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Exam Questions COBIT-Design-and-Implementation

ISACACOBIT Design and Implementation certificate



NEW QUESTION 1

When is it MOST important for an enterprise to apply the full governance design workflow and carefully consider all design factors?

- A. When the enterprise requires a broad, holistic, and comprehensive view of its governance system
- B. When key stakeholders cannot agree on governance objectives, strategy, and priorities
- C. When the enterprise needs to focus on one key initiative requiring a major investment
- D. When the enterprise must meet complex regulatory requirements for which the enterprise is not currently in compliance

Answer: A

Explanation:

Applying the full governance design workflow and carefully considering all design factors is most important when an enterprise requires a broad, holistic, and comprehensive view of its governance system. This scenario is where the entire spectrum of the governance framework needs to be analyzed and tailored to ensure it meets the enterprise's overall strategic goals and operational needs.

References in COBIT 2019 Design and Implementation:

- COBIT 2019 Design Guide, Chapter 2: This chapter elaborates on how design factors influence the creation of a tailored governance system that is comprehensive and aligns with the enterprise's unique context.
 - COBIT 2019 Framework: Introduction and Methodology, Chapter 4: This chapter discusses the importance of a holistic approach in establishing governance and the necessity of considering all design factors to create a system that encompasses all aspects of enterprise IT and business objectives.
 - COBIT 2019 Implementation Guide, Chapter 3: This chapter provides steps for implementing a comprehensive governance system, emphasizing the importance of a full governance design workflow to achieve a thorough and effective governance structure.
- By following the full governance design workflow, enterprises can ensure that their governance framework is not only comprehensive but also customized to address specific needs, thereby improving alignment, efficiency, and compliance across the organization.

NEW QUESTION 2

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

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

Answer: D

Explanation:

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

Detailed Explanation with References:

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

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

References:

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

NEW QUESTION 3

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

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

Answer: B

Explanation:

In the COBIT 2019 framework, after selecting the relevant alignment goals, the CIO's next priority should be identifying and understanding the design factors. Design factors are crucial as they influence the tailoring of the governance system to align with the specific needs and context of the enterprise. The COBIT 2019 Design Guide emphasizes that design factors impact the governance and management objectives and help in customizing the COBIT framework. The selection and analysis of design factors ensure that the governance system is practical and relevant to the enterprise's environment. Design Factors in COBIT 2019 include:

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

The process of tailoring COBIT involves:

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

COBIT 2019 Implementation Guide References:

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

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

NEW QUESTION 4

In which of the following phases should long-term targets be adjusted based on experience?

- A. How do we get there?
- B. Where are we now?
- C. What needs to be done?
- D. Did we get there?

Answer: D

Explanation:

In the COBIT 2019 implementation lifecycle, the phase where long-term targets should be adjusted based on experience is the evaluation phase, known as "Did we get there?". This phase involves assessing the results of the implemented governance and management practices to determine if the objectives have been met and to identify areas for improvement.

Detailed Explanation with References:

- How do we get there? (Option A):
 - This phase focuses on developing and executing the plan to achieve the governance objectives. It involves identifying the steps, resources, and timeline needed to reach the desired state. While important for planning, this phase is more about action and implementation rather than evaluation and adjustment of long-term targets.
- Where are we now? (Option B):
 - This phase involves assessing the current state of the governance system, identifying gaps, and understanding the baseline. It provides the foundational information needed to plan improvements but does not involve adjusting long-term targets.



What needs to be done? (Option C):



This phase is concerned with identifying the specific actions and initiatives required to address the gaps and achieve the governance objectives. It involves planning and prioritizing activities but not the evaluation and adjustment of long-term targets based on experience.



Did we get there? (Option D):



In this phase, the enterprise evaluates the outcomes of the implemented governance system against the set objectives and targets. It involves assessing whether the desired goals were achieved and analyzing the effectiveness of the governance practices. Based on this evaluation, the organization can adjust long-term targets to better align with practical experience, new insights, and evolving business needs. This phase is critical for continuous improvement and ensuring that the governance system remains relevant and effective over time.



According to the COBIT 2019 Implementation Guide, this phase includes reviewing performance metrics, stakeholder feedback, and lessons learned from the implementation process. These insights are then used to refine and adjust long-term targets to improve future performance and outcomes.

Conclusion: The correct answer is D. Did we get there?. This phase involves evaluating the results of the governance implementation, learning from the experience, and making necessary adjustments to long-term targets to ensure continuous improvement and alignment with the enterprise's goals.

