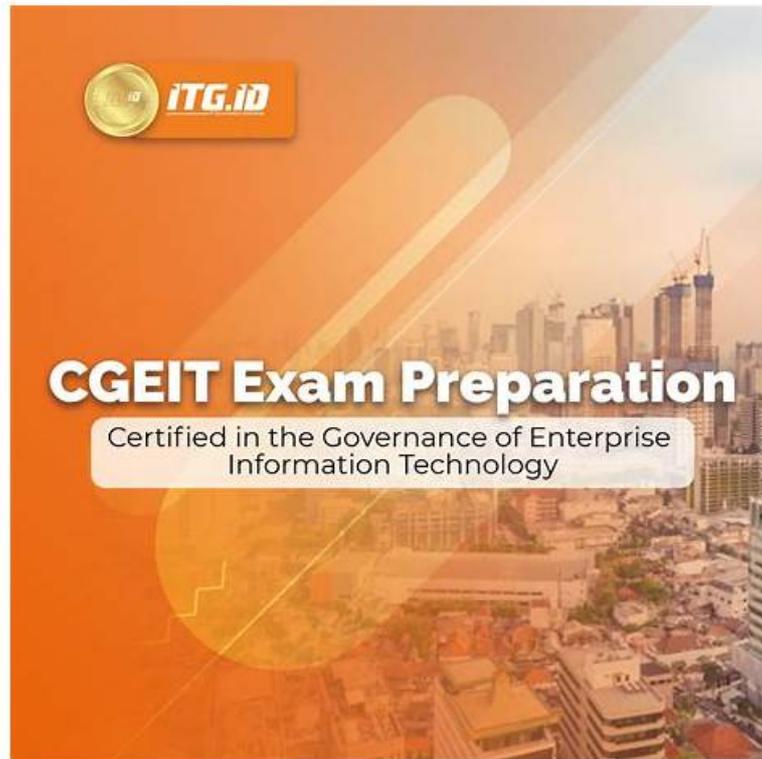


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ISACA Certified in the Governance of Enterprise IT Exam Sample Questions (Q306-Q311):

NEW QUESTION # 306

Following a re-prioritization of business objectives by management, which of the following should be performed FIRST to allocate resources to IT processes?

- A. Implement a RACI model.
- B. Perform a maturity assessment.
- **C. Update the IT strategy.**
- D. Refine the human resource management plan.

Answer: C

Explanation:

The IT strategy is the document that defines how IT will be used to support and achieve the business objectives of the organization. It aligns the IT investments, resources, and activities with the business priorities and direction. When there is a change in the business objectives, such as a re-prioritization by management, the IT strategy should be updated accordingly to ensure that IT remains relevant and aligned with the new business goals. Updating the IT strategy should be done first before allocating resources to IT processes, because it provides the basis for determining which IT processes are most critical and valuable for the organization. The other options are not the best actions to perform first in this scenario. Performing a maturity assessment, implementing a RACI model, and refining the human resource management plan are all useful activities for improving the IT processes, but they are not directly related to the change in business objectives. They should be done after updating the IT strategy, based on the new strategic direction and priorities. Reference:

1: <https://www.projectpractical.com/human-resource-management-plan-template-free-download/>

2: <https://open.lib.unm.edu/humanresourcemanagement/chapter/2-2-writing-the-hrm-plan/>

3: <https://www.isixsigma.com/getting-started/are-you-ready-how-conduct-maturity-assessment/>

4: <https://www.smartsheet.com/content/organizational-maturity>

5: <https://www.process.st/maturity-model/>

NEW QUESTION # 307

Which of the following will BEST help to ensure enterprise IT risk is effectively managed?

- A. Establishing an audit committee that reports to the board
- B. Identifying the lowest IT risks and outsourcing the related IT functions
- **C. Establishing roles and responsibilities for IT risk at the senior management level**
- D. Assigning a project sponsor and project manager to implement an IT risk register

Answer: C

Explanation:

Comprehensive and Detailed Explanation:

The CGEIT Review Manual 8th Edition, in its Risk Optimization domain, stresses the importance of clear roles and responsibilities for effective IT risk management. Establishing roles and responsibilities at the senior management level ensures accountability, strategic oversight, and integration of risk management into decision-making. For example, a chief risk officer might oversee IT risk policies. The manual likely references COBIT 2019's EDM03-Ensured Risk Optimization, which emphasizes senior-level accountability.

