exact Extract (COBIT 2019 Framework: Introduction and Methodology - Goals Cascade, Alignment Goals and Metrics):
"AG12 Learning and Growth - Competent and motivated staff with mutual understanding of technology and business ..." In the same table, the other answer options are shown under different IT BSC dimensions:
"Realized benefits from I & T-enabled investments and services portfolio" is listed under the Financial dimension (AG03).
"Delivery of I & T services in line with business requirements" is listed under the Customer dimension (AG05).
Therefore, the alignment goal in the Learning and Growth dimension is C. Competent and motivated staff with mutual understanding of technology and business (AG12).
References:
COBIT 2019 Framework: Introduction and Methodology - Figure 4.18 "Goals Cascade: Alignment Goals and Metrics" (shows AG12 under Learning and Growth).

NEW QUESTION: 58
Which of the following involves numeric mapping tables created for each of the design factors?
A. An architecture design approach
B. A quantitative approach
C. A qualitative approach
D. A risk-based approach
Answer: (SHOW ANSWER)
A quantitative approach involves numeric mapping tables created for each of the design factors. According to the COBIT 2019 Design Guide, a quantitative approach is one of the four possible approaches for designing a governance system based on the design factors. A design factor is a characteristic of the enterprise that influences how the governance system should be designed. A quantitative approach uses numeric values to represent the impact of each design factor on the governance components, such as processes, organizational structures, roles, and practices. The numeric values are derived from mapping tables that show how each design factor affects each governance component. The mapping tables are based on empirical data, expert judgment, or best practices. The quantitative approach helps to provide a more objective and consistent way of designing a governance system that is tailored to the enterprise context and needs. References: : COBIT
2019 Design Guide: Designing an Information & Technology Governance Solution, page 54 : COBIT 2019 Design Guide: Designing an Information & Technology Governance Solution, page 56

NEW QUESTION: 59

The alignment goal titled "Competent and motivated staff with mutual understanding of technology and business" is part of which IT balanced scorecard (BSC) dimension?

A. Customer

B. Internal

C. Learning and growth

Answer: (SHOW ANSWER)

In COBIT 2019, the alignment goals are grouped by IT Balanced Scorecard (IT BSC) dimensions in the

"Goals Cascade: Alignment Goals and Metrics" table. In that table, the alignment goal AG12 ("Competent and motivated staff with mutual understanding of technology and business") is explicitly categorized under the Learning and Growth dimension.

Exact Extract (COBIT 2019 Framework: Introduction and Methodology, Figure 4.18-Goals Cascade:

Alignment Goals and Metrics (cont.)):

"AG12 Learning and Growth - Competent and motivated staff with mutual understanding of technology and business ..." Therefore, the correct IT BSC dimension for this alignment goal is Learning and growth.

References:

COBIT 2019 Framework: Introduction and Methodology - Figure 4.18 "Goals Cascade: Alignment Goals and Metrics" (shows AG12 under Learning and Growth).

NEW QUESTION: 60

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

A. Managed digital transformation programs

B. Optimization of internal business process functionality

C. Portfolio of competitive products and services

Answer: (SHOW ANSWER)

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

NEW QUESTION: 61

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

A. Traditional

B. Agile

C. DevOps

Answer: (SHOW ANSWER)

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

NEW QUESTION: 62
An enterprise that specializes in software development is designing a new IT governance system as part of a transition from traditional waterfall to a more agile approach. Which step in the design phase would this transition impact the MOST?
A. Compliance requirements
B. Implementation method
C. Sourcing model
Answer: (SHOW ANSWER)
The transition from traditional waterfall to a more agile approach would impact the implementation method step in the design phase the most. The implementation method is the approach or strategy that is used to put the IT governance system into practice. The design phase is the stage in the IT governance life cycle that involves customizing and tailoring the IT governance system to the specific needs and context of the enterprise. The transition from traditional waterfall to a more agile approach would affect the implementation method step in the design phase because it would require a different way of planning, executing, monitoring, and controlling the IT governance system, as well as a different set of skills, tools, techniques, and practices. 1
2 References: COBIT 2019 Framework: Introduction and Methodology , COBIT 2019 Design Guide:
Designing an Information and Technology Governance Solution

NEW QUESTION: 63
Which of the following enterprise risk management concepts is MOST important to fully understand prior to finalizing the design of an IT governance system?
A. The enterprise's risk tolerance
B. The enterprise's risk profile
C. The enterprise's risk appetite

