COBIT 2019 Design and Implementation Exam Preparation Questions 31-45

Sample Question #31

Which of the following are examples of risk scenario categories in Design Factor 3, Risk Profile?

A. IT cost and oversight, Noncompliance, Industrial action

B. IT operational infrastructure incidents, Unauthorized actions, Client-service stability

C. I&T related issues, Threat landscape, IT implementation methods

D. Financial, customer, internal, growth

Sample Question #32

A regional shipping company is in step two of the governance design workflow and contemplating their enterprise strategy. They have determined that all the strategy archetypes are rated equally high. Is this a reasonable solution?

A. Yes. If the archetypes are all important, then the company should rate them all as equally high which allows for more reliable and accurate results.

B. No. It is best to pick at least two primary and two secondary archetypes; they should not all be equally rated as high.

C. No. When an enterprise strategy is defined as a mix of equally important strategy archetypes, the governance and management objectives from the COBIT core model tend to become equally important, making prioritization difficult.

D. Yes. The selected governance and management objectives can be further prioritized in Design Factor 2, Enterprise Goals.

Sample Question #33

A sense of urgency within the enterprise may be necessary to kick-start implementation and can be enabled through the identification of _____ and _____.

A. Service delivery problems by the IT outsourcer(s), Failure to meet IT-related regulatory or contractual requirements

B. Initiate program, establish the desire to change

C. Pain points, trigger events

D. Processes, organizational structures

Sample Question #34

An enterprise that is very risk averse will give more priority to management objectives that aspire to govern and manage risk and security. Which governance or management objectives will become important parts of that enterprise's governance system and will have higher target capability levels defined for them.

A. APO02 *Managed strategy* and APO08 *Managed relationships*

B. AG02 *Managed information and technology related risk* and AG07 *Security of information, processing infrastructure and applications and privacy*

C. BAI05 *Managed organizational change* and BAI06 *Managed IT changes*

D. EDM03 *Ensured risk optimization*, APO12 *Managed risk,* APO13 *Managed security* and DSS05 *Managed security services*

Sample Question #35

When defining the road map in phase three of the implementation lifecycle, which of the following would be appropriate tasks?

A. Set program direction, scope, benefits and objectives at a high level.

B. Describe the high-level road map to achieve the vision and involvement required of various stakeholders.

C. Define and identify improvement targets.

D. Provide advice and assist with target-state positioning and gap priorities. If required, independently verify assessment results.

Sample Question #36

A startup software development company determines that DevOps is an important value in Design Factor 9, IT implementation methods. Which of the following would be MOST appropriate for this company to do?

A. Revisit the goals cascade and modify the enterprise goals priorities to ensure that DevOps related governance and management objectives are prioritized correctly

B. Put a high priority on management objective BAI03 *Managed solutions identification and build* with focus area variant of DevOps focus area

C. Put a high priority on management objectives APO02 *Managed Strategy*, APO04 *Managed Innovation* and BAI01 *Managed Programs*

D. Ensure that all of the MEA management objectives are rated as high priority

Sample Question #37

In COBIT 2019, each governance and management objective is described in the following ways:

    A.   Domain name, focus area, governance or management objective name, description and purpose statement

    B.   Supported alignment goals, applicable enterprise goals and suggested metrics

    C.   Financial, customer, internal and learning/growth dimensions

    D.   High-level information, goals cascade, related components, and related guidance

Sample Question #38

An organization is examining context, strategy and the business environment to achieve a clear understanding across four partially overlapping, interdependent and complementary domains. Which of the following describes the correct list of design factors they are understanding?

    A.   Enterprise/IT architecture, technology-based innovation, noncompliance and environmental

    B.   Portfolio of competitive products and services, quality of financial information, compliance with internal policies and quality of management information

    C.   Enterprise strategy, enterprise goals, I&T risk profile and Current I&T related issues

    D.   Enterprise strategy, enterprise goals, enterprise size and IT implementation methods

Sample Question #39

A company is in the "plan program" step of their governance implementation and has determined three key outputs: 1) Improvement project definitions, 2) Record of unapproved projects and 3) Success metrics.   Would these be appropriate outputs?

    A.   Yes. These are outputs of the implementation phase 4, What needs to be done?

    B.   Yes. These are outputs of the implementation phase 3, Where do we want to be?

    C.   No. These are inputs to phase 4, What needs to be done?

    D.   Yes. These link directly to the design factors associated with this phase.

Sample Question #40

Which of the following accurately describes the description of Implementation Phase 5, How to we get there?

A. The approved improvement projects are now ready for implementation. Solutions defined by the program can now be acquired or developed and implemented into the enterprise.

B. Monitor the described program improvements via alignment goals and process goals using suitable techniques such as an IT balanced scorecard (BSC) and benefits register to verify the change outcomes have been achieved.

C. This phase enables the team to determine whether the program delivered against expectations.

D. Ensure that I&T products, services and service levels meet current and future enterprise needs.

Sample Question #41

In the key topics decision matrix, which of the following roles would most likely be accountable for I&T-enabled investment and program prioritization?

A. Executive committee

B. Employees

C. I&T governance board

D. IT management

Sample Question #42

Although there are no universally applicable guidelines for resolving competing or conflicting priorities valid across all enterprise contexts, a few recommendations to approach this in step 4 of the design workflow include:

A. Go back to step one and re-assess the design factors until the results show no conflicting priorities

B. Put a higher priority on the risk profile design factor which will ensure conflicts are resolved

C. Ignore the conflicting priorities and use the priorities that were a result of the original design workflow

D. Include all key stakeholders, consider the generic nature of COBIT guidance and the mapping tables, and making deviations based on the specific context of the enterprise

Sample Question #43

When would it be considered best to close an implementation program based on the COBIT 2019 Implementation Guide?

A. When a single iteration of the implementation lifecycle is complete because the last phase is to keep the momentum going.

B. Once the future state is identified and the team has transitioned into execution mode.

C. When the process for focusing on IT-related priorities and governance improvement is generating a measurable benefit, and the program has become embedded in ongoing business activity.

D. The implementation will never be closed since the implementation lifecycle is a continuous approach.

Sample Question #44

A company has completed a full iteration of the implementation lifecycle and has identified that it is showing difficulty in proving benefits of the program. What would be a suggested success factor to address this?

A. Communicate, in business impact terms, the results and benefits that are being gained.

B. Avoid making EGIT appear to be a solution looking for a problem. There must be a real need and potential benefit.

C. Accept that during the first iteration of the lifecycle, benefits are rarely recognized and continue with the implementation program.

D. Identify and communicate pain points that can motivate a desire to change the status quo.

Sample Question #45

In the Sourcing Model for IT design factor, if an organization primarily uses cloud services as the design factor value, which of the following would be the MOST appropriate?

A. DSS01 *Managed Operations*, BAI09 *Managed Assets*, BAI10 *Managed Configuration* and the Cloud Computing focus area.

B. Process component, organizational structures component, culture, ethics and behavior component and Cloud Computing focus area.

C. Do another analysis of all design factors with a specific emphasis on the Sourcing Model for IT design factor.

D. APO09 *Managed Service Agreements*, APO10 *Managed Vendors*, MEA01 *Managed Performance and Conformance Monitoring* and the Cloud Computing focus area

COBIT 2019 Exam Preparation Answers 31-45

31. A
32. C
33. C
34. D
35. A
36. B
37. D
38. C
39. A
40. A
41. C
42. D
43. C
44. A
45. D