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ISACA Certified in the Governance of Enterprise IT Exam Sample Questions (Q11-Q16):

NEW QUESTION # 11
When a shortfall of IT resources is identified, the FIRST course of action is to;

- A. reduce business requirements.
- B. reallocate the budget to close the gap in resources.
- C. negotiate best pricing for contracted resources.
- D. perform a business impact analysis (BIA).

Answer: D

Explanation:
Performing a business impact analysis (BIA) is the first course of action when a shortfall of IT resources is identified because it helps to assess the potential impact of the resource gap on the business processes, objectives, and goals. A BIA can also help to prioritize the criticality of the IT resources, identify the minimum acceptable levels of service, and determine the recovery strategies and resource requirements. A BIA can provide a basis for making informed decisions on how to allocate the available IT resources or

acquire additional resources to close the gap.
References:
* According to ISACA's CGEIT Review Manual 2021, one of the key activities for ensuring effective IT resource management is to "perform a business impact analysis (BIA) to identify and prioritize critical IT resources."1
* According to ISACA's COBIT 2019 Framework, one of the governance objectives for managing IT resources is to "ensure that a BIA is performed to determine the required level of availability, continuity and security of IT services and data."2
* According to ISACA's Business Continuity Management guide, one of the steps for developing a business continuity plan is to "conduct a BIA to identify the critical business processes and IT resources that support them."3

NEW QUESTION # 12

An IT steering committee is concerned that enterprise technologies have grown stagnant and are outdated. Which of the following is the BEST strategy to invest in modern technology?

- A. Decrease spending on steady state and increase spending on modernization and enhancements.
- B. Update the IT human resource management plan to require training and development for emerging technologies.
- C. Redefine the target architecture to define new technologies that can be incorporated into the infrastructure.
- D. Create a new investment category for innovation that becomes a new way for tracking investment decisions.

Answer: D

Explanation:
One of the challenges of IT governance is to balance the competing demands of maintaining the existing IT systems and services (steady state) and investing in new technologies and capabilities (modernization and enhancements) that can support the business objectives and strategies1. A common strategy to invest in modern technology is to create a new investment category for innovation that becomes a new way for tracking investment decisions2. This category can be used to allocate funds for exploring and experimenting with emerging technologies that have the potential to create value for the enterprise, such as artificial intelligence, blockchain, internet of things, mobility, and drones3. By creating a separate category for innovation, the IT steering committee can ensure that the enterprise does not fall behind in adopting new technologies, and that the IT portfolio is aligned with the changing business needs and opportunities4. Reference:= The CFO and IT: Technology investment strategies | Deloitte Insights Global Technology Governance Report 2021 | World Economic Forum What is IT Governance and Why Your Organization Needs It Today How CIOs Can Get IT Governance Right in an Agile World | ICF

NEW QUESTION # 13

Which of the following is MOST important to have in place to ensure a business continuity plan (BCP) can be executed?

- A. Defined roles.
- B. Budget allocation.
- C. A risk register.
- D. Replicated systems.

Answer: A

Explanation:
A business continuity plan (BCP) relies on clear roles and responsibilities to ensure effective execution during a disruption. The CGEIT Review Manual 8th Edition emphasizes that defined roles are the most critical component for BCP success, as they ensure accountability and coordination.
* Extract from CGEIT Review Manual 8th Edition (Domain 3: Risk Optimization):"The most important element for executing a business continuity plan is the definition of roles and responsibilities. Clear roles ensure that all stakeholders know their duties during a disruption, enabling rapid and coordinated response." (Approximate reference: Domain 3, Section on Business Continuity Planning) Defined roles (option A) are essential to ensure that the BCP is actionable, with individuals assigned to specific tasks, such as communication, recovery, or coordination.
* Why not the other options?
* B. Replicated systems: Systems are important but useless without people to manage them during a crisis.
* C. A risk register: A risk register identifies risks but does not ensure BCP execution.
* D. Budget allocation: Funding supports BCP development but is not the most critical for execution.
References:
ISACA CGEIT Review Manual 8th Edition, Domain 3: Risk Optimization, Section on Business Continuity and Disaster Recovery.
ISACA CGEIT Study Guide, Chapter on BCP Execution.

NEW QUESTION # 14
Which of the following decisions would be made by the IT strategy committee?

- A. Enterprise risk management (ERM) framework
- B. Communication plan for a major IT initiative
- C. Cloud implementation and support plan
- D. Composition of the investment portfolio

Answer: D

Explanation:
According to the ISACA paper on IT Governance Reporting1, the IT strategy committee is a board-level committee that is responsible for overseeing and guiding the IT strategy and governance of the enterprise. The IT strategy committee helps to ensure that IT supports and enables the achievement of the enterprise's strategy, objectives and goals, and that IT delivers value, benefits and competitive advantage to the enterprise.

One of the decisions that would be made by the IT strategy committee is the composition of the investment portfolio, which is the set of IT projects and programs that are selected, prioritized, funded and monitored by the enterprise. The composition of the investment portfolio reflects the strategic alignment, value proposition and risk profile of IT, as well as the resource allocation and optimization of IT. The other options are not decisions that would be made by the IT strategy committee, but rather by other IT governance bodies or roles, such as the IT steering committee, the IT management team, or the chief information officer (CIO).
References: IT Governance Reporting, IT Strategy Committee

NEW QUESTION # 15
An enterprise's chief information officer (CIO) has been receiving complaints from business executives regarding the amount their units are being charged for IT services. To maintain a good relationship with business peers, the CIO wants to be responsive to these complaints. To address this issue, the FIRST step should be to:

- A. agree to reduce charge rates and improve relationship management with the business.
- B. look into outsourcing of support functions to drive down the cost structure.
- C. ask the chief financial officer (CFO) about budget revisions for the business units' IT expenditures.
- D. quantify consumption and service level agreement (SLA) achievements per business unit.

Answer: D

Explanation:
The first step to address the issue of complaints from business executives regarding the amount their units are being charged for IT services should be to quantify consumption and service level agreement (SLA) achievements per business unit. This will help the CIO to understand the actual usage and performance of IT services by each business unit, as well as to justify and communicate the chargeback rates based on the value and quality of IT services delivered. Quantifying consumption and SLA achievements can also help identify and address any inefficiencies, discrepancies, or gaps in IT service delivery or chargeback methods.

Agreeing to reduce charge rates and improve relationship management with the business, looking into outsourcing of support functions to drive down the cost structure, and asking the CFO about budget revisions for the business units' IT expenditures are possible steps to take after quantifying consumption and SLA achievements, but they are not the first step. Agreeing to reduce charge rates without understanding the underlying causes of the complaints may result in underfunding or underpricing of IT services, which may affect their quality and sustainability. Improving relationship management with the business is important, but it should be based on transparent and accurate information about IT service consumption and chargeback. Looking into outsourcing of support functions may reduce the cost structure, but it may also introduce new risks and challenges for IT governance and management. Asking the CFO about budget revisions may help align IT expenditures with business priorities, but it may not address the root causes of the dissatisfaction with IT chargeback.

NEW QUESTION # 16
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