Answer: (SHOW ANSWER)
The enterprise's risk profile is the most important enterprise risk management concept to fully understand prior to finalizing the design of an IT governance system. Enterprise risk management is the process of identifying, analyzing, evaluating, treating, monitoring, and communicating risks that affect the achievement of enterprise objectives. Enterprise risk management concepts include risk appetite (the amount and type of risk that an enterprise is willing to accept), risk tolerance (the acceptable variation in outcomes related to specific performance measures), risk profile (the overall exposure or level of risk that an enterprise faces), etc. The enterprise's risk profile is the most important concept to fully understand prior to finalizing the design of an IT governance system because it helps to determine the appropriate level of risk optimization for each governance objective. 1 4 References: COBIT 2019 Framework: Introduction and Methodology
, COBIT 2019 Framework: Governance System

NEW QUESTION: 64
The number of focus areas describing a certain governance topic or issue that can be addressed by governance objectives is:
A. dependent on process maturity
B. determined by the size of the enterprise
C. virtually unlimited
Answer: (SHOW ANSWER)
The number of focus areas describing a certain governance topic or issue that can be addressed by governance objectives is virtually unlimited. Focus areas are topics or issues that can be addressed by governance objectives, such as digital transformation, cybersecurity, privacy, etc. Focus areas can be defined by any stakeholder or group within or outside the enterprise, depending on their needs and interests. COBIT provides examples of some common focus areas, but they are not exhaustive or prescriptive.13 References:
COBIT 2019 Framework: Introduction and Methodology, COBIT 2019 Design Guide: Designing an Information and Technology Governance Solution

NEW QUESTION: 65
Which of the following is based on generic components of a governance system but are tailored for a specific purpose or context within a focus area?
A. Guiding principles
B. Variant components
C. Design factors
Answer: (SHOW ANSWER)
Design factors are based on generic components of a governance system but are tailored for a specific purpose or context within a focus area. Design factors are the characteristics or aspects of an enterprise that influence the design and implementation of a governance system. They include factors such as enterprise size, industry sector, risk profile, regulatory environment,

sourcing model, etc. Focus areas are topics or issues that can be addressed by governance objectives, such as digital transformation, cybersecurity, privacy, etc. COBIT provides guidance on how to use design factors and focus areas to customize a governance system.13 References: COBIT 2019 Framework: Introduction and Methodology, COBIT 2019 Design Guide: Designing an Information and Technology Governance Solution

NEW QUESTION: 66
Which of the following is the PRIMARY purpose of implementing an enterprise governance of information and technology (EGIT) system?
A. To document I & T business objectives and processes
B. To deliver stakeholder value from I & T-enabled investments
C. To comply with I & T regulatory requirements
Answer: (SHOW ANSWER)
The primary purpose of implementing an enterprise governance of information and technology (EGIT) system is to deliver stakeholder value from I & T-enabled investments. An EGIT system is a set of components that provide direction, oversight, evaluation, monitoring, assurance, etc., for an enterprise's information and technology. An I & T-enabled investment is any initiative or project that involves the use of information and technology to create value for the enterprise. A stakeholder is a person or group that has an interest or concern in an enterprise's activities or outcomes. The primary purpose of implementing an EGIT system is to deliver stakeholder value from I & T-enabled investments by ensuring that they align with the enterprise strategy and objectives, optimize risks and resources, achieve expected benefits and outcomes, etc. 1 2 References:
COBIT 2019 Framework: Introduction and Methodology , COBIT 2019 Framework: Governance System

NEW QUESTION: 67
When making IT-related decisions, stakeholders will find the COBIT framework MOST useful for:
A. obtaining prescribed decisions or solutions to specific problems and issues.
B. deciding on the best solution in a given situation.
C. defining the components and the levels at which decisions should be made.
Answer: (SHOW ANSWER)
COBIT 2019 provides a comprehensive framework to support the decision-making process rather than prescribing specific solutions. It guides the structuring of governance and management objectives across different domains, such as EDM, APO, and BAI, enabling stakeholders to understand the components and decision levels required for efficient IT governance. This aligns with COBIT's goals to establish clear responsibilities and decision-making criteria for various roles, ensuring alignment with enterprise objectives and stakeholder needs.

NEW QUESTION: 68
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: (SHOW ANSWER)
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: 69
According to the principles for a governance framework, which of the following is a PRIMARY consideration when addressing new issues within a flexible and open framework?
A. Maintaining integrity and consistency
B. Aligning with internal IT policies and procedures
C. Identifying related industry standards
Answer: (SHOW ANSWER)
A primary consideration when addressing new issues within a flexible and open framework is maintaining integrity and consistency. This means that "the framework should be internally consistent; not contain contradictions or ambiguities; be complete in covering all relevant aspects of enterprise governance of I & T; and be coherent in its structure, terminology and presentation" 6 . Maintaining integrity and consistency ensures that the framework is reliable, clear, and easy to use for all stakeholders 7 . References: 6 : COBIT
2019 Framework: Introduction and Methodology, page 25 7 : COBIT 2019 Design Guide: Designing an Information and Technology Governance Solution, page 13

NEW QUESTION: 70
Which of the following COBIT components includes a list of artifacts with links to relevant governance and management practices?

