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Exam Questions COBIT-Design-and-Implementation

ISACACOBIT Design and Implementation certificate

NEW QUESTION 1

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

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

Answer: B

Explanation:

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

References in COBIT 2019 Design and Implementation:

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

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

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

NEW QUESTION 2

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

- A. Establishing applicable governance and management objectives
- B. Setting capability levels for key business processes
- C. Conducting staff training programs for performing IT-enabled processes
- D. Tailoring the security policy according to the technology deployed

Answer: A

Explanation:

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

References in COBIT 2019 Design and Implementation:

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

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

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

NEW QUESTION 3

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 4

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

- A. Developing business cases indicating success factors

- B. Monitoring performance against objectives
- C. Documenting risk issues and remediation plans

Answer: B

Explanation:

During the Critical Success Factor (CSF) life cycle action plan review, the task associated with realizing benefits is "Monitoring performance against objectives." This task ensures that the expected benefits of the IT initiatives are being achieved by continuously assessing performance and making necessary adjustments. Monitoring performance against objectives involves tracking the progress of IT initiatives to ensure they meet their goals and deliver the expected benefits. This includes using performance metrics, key performance indicators (KPIs), and regular reviews to evaluate whether the initiatives are on track and delivering value. COBIT 2019 Framework References:

- COBIT 2019 Implementation Guide, Chapter 7:Emphasizes the importance of monitoring and measuring performance to ensure that benefits are realized and objectives are met.
- COBIT 2019 Design Guide, Chapter 4:Highlights the role of performance monitoring in managing and achieving IT governance and management objectives. By monitoring performance against objectives, enterprises can ensure that their IT initiatives are successful and provide the intended benefits, making it a critical task in the CSF life cycle action plan review.

NEW QUESTION 5

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

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

Answer: B

Explanation:

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

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

The process of tailoring COBIT involves:

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

COBIT 2019 Implementation Guide References:

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

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

NEW QUESTION 6

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 7

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

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

Answer: A

Explanation:

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

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

COBIT 2019 Framework References:

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

NEW QUESTION 8

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 9

While tailoring design factors, which of the following roles of IT demonstrates the HIGHEST level of enterprise dependency on I&T?

- A. Turnaround
- B. Strategic
- C. Support
- D. Factory

Answer: B

Explanation:

In COBIT 2019, the role of IT that demonstrates the highest level of enterprise dependency on Information and Technology (I&T) is Strategic. This role indicates that IT is not only integral to the business but is also a driver of innovation and strategic initiatives.

References in COBIT 2019 Design and Implementation:

COBIT 2019 Design Guide, Chapter 3: This chapter explains the various roles of IT within an enterprise. The strategic role is where IT is pivotal for business transformation, competitive advantage, and achieving strategic business goals.

COBIT 2019 Framework: Introduction and Methodology, Chapter 4: This chapter highlights the impact of the strategic role of IT on the governance system, emphasizing the high dependency on IT for achieving business objectives.

Enterprises with IT in a strategic role rely heavily on IT to drive business strategies, innovate, and gain a competitive edge, making it the highest level of dependency on I&T.

NEW QUESTION 10

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 10

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 11

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 13

Who is responsible for monitoring the achievement of the overall EGIT implementation program plan results, including the achievement of goals and realization of benefits?

- A. IT managers
- B. IT process owners
- C. Program steering committee
- D. ICIO

Answer: C

Explanation:

The program steering committee is responsible for monitoring the achievement of the overall EGIT (Enterprise Governance of Information and Technology) implementation program plan results, including the achievement of goals and realization of benefits.

The program steering committee provides oversight and governance for the EGIT implementation program. This committee ensures that the program is aligned with strategic objectives, monitors progress, and ensures that the desired benefits are realized. They are accountable for the overall success of the implementation.

COBIT 2019 Framework References:

COBIT 2019 Implementation Guide, Chapter 7:Details the roles and responsibilities of the program steering committee in overseeing the implementation of the governance system.

COBIT 2019 Design Guide, Chapter 4:Emphasizes the importance of having a steering committee to provide strategic direction and oversight for the implementation program.

By having the program steering committee monitor the achievement of the EGIT program plan, the enterprise ensures that there is accountability and alignment with business goals.

NEW QUESTION 17

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

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

Answer: B

Explanation:

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

Detailed Explanation with References:

IT Strategic Plan (Option A):

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

Matrixed Scoring Methodology (Option B):

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

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

Enterprise's Risk Tolerance (Option C):

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

Expected Performance Outcomes (Option D):

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

Conclusion:The correct answer isB. 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 19

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 24

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 26

What is the role of the board when establishing where the enterprise wants to be?

- A. Ensuring open and fair assessment of IT activities
- B. Providing expert advice and guidance where appropriate
- C. Setting priorities, time scales, and expectations
- D. Obtaining consensus on a required capability target

Answer: C

Explanation:

The role of the board when establishing where the enterprise wants to be is to set priorities, time scales, and expectations. This ensures that the strategic direction and goals are clearly defined and communicated across the organization.

References in COBIT 2019 Design and Implementation:

COBIT 2019 Framework: Governance and Management Objectives, EDM01 (Ensure Governance Framework Setting and Maintenance): This objective outlines the board's responsibilities in setting the strategic direction, including priorities, timeframes, and expectations.

