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The CGEIT Certification Exam is administered by ISACA, a global association of IT governance professionals. ISACA has been providing certifications, education, and networking opportunities to IT professionals for over 50 years. ISACA is committed to advancing the IT governance profession and providing its members with the tools and resources they need to succeed in their careers.

## ISACA Governance of Enterprise IT Exam Syllabus Topics:

Topic	Details	Weights

Benefits Realization	<p>- Ensure that IT-enabled investments are managed to deliver optimized business benefits and that benefit realization outcome and performance measures are established, evaluated and progress is reported to key stakeholders.</p> <p><b>Task Statements</b></p> <ol style="list-style-type: none"> <li>1. Ensure that IT-enabled investments are managed as a portfolio of investments.</li> <li>2. Ensure that IT-enabled investments are managed through their economic life cycle to achieve business benefit.</li> <li>3. Ensure business ownership and accountability for IT-enabled investments are established.</li> <li>4. Ensure that IT investment management practices align with enterprise investment management practices.</li> <li>5. Ensure that IT-enabled investment portfolios, IT processes and IT services are evaluated and benchmarked to achieve business benefit.</li> <li>6. Ensure that outcome and performance measures are established and evaluated to assess progress towards the achievement of enterprise and IT objectives.</li> <li>7. Ensure that outcome and performance measures are monitored and reported to key stakeholders in a timely manner.</li> <li>8. Ensure that improvement initiatives are identified, prioritized, initiated and managed based on outcome and performance measures.</li> </ol> <p><b>Knowledge Statements</b></p> <ol style="list-style-type: none"> <li>1. Knowledge of IT investment management processes, including the economic life cycle of investments.</li> <li>2. Knowledge of basic principles of portfolio management.</li> <li>3. Knowledge of benefit calculation techniques (for example, earned value, total cost of ownership, return on investment).</li> <li>4. Knowledge of process and service measurement techniques (for example, maturity models, benchmarking, key performance indicators [KPIs]).</li> <li>5. Knowledge of processes and practices for planning, development, transition, delivery, and support of IT solutions and services.</li> <li>6. Knowledge of continuous improvement concepts and principles.</li> <li>7. Knowledge of outcome and performance measurement techniques (for example, service metrics, key performance indicators [KPIs]).</li> <li>8. Knowledge of procedures to manage and report the status of IT investments.</li> <li>9. Knowledge of cost optimization strategies (for example, outsourcing, adoption of new technologies).</li> <li>10. Knowledge of models and methods to establish accountability over IT investments.</li> <li>11. Knowledge of value delivery frameworks (for example, Val IT).</li> <li>12. Knowledge of business case development and evaluation techniques.</li> </ol>	16%
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Risk Optimization	<p>- Ensure that an IT risk management framework exists to identify, analyze, mitigate, manage, monitor, and communicate IT-related business risk, and that the framework for IT risk management is in alignment with the enterprise risk management (ERM) framework.</p> <p><b>Task Statements</b></p> <ol style="list-style-type: none"> <li>1. Ensure that comprehensive IT risk management processes are established to identify, analyze, mitigate, manage, monitor, and communicate IT risk.</li> <li>2. Ensure that legal and regulatory compliance requirements are addressed through IT risk management.</li> <li>3. Ensure that IT risk management is aligned with the enterprise risk management (ERM) framework.</li> <li>4. Ensure appropriate senior level management sponsorship for IT risk management.</li> <li>5. Ensure that IT risk management policies, procedures and standards are developed and communicated.