A. Information flow and items
B. Organizational structures
C. Policies and procedures
Answer: (SHOW ANSWER)
The information flow and items component of COBIT includes a list of artifacts with links to relevant governance and management practices. An artifact is a tangible or intangible object that is produced, modified, or used by a process or activity. An artifact can be a document, a report, a record, a plan, a policy, a procedure, a service, a product, etc. The information flow and items component of COBIT provides a comprehensive list of artifacts that are relevant for each

governance and management objective, as well as links to the practices that produce, modify, or use them. 1 2 References: COBIT 2019 Framework:
Introduction and Methodology , COBIT 2019 Framework: Governance System

NEW QUESTION: 71
Within a tailored enterprise governance system, a sourcing model for information and technology is associated with:
A. design factors.
B. relevant industry frameworks.
C. focus areas.
Answer: (SHOW ANSWER)
A tailored enterprise governance system is a governance system that is customized to suit the specific needs and context of an enterprise. A sourcing model for information and technology is one of the design factors that influence the design and implementation of a tailored governance system. A sourcing model describes how the enterprise obtains and delivers I&T services, such as in-house, outsourced, cloud-based, etc. The sourcing model affects the governance objectives, components, and enablers that are relevant and applicable for the enterprise.12 References: COBIT 2019 Framework: Introduction and Methodology, COBIT 2019 Design Guide: Designing an Information and Technology Governance Solution

NEW QUESTION: 72
According to Capability Maturity Model Integration (CMMI), which of the following BEST describes Level 2 within the five maturity levels for processes?
A. The process achieves its purpose through the application of a basic, yet complete, set of activities that can be characterized as performed.
B. The process achieves its purpose in a much more organized way using organizational assets, and processes are typically well defined.
C. The process more or less achieves its purpose through the application of an incomplete set of activities that can be characterized as intuitive and not very organized.
Answer: (SHOW ANSWER)
According to Capability Maturity Model Integration (CMMI), Level 2 within the five maturity levels for processes best describes the outcome of the process achieving its purpose through the application of a basic, yet complete, set of activities that can be characterized as performed. CMMI is a process improvement approach that provides organizations with the essential elements of effective processes. CMMI defines five maturity levels for processes, from 1 (initial) to 5 (optimizing). Level 2 (managed) means that the process is planned and executed in accordance with policy; employs skilled people who have adequate resources to produce controlled outputs; involves relevant stakeholders; is monitored, controlled, and reviewed; and is evaluated for adherence to its process description. 1 2 References: CMMI for Development, Version 1.3
, CMMI Institute - Capability Maturity Model Integration

NEW QUESTION: 73
Using the COBIT 2019 Governance System Design Workflow allows enterprises to:
A. design a governance system that focuses primarily on compliance requirements,
B. ensure each of the stages and steps in the design process are closely adhered to.
C. implement a governance framework that is strictly aligned to industry standards.
D. realize a governance system that is tailored to their needs.
Answer: (SHOW ANSWER)
Using the COBIT 2019 Governance System Design Workflow allows enterprises to realize a governance system that is tailored to their needs. The COBIT 2019 Governance System Design Workflow is a set of steps that guide enterprises in designing a customized governance system based on their specific context, goals, issues, and priorities. The workflow helps enterprises to identify their current state, desired state, gaps, improvement opportunities, design factors, governance components, roles, responsibilities, practices, activities, inputs, outputs, goals, metrics, and road map for implementing their governance system. The workflow also helps enterprises to balance competing requirements and resolve conflicts among stakeholders. By following the workflow, enterprises can design a governance system that fits their unique needs and delivers value to their business. References: : COBIT 2019 Design Guide: Designing an Information & Technology Governance Solution, page 29 2 : COBIT 2019 Design Guide: Designing an Information & Technology Governance Solution, page 31

NEW QUESTION: 74
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: 75
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: (SHOW ANSWER)

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: 76

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

A. Chief information officer

B. Executive committee

C. Chief executive officer

Answer: (SHOW ANSWER)

The chief information officer (CIO) ensures the board is kept informed of major decisions related to value delivery of I&T deployment in accordance with the enterprise strategy. The CIO is the senior executive responsible for leading, directing, and managing the information and technology function of the enterprise.