References:



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



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

NEW QUESTION 5

The target audience for the COBIT 2019 Design Guide:

A. is primarily governance professionals involved in designing governance solutions.

B. includes a range of direct and indirect stakeholders.

C. is exclusively internal information and technology professionals.

D. is primarily assurance professionals involved in running assurance processes.

Answer: B

Explanation:

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

Detailed Explanation with References:

Direct Stakeholders:

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

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

Indirect Stakeholders:

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

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

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

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

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

References:

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

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

NEW QUESTION 6

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

A. I&T security

B. Executive leadership team

C. Legal office

D. Procurement office

Answer: C

Explanation:

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

References in COBIT 2019 Design and Implementation:

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

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

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

NEW QUESTION 7

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

- A. Cost leadership
- B. Risk optimization
- C. Business transformation
- D. Value delivery

Answer: A

Explanation:

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

Detailed Explanation with References:

Cost Leadership (Option A): Cost leadership is a strategic objective where an organization aims to become the lowest-cost producer in its industry. This strategy can be a significant design factor in tailoring a governance system, as it impacts decisions on IT investments, process efficiencies, and cost management. In COBIT 2019, aligning IT governance with a cost leadership strategy involves ensuring that IT initiatives support cost reduction and operational efficiency, thereby enabling the organization to achieve competitive pricing.

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

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

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

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

References:

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

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

NEW QUESTION 8

Which of the following situations is MOST likely the root cause for an enterprise lacking the required skills and competencies to execute an EGIT implementation program plan?

- A. Enterprise training does not include business and management skill development.
- B. Business staff are too often involved in IT processes that affect business processes and procedures.
- C. The enterprise relies too heavily on the use of COBIT as its EG IT framework.
- D. IT staff are too often focused on the achievement of business value.

Answer: A

Explanation:

The most likely root cause for an enterprise lacking the required skills and competencies to execute an EGIT (Enterprise Governance of IT) implementation program plan is that enterprise training does not include business and management skill development. Effective EGIT implementation requires a blend of technical, business, and management skills.

References in COBIT 2019 Design and Implementation:

COBIT 2019 Framework: Governance and Management Objectives, APO07 (Managed Human Resources): This objective emphasizes the importance of developing skills and competencies, including business and management skills, for successful governance and management of enterprise IT.

COBIT 2019 Implementation Guide, Chapter 3: This chapter outlines the need for comprehensive training programs that address not only technical skills but also business and management capabilities to ensure successful implementation of governance frameworks.

Without proper training that includes business and management skills, staff may be ill-prepared to handle the complexities of EGIT implementation, leading to skill gaps and competency issues.

NEW QUESTION 9

In which of the following phases should quick wins be implemented in order to build credibility?

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

Answer: C

Explanation:

In the COBIT 2019 implementation lifecycle, quick wins are essential for demonstrating early success and building credibility for the governance initiative. Implementing quick wins provides tangible results that can help secure stakeholder support and buy-in for the ongoing governance program. The appropriate phase for implementing quick wins is during the phase where the organization outlines and starts to execute the plan for achieving its governance objectives.

Detailed Explanation with References:

What needs to be done? (Option A):

This phase involves understanding the governance requirements, identifying gaps, and determining the necessary governance components. While important for planning, this phase is more about identifying needs rather than implementing solutions.

Where do we want to be? (Option B):

This phase focuses on defining the target state of the governance system, setting goals, and envisioning the desired outcomes. It is more strategic and future-oriented, outlining what the organization aims to achieve but not yet focusing on implementation.

How do we get there? (Option C):

This phase is about developing and executing the implementation plan to reach the desired state. It involves detailing the actions, resources, and timelines required to achieve the governance objectives. Implementing quick wins during this phase is crucial because it helps to demonstrate progress, build momentum, and validate the approach taken. Early successes in this phase can boost confidence and support for the broader governance initiative.

According to the COBIT 2019 Implementation Guide, achieving and demonstrating quick wins during this phase is critical to maintaining stakeholder engagement.

and demonstrating the value of the governance improvements.

Where are we now? (Option D):

This phase involves assessing the current state of the governance system, identifying existing issues, and understanding the baseline. It is more diagnostic and evaluative, laying the groundwork for planning but not yet focusing on implementation.

Conclusion: The correct answer is C. How do we get there?. Implementing quick wins during this phase helps to build credibility and support for the governance program by showing early, tangible improvements and demonstrating the feasibility and benefits of the proposed governance changes.