COBIT 2019 Implementation Guide, Chapter 3: This chapter emphasizes the board's role in defining the enterprise's strategic goals and ensuring that these goals are aligned with governance and management practices.

By setting clear priorities, time scales, and expectations, the board ensures that the enterprise has a focused and coherent strategy for achieving its desired future state.

NEW QUESTION 27

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 32

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

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

Answer: D

Explanation:

In the COBIT 2019 Governance System Design Workflow, design factors are essential elements that influence the tailoring and implementation of a governance system. These design factors include elements such as enterprise strategy, goals, risk profile, compliance requirements, and more. The stage where these design

factors are translated into specific governance and management priorities is during the "Refining the Scope" phase.

Detailed Explanation with References:

Concluding the Governance System Design (Option A):

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

Understanding the Enterprise Strategy (Option B):

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

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

Determining the Initial Scope (Option C):

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

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

Refining the Scope (Option D):

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

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

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

References:

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

ISACA.

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

NEW QUESTION 33

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

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

Answer: A

Explanation:

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

Key considerations for refining the scope include:

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

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

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

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

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

References:

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

ISACA.

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

NEW QUESTION 36

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

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

Answer: C

Explanation:

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

References in COBIT 2019 Design and Implementation:

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

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

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

NEW QUESTION 38

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

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

Answer: B

Explanation:

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

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

Cybersecurity Focus Area in COBIT 2019:

Tailoring Governance Practices: COBIT 2019 can be adapted to address specific cybersecurity needs, ensuring that the enterprise has robust policies, processes, and controls in place to protect its information assets.

Aligning with Industry Standards: Customizing COBIT for cybersecurity helps align IT governance with industry standards such as ISO/IEC 27001, NIST Cybersecurity Framework, and others.

Risk Management: Focused cybersecurity governance ensures that risks are identified, assessed, and mitigated effectively.

Compliance: Helps ensure compliance with regulatory requirements related to cybersecurity, such as GDPR, CCPA, and others.

COBIT 2019 Framework References:

COBIT 2019 Framework: Introduction and Methodology, Chapter 5: Discusses the concept of focus areas and how COBIT can be customized to address specific governance topics, including cybersecurity.

COBIT 2019 Design Guide, Chapter 4: Provides guidance on how to tailor COBIT to specific focus areas, ensuring relevant and effective governance practices.

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

NEW QUESTION 40

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 42

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

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

Answer: A

Explanation:

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

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

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

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

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

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

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

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

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

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

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

There is transparency and accountability in reporting.

The organization can monitor and measure performance against strategic objectives.

Compliance with regulatory and legal requirements is maintained.

COBIT 2019 Design and Implementation Guide References:

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

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

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

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

NEW QUESTION 44

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

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

Answer: D

Explanation:

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

Key Steps:

- * Stakeholder Alignment: Ensuring that all stakeholders are on the same page regarding priorities and objectives.
- * Conflict Resolution: Addressing and resolving any discrepancies or conflicts in inputs to ensure a consistent and aligned governance system.
- * Prioritization: Establishing clear priorities to guide decision-making and resource allocation.

COBIT 2019 Framework References:

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

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

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

NEW QUESTION 48

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 52

When considering the compliance requirement design factor, and the design factor value is high, which of the following should be a management objective priority?

- A. Managed data (AP014)
- B. Managed relationships
- C. Managed risk
- D. Managed security (AP013)

Answer: C

Explanation:

In environments with high compliance requirements, managing risk is crucial to avoid legal penalties, financial losses, and reputational damage. The "Managed risk" objective ensures that risks related to compliance are identified, assessed, and mitigated effectively.

COBIT 2019 Framework References:

COBIT 2019 Framework: Governance and Management Objectives, APO12 Managed Risk: This objective focuses on establishing a risk management framework to identify and mitigate risks, including those related to compliance.

COBIT 2019 Design Guide, Chapter 2: Emphasizes the importance of managing risk in environments with high compliance requirements.

Prioritizing "Managed risk" ensures that the enterprise has robust processes in place to manage compliance-related risks, thereby safeguarding the organization against potential regulatory issues.

NEW QUESTION 57

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

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

Answer: D

Explanation:

Conducting a gap analysis will best enable management to identify all additional resources required to implement planned I&T changes. A gap analysis helps to identify the differences between the current state and the desired future state, highlighting the necessary resources and actions needed to bridge the gaps.

A gap analysis involves assessing the current capabilities, processes, and resources and comparing them to the requirements needed to achieve the desired state. This process identifies specific gaps in resources, skills, and processes that need to be addressed to implement planned changes successfully.

COBIT 2019 Framework References:

COBIT 2019 Implementation Guide, Chapter 5: Discusses the use of gap analysis to identify the necessary resources and actions required for successful implementation.

COBIT 2019 Design Guide, Chapter 2: Highlights the importance of understanding current capabilities and identifying gaps to inform the planning and resourcing of I&T changes.

By conducting a gap analysis, management can systematically identify and address resource needs, ensuring a comprehensive approach to implementing planned changes.

NEW QUESTION 61

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

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

Answer: C

Explanation:

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

Reference in COBIT 2019 Design and Implementation:

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

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

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

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

NEW QUESTION 64

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