* Option A: Audit committee oversees compliance, not direct risk management.

* Option C: Outsourcing low risks is tactical and doesn't address overall risk management.

* Option D: Project sponsor and manager are project-specific, not enterprise-wide.

Double Verification: The answer aligns with COBIT's EDM03 and the CGEIT domain's focus on risk governance. Senior-level roles are critical in ISACA's risk management framework.

ISACA CGEIT Review Manual 8th Edition, Domain 4: Risk Optimization (focus on risk governance).

COBIT 2019, EDM03-Ensured Risk Optimization.

ISACA Glossary (for definitions of risk management roles), available at <https://www.isaca.org/resources/glossary>.

NEW QUESTION # 308

An enterprise has launched a series of critical new IT initiatives that are expected to produce substantial value. Which of the following would BEST provide the board with an indication of progress of the IT initiatives?

- **A. Portfolio management review**

- B. Demonstration of prototype and user testing
- C. Critical risk and issue walk-through
- D. Full life cycle cost-benefit analysis

Answer: A

NEW QUESTION # 309

When developing effective metrics for the measurement of solution delivery, it is MOST important to:

- A. perform an objective analysis of the project roadmap.
- B. specify quantitative measures for solution delivery.
- C. establish the objectives and expected benefits.
- D. establish project controls and monitoring objectives.

Answer: C

Explanation:

Establishing the objectives and expected benefits is the most important step when developing effective metrics for the measurement of solution delivery, because it defines the purpose, scope, and value of the solution and how it aligns with the business goals and needs. By establishing the objectives and expected benefits, IT leaders can identify the key performance indicators (KPIs) that will measure the progress, quality, and outcomes of the solution delivery. KPIs are specific, measurable, achievable, relevant, and time-bound metrics that track and evaluate the performance of the solution delivery against the objectives and expected benefits. KPIs can also help IT leaders to communicate the value proposition of the solution to the stakeholders, monitor and manage the risks and issues that may affect the solution delivery, and ensure that the solution meets or exceeds the expectations of the customers and users. = Automation: metrics that measure success, 4 Types of Key Performance Metrics To Track (With Examples), A guide to measuring benefits effectively

NEW QUESTION # 310

A project sponsor has circumvented the request for proposal (RFP) selection process. Which of the following is the MOST likely reason for this control gap?

- A. Lack of a legal and regulatory review process
- B. Lack of accountability for policy adherence
- C. Inadequate board oversight
- D. Inadequate stage-gate reviews

Answer: B

Explanation:

According to the web search results, a request for proposal (RFP) is a formal document that solicits proposals from potential vendors for a product or service. The RFP process is intended to ensure a fair, transparent and objective selection of the best vendor that meets the requirements and expectations of the project sponsor and the enterprise. The RFP process typically involves the following steps:

Planning and preparation: Define the scope, objectives, budget, timeline and evaluation criteria of the project.

Identify the stakeholders and decision makers involved in the RFP process. Research the market and potential vendors. Develop the RFP document that outlines the project details, requirements, expectations and instructions for the vendors.

Issuing and advertising: Distribute the RFP document to the potential vendors, either directly or through public channels. Provide a deadline for submitting proposals and a contact person for inquiries. Advertise the RFP opportunity to attract more qualified vendors.

Receiving and reviewing: Receive the proposals from the vendors by the deadline. Review and evaluate the proposals based on the predefined criteria, such as technical capabilities, experience, references, pricing, etc.

Shortlist the most suitable vendors for further consideration.

Negotiating and awarding: Conduct negotiations with the shortlisted vendors to clarify any questions, concerns or issues. Discuss the terms and conditions of the contract, such as scope, deliverables, schedule, payment, etc. Select the best vendor that offers the most value and benefit to the project and the enterprise.

Award the contract to the chosen vendor and notify the other vendors of the decision.

Managing and monitoring: Manage and monitor the performance and progress of the vendor throughout the project lifecycle. Ensure that the vendor meets the contractual obligations and delivers quality results on time and within budget. Provide feedback and support to the vendor as needed. Resolve any conflicts or disputes that may arise.