References:

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

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

NEW QUESTION 10

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

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

Answer: C

Explanation:

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

IT management's role is to oversee the execution of the EGIT implementation program, ensuring that it adheres to the plan and meets the established objectives.

This includes monitoring progress, addressing any issues that arise, and providing guidance to ensure successful implementation.

COBIT 2019 Framework References:

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

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

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

NEW QUESTION 10

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

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

Answer: C

Explanation:

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

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

COBIT 2019 Framework References:

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

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

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

NEW QUESTION 14

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

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

Answer: C

Explanation:

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

References in COBIT 2019 Design and Implementation:

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

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

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

NEW QUESTION 16

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

- A. Shifts in the market or economy

- B. Merger, acquisition, or divestiture
- C. New business strategy or priority
- D. External consultant assessment

Answer: B

Explanation:

It is critical to perform a due diligence review following a merger, acquisition, or divestiture. Such events involve significant changes to the organizational structure, assets, and operations, necessitating thorough review to identify risks, synergies, and compliance issues.

References in COBIT 2019 Design and Implementation:

COBIT 2019 Framework: Governance and Management Objectives, APO12 (Managed Risk): This objective emphasizes the importance of risk management during significant organizational changes, such as mergers and acquisitions.

COBIT 2019 Implementation Guide, Chapter 3: This chapter outlines the need for due diligence in evaluating potential risks and ensuring that governance and management practices are adapted to new organizational contexts.

A due diligence review ensures that all aspects of the merger, acquisition, or divestiture are carefully assessed, mitigating risks and supporting a smooth transition.

NEW QUESTION 21

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 of process improvement opportunities
- B. Identification and mitigation of all identified risks
- C. Development of enterprise goals that align to established targets
- D. Development of a business case outline

Answer: A

Explanation:

The primary benefit or output derived from setting targeted capability levels and performing a capability-level gap analysis for selected processes is the identification of process improvement opportunities. This analysis helps to pinpoint specific areas where processes can be enhanced to achieve the desired capability levels.

Setting targeted capability levels and conducting a capability-level gap analysis allows an enterprise to:

Identify gaps between current and desired process capabilities.

Highlight areas where processes are underperforming.

Prioritize improvement initiatives to close these gaps.

COBIT 2019 Framework References:

COBIT 2019 Design Guide, Chapter 2: Discusses the use of capability levels and gap analysis to identify and prioritize process improvement opportunities.

COBIT 2019 Implementation Guide, Chapter 5: Provides guidance on conducting capability-level gap analyses to drive process improvements.

By identifying process improvement opportunities through capability-level gap analysis, the enterprise can systematically enhance its processes, leading to better performance and alignment with business objectives.

NEW QUESTION 24

What is a PRIMARY responsibility of the program management office during the planning phase that defines the initial program concept business case?

- A. Identifying business priorities and business strategy dependent on IT
- B. Providing advice regarding controls and potential risks
- C. Identifying success factors and a way to monitor progress
- D. Ensuring that both needs and business objectives are stated

Answer: D

Explanation:

The primary responsibility of the program management office (PMO) during the planning phase that defines the initial program concept business case is ensuring that both needs and business objectives are stated. This responsibility ensures that the program aligns with the enterprise's strategic goals and addresses specific business needs.

References in COBIT 2019 Design and Implementation:

COBIT 2019 Framework: Governance and Management Objectives, BAI01 (Managed Programs): This objective emphasizes the role of the PMO in defining program requirements and business objectives during the planning phase.

COBIT 2019 Implementation Guide, Chapter 3: This chapter outlines the responsibilities of the PMO in program planning, which includes articulating business needs and objectives to ensure alignment and clarity.

By clearly stating needs and business objectives, the PMO sets a solid foundation for the program, facilitating alignment with strategic goals and effective resource allocation.

NEW QUESTION 25

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

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

Answer: A

Explanation:

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

References in COBIT 2019 Design and Implementation:

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

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

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

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

NEW QUESTION 27

What is the FINAL step in governance system design?

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

Answer: C

Explanation:

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

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

COBIT 2019 Framework References:

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

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

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

NEW QUESTION 28

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

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

Answer: B

Explanation:

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

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

COBIT 2019 Framework References:

COBIT 2019 Framework: Introduction and Methodology, Chapter 5: Describes the goals cascade and how it aligns enterprise goals with IT-related goals and enablers.

