COBIT-Design-and-Implementation證照 - COBIT-Design-and-Implementation考試大綱

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ISACA COBIT-Design-and-Implementation 考試大綱：

主題	簡介
主題 1	• The Governance System Design Workflow: The exam zeroes in on IT architects, designers, and consultants as the primary audience. This section evaluates their prowess in crafting effective governance systems. These professionals will exhibit their talent for creating streamlined workflow processes, defining clear governance structures, and customizing governance frameworks to perfectly suit the unique needs of their organizations.
主題 2	• Implementing & Optimizing I&T Governance Overview: Senior IT leaders, governance directors, and consultants step into the spotlight here. The exam assesses their profound expertise in establishing and refining IT governance practices across the entire enterprise landscape. Their proficiency in ensuring strategic alignment, facilitating sound decision-making, and maximizing value is vital.
主題 3	• Design Factors for a Governance System: This domain targets IT strategists, enterprise architects, and governance advisors. It assesses their keen ability to identify and dissect critical design factors that hold significant influence over the development and deployment of a thriving governance system. Their expertise ensures the system is tailored to the organization's distinct requirements.

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最新的 COBIT Design and Implementation COBIT-Design-and-Implementation 免費考試真題 (Q118-Q123):

問題 #118
Which of the following is an important desired outcome to be achieved from the execution of an EGIT implementation program plan?

- A. Completion of EGIT project implementation regardless of the amount of time required
- B. Transition of EGIT projects into the enterprise's normal development life cycle
- C. Development of a record of unapproved EGIT projects
- D. None of the above

答案：B

解題說明：
"...projects become part of the normal development life cycle and should be governed by established program and project management methods."

問題 #119
In which of the following phases should quick wins be implemented in order to build credibility?

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

答案：D

解題說明：
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 isC. 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.

問題 #120

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. Management activities
- C. Design factors
- D. Organizational structure

答案：C

解題說明：

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.

問題 #121

The PRIMARY purpose of including assurance and compliance auditors during the planning phase of an IT implementation initiative is to:

- A. Validate completeness of the initiative.
- B. Determine if requirements are achievable.
- C. Ensure all risks have been considered.
- D. Obtain an independent perspective.

答案：D

解題說明：
"Boards and executive management seek independent advice and opinions regarding critical I&T functions and services."

問題 #122
In which of the following phases should long-term targets be adjusted based on experience?

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

答案：D

解題說明：
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 isD. 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.

問題 #123
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