The CIO has a strategic role in aligning I&T with business requirements, ensuring I&T performance, managing I&T risks, fostering innovation, etc. The CIO ensures the board is kept informed of major decisions related to value delivery of I&T deployment by providing regular reports, updates, feedback, recommendations, etc., as well as by participating in board meetings or committees.1 References: COBIT

2019 Framework: Introduction and Methodology, [COBIT 2019 Framework: Roles, Responsibilities & RACI Charts]

NEW QUESTION: 77

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: 78
Which of the following COBIT publications also references other standards and frameworks?
A. COBIT 2019 Design Guide: Designing an Information and Technology Governance Solution
B. COBIT 2019 Framework: Governance and Management Objectives
C. COBIT 2019 Implementation Guide: Implementing and Optimizing an Information and Technology Governance Solution
Answer: (SHOW ANSWER)
COBIT 2019 explicitly states-when describing the COBIT publication set-that the "Governance and Management Objectives" publication includes references to other standards and frameworks.
Exact Extract (COBIT 2019 Framework: Introduction and Methodology):
"COBIT 2019 Framework: Governance and Management Objectives-Describes the core COBIT governance and management objectives, their purpose statements and related guidance. This guide also references other standards and frameworks. " This is further confirmed in the Implementation Guide's overview of the COBIT publications:
Exact Extract (COBIT 2019 Implementation Guide):
"COBIT 2019 Framework: Governance and Management Objectives ... This guide also references other standards and frameworks. " Therefore, the correct answer is B. COBIT 2019 Framework: Governance and Management Objectives .
References:
COBIT 2019 Framework: Introduction and Methodology - description of COBIT core publications.
COBIT 2019 Implementation Guide: Implementing and Optimizing an Information and Technology Governance Solution - description of COBIT publication set.

NEW QUESTION: 79
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: (SHOW ANSWER)

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: 80

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: (SHOW ANSWER)
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: 81
Recognizing and rewarding EGIT implementation program performance is MOST beneficial when:
A. executing the program plan.
B. measuring realized program benefits.
C. reviewing the effectiveness of the program.
D. assigning key tasks to defined roles.
Answer: B (LEAVE A REPLY)
Recognizing and rewarding EGIT implementation program performance is most beneficial when measuring realized program benefits. According to the COBIT 2019 Implementation Guide, recognizing and rewarding program performance is one of the key success factors for implementing and optimizing an EGIT program.
Recognizing and rewarding program performance involves acknowledging and appreciating the achievements and contributions of the program team and stakeholders, as well as providing incentives and motivation for further improvement. Recognizing and rewarding program performance is most beneficial when measuring realized program benefits, because this is the stage where the actual outcomes and value of the program are evaluated against the expected goals and metrics. By recognizing and rewarding program performance at this stage, the enterprise can reinforce the positive impact of the program, celebrate the success of the program team and stakeholders, and encourage continuous learning and improvement. References: :

COBIT 2019 Implementation Guide: Implementing and Optimizing an Information and Technology Governance Solution, page 17 : COBIT 2019 Implementation Guide: Implementing and Optimizing an Information and Technology Governance Solution, page 46

NEW QUESTION: 82
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 capability levels range from 0 (incomplete) to 5 (optimizing), and each level has a set of generic attributes that describe the expected performance of the process activities 2
, p. 30. References: 2 : COBIT 2019 Framework: Introduction and Methodology

NEW QUESTION: 83
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: (SHOW ANSWER)
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. 1 3 References: COBIT 2019 Framework:
Introduction and Methodology , COBIT Process Assessment Model (PAM): Using COBIT 5

NEW QUESTION: 84
What is the role of the internal audit function when defining the EGIT target state?
A. Provide advice and assist with target-state positioning and gap priorities.
B. Prepare the detailed business case and high-level program plan.
C. Align targeted process improvement solutions to enterprise goals.
D. Develop and communicate a change enablement plan and objectives.

Answer: A (LEAVE A REPLY)

The internal audit function is an independent and objective assurance and consulting activity that evaluates and improves the effectiveness of governance, risk management, and control processes in an enterprise. The internal audit function has a role in defining the EGIT target state, which is the desired state of information and technology governance in an enterprise that is aligned with its strategy, objectives, and stakeholder needs.

The role of the internal audit function in this process is to provide advice and assist with target-state positioning and gap priorities. This means that the internal audit function can help to identify the current state of information and technology governance in an enterprise, assess the gaps and issues that need to be addressed, determine the target state of information and technology governance that is optimal for the enterprise, and prioritize the actions and initiatives that are required to achieve the target state. The internal audit function can also provide assurance on the design and implementation of the EGIT target state by evaluating its adequacy, effectiveness, efficiency, and compliance.

References: : COBIT 2019 Implementation Guide, page 51-52 : COBIT 2019 Framework: Introduction and Methodology, page 30-31