COBIT 2019 Design Guide, Chapter 2: Discusses how to adapt the goals cascade based on the enterprise's strategic objectives, such as growth.

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

NEW QUESTION 29

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

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

Answer: B

Explanation:

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

Detailed Explanation with References:

IT Strategic Plan (Option A):

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

Matrixed Scoring Methodology (Option B):

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

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

Enterprise's Risk Tolerance (Option C):

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

criteria, which a matrixed scoring methodology can effectively encompass.

Expected Performance Outcomes (Option D):

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

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

References:

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

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

NEW QUESTION 34

When tailoring a governance system using COBIT 2019 for a nonprofit enterprise seeking to improve IT service delivery, which of the following enterprise strategy design factors is MOST relevant?

- A. Cost
- B. Stability
- C. Innovation
- D. Growth

Answer: A

Explanation:

When tailoring a governance system using COBIT 2019 for a nonprofit enterprise seeking to improve IT service delivery, the most relevant enterprise strategy design factor is cost. Nonprofit organizations typically operate with limited budgets, making cost management a critical consideration.

For nonprofit enterprises, managing costs effectively is crucial to ensure that resources are used efficiently and that IT service delivery improvements are sustainable. Focusing on cost as a design factor helps to prioritize initiatives that provide the most value for the least expenditure.

COBIT 2019 Framework References:

COBIT 2019 Design Guide, Chapter 2: Discusses the importance of considering cost as a design factor, especially for organizations with limited financial resources.

COBIT 2019 Implementation Guide, Chapter 5: Provides guidance on optimizing costs while improving IT service delivery to ensure that governance objectives are met within budget constraints.

By focusing on cost, the nonprofit enterprise can tailor its governance system to achieve better IT service delivery while staying within financial limits, ensuring the efficient use of available resources.

NEW QUESTION 38

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

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

Answer: B

Explanation:

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

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

COBIT 2019 Framework References:

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

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

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

NEW QUESTION 42

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

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

Answer: D

Explanation:

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

References in COBIT 2019 Design and Implementation:

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

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

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

NEW QUESTION 45

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

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

Answer: B

Explanation:

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

References in COBIT 2019 Design and Implementation:

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

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

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

NEW QUESTION 46

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

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

Answer: A

Explanation:

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

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

The project remains aligned with business objectives and stakeholder expectations.

Risks are identified and managed effectively.

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

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

COBIT 2019 Framework References:

COBIT 2019 Framework: Governance and Management Objectives, BAI01 Manage Programs and Projects: This objective highlights the importance of structured project management and governance practices, including stage gate reviews.

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

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

NEW QUESTION 47

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

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

Answer: A

Explanation:

A key change enablement task that must be completed during the driver identification phase of an IT initiative is to identify the business and governance drivers.

Understanding these drivers is essential for aligning IT initiatives with the strategic objectives and governance needs of the enterprise.

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

COBIT 2019 Framework References:

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

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

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

NEW QUESTION 52

Who would be identified as an external stakeholder when soliciting feedback on a business case associated with a new system upgrade to satisfy new regulations?

- A. Implementation team
- B. Staff utilizing the solution
- C. IT audit committee
- D. Current IT service vendor

Answer: D

Explanation:

When soliciting feedback on a business case associated with a new system upgrade to satisfy new regulations, the current IT service vendor would be identified as an external stakeholder. External stakeholders are those outside the organization who can influence or be influenced by the outcomes of the project.

In the context of COBIT 2019, external stakeholders are those who are not part of the enterprise but have a vested interest in the success of IT initiatives. The current IT service vendor plays a critical role in providing feedback on the feasibility, implementation challenges, and potential impact of the new system upgrade.

COBIT 2019 Framework References:

COBIT 2019 Implementation Guide, Chapter 7: Highlights the importance of engaging external stakeholders, including vendors, to gain valuable insights and feedback.

COBIT 2019 Framework: Governance and Management Objectives: Emphasizes the need for stakeholder engagement, including both internal and external parties, to ensure comprehensive feedback and alignment with requirements.

Engaging the current IT service vendor as an external stakeholder ensures that all relevant perspectives are considered, enhancing the quality and feasibility of the business case.

NEW QUESTION 53

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

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

Answer: C

Explanation:

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

References in COBIT 2019 Design and Implementation:

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

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

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

NEW QUESTION 54

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

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

Answer: B

Explanation:

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

References in COBIT 2019 Design and Implementation:

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

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

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

NEW QUESTION 55

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