

Isaca

Exam Questions COBIT-Design-and-Implementation

ISACACOBIT Design and Implementation certificate



NEW QUESTION 1

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

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

Answer: D

Explanation:

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

References in COBIT 2019 Design and Implementation:

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

➤ COBIT 2019 Implementation Guide, Chapter 5: This chapter discusses the importance of using KGIs to evaluate process performance and ensure alignment with enterprise goals.

By focusing on KGIs, enterprises can effectively monitor and evaluate the success of their processes in achieving desired outcomes, leading to continuous improvement and better alignment with business objectives.

NEW QUESTION 2

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 3

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

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

Answer: D

Explanation:

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

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

COBIT 2019 Framework References:

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

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

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

NEW QUESTION 4

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 5

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 6

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 7

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 8

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 9

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 10

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 10

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 14

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 19

Under which circumstances should an enterprise consider the implementation of a strong compliance function as part of their governance system?

- A. When the enterprise is subject to substantially higher than average compliance regulations because it is operating in a heavily regulated industry sector
- B. Under all circumstances, because every enterprise is subject to compliance regulations
- C. When the enterprise is operating in a high-threat landscape because of its geopolitical situation
- D. When the enterprise has a strict set of policies and procedures in place

Answer: A

Explanation:

An enterprise should consider the implementation of a strong compliance function as part of their governance system when it is subject to substantially higher than

average compliance regulations because it is operating in a heavily regulated industry sector.

In COBIT 2019, the need for a strong compliance function is influenced by the regulatory environment in which the enterprise operates. Enterprises in heavily regulated industries face stringent compliance requirements and significant consequences for non-compliance. Therefore, a robust compliance function is essential to ensure adherence to regulations and to mitigate compliance-related risks.

COBIT 2019 Framework References:

* COBIT 2019 Framework: Introduction and Methodology, Chapter 5: Discusses the importance of compliance requirements as a design factor in tailoring the governance system.

* COBIT 2019 Design Guide, Chapter 2: Highlights the role of compliance and assurance capabilities in highly regulated industries.

Implementing a strong compliance function in such scenarios helps the enterprise manage regulatory risks, maintain compliance, and avoid legal and financial penalties.

NEW QUESTION 21

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 22

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