</li> <li>6. Ensure the identification of key risk indicators (KRIs).</li> <li>7. Ensure timely reporting and proper escalation of risk events and responses to appropriate levels of management.</li> </ol> <p><b>Knowledge Statements</b></p> <ol style="list-style-type: none"> <li>1. Knowledge of the application of risk management at the strategic, portfolio, program, project and operations levels.</li> <li>2. Knowledge of risk management frameworks and standards (for example, RISK IT, the Committee of Sponsoring Organizations of the Treadway Commission Enterprise Risk Management—Integrated Framework (2004) [COSO ERM], International Organization for Standardization (ISO) 31000).</li> <li>3. Knowledge of the relationship of the risk management approach to legal and regulatory compliance.</li> <li>4. Knowledge of methods to align IT and enterprise risk management (ERM).</li> <li>5. Knowledge of the relationship of the risk management approach to business resiliency (for example, business continuity planning [BCP] and disaster recovery planning [DRP]).</li> <li>6. Knowledge of risk, threats, vulnerabilities and opportunities inherent in the use of IT.</li> <li>7. Knowledge of types of business risk, exposures and threats (for example, external environment, internal fraud, information security) that can be addressed using IT resources</li> <li>8. Knowledge of risk appetite and risk tolerance.</li> <li>9. Knowledge of quantitative and qualitative risk assessment methods.</li> <li>10. Knowledge of risk mitigation strategies related to IT in the enterprise.</li> <li>11. Knowledge of methods to monitor effectiveness of mitigation strategies and/or controls.</li> <li>12. Knowledge of stakeholder analysis and communication techniques.</li> <li>13. Knowledge of methods to establish key risk indicators (KRIs).</li> <li>14. Knowledge of methods to manage and report the status of identified risk.</li> </ol>	24%
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Strategic Management	<p>- Ensure that IT enables and supports the achievement of enterprise objectives through the integration and alignment of IT strategic plans with enterprise strategic plans.</p> <p><b>Task Statements</b></p> <ol style="list-style-type: none"> <li>1. Evaluate, direct and monitor IT strategic planning processes to ensure alignment with enterprise goals.</li> <li>2. Ensure that appropriate policies and procedures are in place to support IT and enterprise strategic alignment.</li> <li>3. Ensure that the IT strategic planning processes and related outputs are adequately documented and communicated.</li> <li>4. Ensure that enterprise architecture (EA) is integrated into the IT strategic planning process.</li> <li>5. Ensure prioritization of IT initiatives to achieve enterprise objectives.</li> <li>6. Ensure that IT objectives cascade into clear roles, responsibilities and actions of IT personnel.</li> </ol> <p><b>Knowledge Statements</b></p> <ol style="list-style-type: none"> <li>1. Knowledge of an enterprise's strategic plan and how it relates to IT.</li> <li>2. Knowledge of strategic planning processes and techniques.</li> <li>3. Knowledge of impact of changes in business strategy on IT strategy.</li> <li>4. Knowledge of barriers to the achievement of strategic alignment.</li> <li>5. Knowledge of policies and procedures necessary to support IT and business strategic alignment.</li> <li>6. Knowledge of methods to document and communicate IT strategic planning processes (for example, IT dashboard/balanced scorecard, key indicators).</li> <li>7. Knowledge of components, principles and frameworks of enterprise architecture (EA).</li> <li>8. Knowledge of current and future technologies.</li> <li>9. Knowledge of prioritization processes related to IT initiatives.</li> <li>10. Knowledge of scope, objectives and benefits of IT investment programs.</li> <li>11. Knowledge of IT roles and responsibilities and methods to cascade business and IT objectives to IT personnel.</li> </ol>	20%
