

# CGEIT認証試験 & CGEIT試験解説



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>> CGEIT認証試験 <<

## 一夜漬け ISACA 認定 CGEIT 問題集 直前対策テキスト

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## ISACA Certified in the Governance of Enterprise IT Exam 認定 CGEIT 試験問題 (Q271-Q276):

### 質問 #271

Elizabeth is a project manager for her organization and she finds risk management to be very difficult for her to manage. She asks you, a lead project manager, at what stage in the project will risk management become easier. What answer best resolves the difficulty of risk management practices and the effort required?

- A. Risk management only becomes easier the more often it is practiced.
- B. Risk management only becomes easier when the project is closed.
- C. Risk management only becomes easier when the project moves into project execution.
- D. Risk management is an iterative process and never becomes easier.

正解: A

#### 質問 # 272

An enterprise has had the same IT governance framework in place for several years. Currently, large and small capital projects go through the same architectural governance reviews. Despite repeated requests to streamline the review process for small capital projects, business units have received no response from IT. The business units have recently escalated this issue to the newly appointed GO. Which of the following should be done FIRST to begin addressing business needs?

- A. Explain the importance of the IT governance framework.
- B. **Assess the impact of the proposed change.**
- C. Create a central repository for the business to submit requests.
- D. Assign a project team to implement necessary changes.

正解： B

解説：

Assessing the impact of the proposed change is the first step to begin addressing business needs, as it helps to understand the current state of the IT governance framework, the gaps and issues that need to be resolved, and the potential benefits and risks of the change. An impact assessment can also provide a basis for prioritizing and planning the change, and for engaging and communicating with the stakeholders<sup>12</sup>. References := CGEIT Exam Content Outline, Domain 1, Subtopic A: Governance Framework, Task 4: Ensure that a continual improvement process is in place to maintain and enhance the performance and maturity of IT governance.

#### 質問 # 273

What should be the FIRST action of a new CIO when considering an IT governance framework for an enterprise?

- A. Understand critical IT processes to define the scope of the IT governance framework.
- B. Verify stakeholder sponsorship of the IT governance initiative.
- C. Develop an IT balanced scorecard to monitor and track IT performance.
- D. **Understand corporate culture and IT's role in providing business value.**

正解： D

解説：

This action is important because corporate culture is the shared set of norms, beliefs, and values that influence the behavior and attitudes of the organization's members. Corporate culture can support or hinder IT governance, depending on how well it aligns with the IT governance objectives. IT's role in providing business value is the extent to which IT contributes to the achievement of the business strategy, goals, and needs. IT's role in providing business value can vary depending on the industry, market, and competitive environment of the enterprise<sup>12</sup>.

By understanding corporate culture and IT's role in providing business value, the new CIO can gain insight into the current state and challenges of IT governance in the enterprise, as well as the expectations and requirements of the stakeholders. The new CIO can also identify the gaps and opportunities for improvement or innovation in IT governance, and develop a vision and strategy for IT governance that is aligned with the corporate culture and business value<sup>34</sup>.

The other options are not the first action of a new CIO when considering an IT governance framework for an enterprise, but rather subsequent actions that depend on the outcome of understanding corporate culture and IT's role in providing business value.

Understanding critical IT processes to define the scope of the IT governance framework is a step that occurs after the new CIO has established the objectives and priorities for IT governance, and needs to determine which processes are essential for delivering value and managing risk<sup>5</sup>. Verifying stakeholder sponsorship of the IT governance initiative is a step that occurs after the new CIO has developed a business case and a communication plan for IT governance, and needs to secure the support and commitment of the key decision-makers and influencers<sup>6</sup>. Developing an IT balanced scorecard to monitor and track IT performance is a step that occurs after the new CIO has implemented and executed the IT governance framework, and needs to measure and report on the outcomes and benefits of IT governance<sup>7</sup>.

References: 1: Corporate governance of information technology - Wikipedia<sup>8</sup> 2: What is Business Value? Definition & Examples - Talend<sup>3</sup> 3: How to Create an Effective IT Governance Framework | Smartsheet<sup>4</sup> 4: 7 Rules for Demonstrating the Business Value of IT - Gartner<sup>5</sup> 5: The internal process perspective within the Balanced Scorecard<sup>6</sup> 6: Here's What You Need in Your Whistleblower Policy (and Why) - Case IQ<sup>7</sup> 7: The Balanced Scorecard Customer Perspective : What is Enterprise Architecture? | Gartner

#### 質問 # 274

Which of the following BEST enables an enterprise to determine how business expectations should be addressed in a governance program?

- A. Enterprise risk analysis
- B. Business impact analysis (BIA)
- C. Cost-benefit analysis
- D. Stakeholder analysis

正解: D

解説:

This is because stakeholder analysis is a process of identifying and prioritizing the people or groups who have an interest, influence, or impact on the enterprise's objectives and activities. Stakeholder analysis can help to understand the business expectations, needs, preferences, and concerns of different stakeholders, as well as their roles and responsibilities in the governance program. Stakeholder analysis can also help to engage and communicate with stakeholders effectively, and to align the governance program with the business strategy and value creation.

Some of the sources that support this answer are:

- 1: This source explains the importance and benefits of stakeholder analysis for IT governance, and provides some tips and tools for conducting it. It suggests that stakeholder analysis can help to ensure that IT governance meets stakeholder needs, delivers value, and supports business objectives.
- 2: This source defines stakeholder analysis and describes its steps and techniques. It also provides some examples of stakeholder analysis templates and matrices that can be used for IT governance projects.
- 3: This source discusses how stakeholder analysis can be used in the TOGAF framework for enterprise architecture. It states that stakeholder analysis should be used during Phase A (Architecture Vision) to identify the key players in the engagement, and also be updated throughout each phase; different stakeholders may be uncovered as the engagement progresses through into Opportunities & Solutions, Migration Planning, and Architecture Change Management.
- 4: This source presents a chapter on enterprise governance of IT processes from a book titled "Enterprise Governance of Information Technology: Achieving Alignment and Value, Featuring COBIT 5". It mentions that stakeholder analysis is one of the key activities for defining the IT governance framework, as it helps to identify the relevant stakeholders and their expectations, roles, and responsibilities.

質問 # 275

Once the strategic vision has been established, which of the following would be the BEST activity for supporting the implementation of performance measures?

- A. Document strengths, weaknesses, opportunities, and threats.
- B. Identify key performance indicators (KPIs).
- C. Monitor service level performance.
- D. Document policy requirements

正解: D

質問 # 276

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