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Framework for the Governance of Enterprise IT	<p>- Ensure the definition, establishment, and management of a framework for the governance of enterprise IT in alignment with the mission, vision and values of the enterprise.</p> <p><b>Task Statements</b></p> <ol style="list-style-type: none"> <li>1. Ensure that a framework for the governance of enterprise IT is established and enables the achievement of enterprise goals and objectives to create stakeholder value, taking into account benefits realization, risk optimization, and resource optimization.</li> <li>2. Identify the requirements and objectives for the framework for the governance of enterprise IT incorporating input from enablers such as principles, policies and frameworks; processes; organizational structures; culture, ethics and behavior; information; services, infrastructure and applications; people, skills and competencies.</li> <li>3. Ensure that the framework for the governance of enterprise IT addresses applicable internal and external requirements (for example, principles, policies and standards, laws, regulations, service capabilities and contracts).</li> <li>4. Ensure that strategic planning processes are incorporated into the framework for the governance of enterprise IT.</li> <li>5. Ensure the incorporation of enterprise architecture (EA) into the framework for the governance of enterprise IT in order to optimize IT-enabled business solutions.</li> <li>6. Ensure that the framework for the governance of enterprise IT incorporates comprehensive and repeatable processes and activities.</li> <li>7. Ensure that the roles, responsibilities and accountabilities for information systems and IT processes are established.</li> <li>8. Ensure issues related to the framework for the governance of enterprise IT are reviewed, monitored, reported and remediated.</li> <li>9. Ensure that organizational structures are in place to enable effective planning and implementation of IT-enabled business investments.</li> <li>10. Ensure the establishment of a communication channel to reinforce the value of the governance of enterprise IT and transparency of IT costs, benefits and risk throughout the enterprise.</li> <li>11. Ensure that the framework for the governance of enterprise IT is periodically assessed, including the identification of improvement opportunities.</li> </ol> <p><b>Knowledge Statements</b></p> <ol style="list-style-type: none"> <li>1. Knowledge of components of a framework for the governance of enterprise IT.</li> <li>2. Knowledge of IT governance industry practices, standards and frameworks (for example, COBIT, Information Technology Infrastructure Library [ITIL], International Organization for Standardization [ISO] 20000, ISO 38500).</li> <li>3. Knowledge of business drivers related to IT governance (for example, legal, regulatory and contractual requirements).</li> <li>4. Knowledge of IT governance enablers (for example, principles, policies and frameworks; processes; organizational structures; culture, ethics and behavior; information; services, infrastructure and applications; people, skills and competencies).</li> <li>5. Knowledge of techniques used to identify IT strategy (for example, SWOT, BCG Matrix).</li> <li>6. Knowledge of components, principles, and concepts related to enterprise architecture (EA).</li> <li>7. Knowledge of Organizational structures and their roles and responsibilities (for example, enterprise investment committee, program management office, IT strategy committee, IT architecture review board, IT risk management committee).</li> <li>8. Knowledge of methods to manage organizational, process and cultural change.</li> <li>9. Knowledge of models and methods to establish accountability for information requirements, data and system ownership; and IT processes.</li> <li>10. Knowledge of IT governance monitoring processes/mechanisms (for example, balanced scorecard (BSC)).</li> <li>11. Knowledge of IT governance reporting processes/mechanisms.</li> <li>12. Knowledge of communication and promotion techniques.</li> <li>13. Knowledge of assurance methodologies and techniques.</li> <li>14. Knowledge of continuous improvement techniques and processes.</li> </ol>	25%
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## (Q480-Q485):

### NEW QUESTION # 480

The BEST time to identify metrics to measure the performance of an IT-enabled investment is during:

- A. project initiation
- **B. business case development.**
- C. system implementation
- D. investment feasibility analysis

**Answer: B**

Explanation:

The BEST time to identify metrics to measure the performance of an IT-enabled investment is during business case development. A business case is a document that provides the rationale and justification for initiating a project or investment<sup>1</sup>. It includes information such as the objectives, scope, benefits, costs, risks, assumptions, and success criteria of the proposed project or investment<sup>2</sup>.

Identifying metrics to measure the performance of an IT-enabled investment during business case development can help to:

Define the expected outcomes and value of the investment<sup>3</sup>

Establish a baseline and targets for comparison and evaluation<sup>4</sup>

Align the investment with the strategic goals and objectives of the enterprise<sup>5</sup> Communicate and demonstrate the benefits and impacts of the investment to stakeholders Monitor and control the progress and performance of the investment throughout its lifecycle Reference: = Business Case Development - Project Management Institute<sup>1</sup> How to Write a Business Case -

ProjectManager.com<sup>2</sup> How to Measure the Value of an IT Investment - TechSoup<sup>3</sup> Maximizing IT Performance: 11 Metrics and

KPIs to Monitor - Whatfix<sup>4</sup> Top 10 Essential IT Metrics & KPIs - Apptio<sup>5</sup>

17 Metrics For Evaluating The Success Of Tech Projects And ... - Forbes

8 Portfolio Performance Metrics Investors Should Understand - Navexa

### NEW QUESTION # 481

Which of the following is the MOST effective way to manage risks within the enterprise?

- A. Provide financial resources for risk management systems.
- **B. Make staff aware of the risks in their area and risk management techniques.**
- C. Assign individuals responsibilities and accountabilities for management of risks.
- D. Document procedures and reporting processes.

**Answer: B**

### NEW QUESTION # 482

An enterprise made a significant change to its business operating model that resulted in a new strategic direction. Which of the following should be reviewed FIRST to ensure IT congruence with the new business strategy?

- A. Enterprise project management framework
- B. Information systems architecture
- C. IT risk appetite
- **D. IT investment portfolio**

**Answer: D**

Explanation:

An IT investment portfolio is a collection of IT projects, programs, and services that are funded and implemented by an enterprise to achieve its strategic and operational objectives. An IT investment portfolio should be reviewed first to ensure IT congruence with the new business strategy, as it would help to align the IT investments with the business goals, priorities, and needs. A review of the IT investment portfolio would also help to identify and evaluate the current and planned IT initiatives, assess their costs, benefits, risks, and value, and optimize the allocation of IT resources and capabilities. The other options are not as relevant, as they are more related to the execution or delivery of IT activities, rather than the planning or direction of them. References: : CGEIT Review Manual (Digital Version), Chapter 3: Benefits Realization, Section 3.2: IT Investment Management, Subsection 3.2.1: IT Investment Management Overview, Page 97 : CGEIT Review Manual (Digital Version), Chapter 3: Benefits Realization, Section 3.2: IT Investment Management, Subsection 3.2.4: IT Investment Management Process, Page 104 : The Power of IT Investment Risk Quantification and Visualization: IT Portfolio Management

### NEW QUESTION # 483

Which of the following is the BEST way to ensure all enterprise employees understand the corporate code of business conduct?

- A. Distribute a copy of the code and require a signature.
- B. Require external business activities be documented and reported.
- C. Mandate annual ethics training that includes an exam.
- D. Conduct scheduled and random compliance audits.

**Answer: C**

Explanation:

The best way to ensure all enterprise employees understand the corporate code of business conduct is to mandate annual ethics training that includes an exam. This will help employees to learn the content and principles of the code, as well as test their knowledge and comprehension. Ethics training can also reinforce the importance of ethical behavior and the consequences of violating the code. According to a Harvard Business Review article<sup>1</sup>, ethics training can help employees to develop ethical skills, such as moral awareness, moral reasoning, moral courage, and moral leadership<sup>1</sup>. A code of conduct is not effective if employees do not know or understand it, or if they do not apply it in their daily work. Therefore, ethics training is essential to ensure employees are aware of and adhere to the corporate code of business conduct.

References: CGEIT Review Manual (Digital Version) or CGEIT Review Manual (Print Version), Chapter 1:

Governance of Enterprise IT, Section 1.1: IT Governance Frameworks and Principles, Subsection 1.1.2: IT Governance Principles, Page 14-15. Building an Ethical Company.

### NEW QUESTION # 484

Which of the following is a non repetitive set of tasks that lead to the achievement of a new objective?

- A. Plan
- B. Techniques
- C. Strategy
- D. Tactics

**Answer: A**

### NEW QUESTION # 485

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