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ISACA COBIT Design and Implementation Certificate Sample Questions (Q128-Q133):

NEW QUESTION # 128
Which of the following needs to be resolved when finalizing the initial governance design?

- A. Objectives exceeding enterprise appetite
- B. Conflicting inputs and priorities
- C. Budgeted versus actual resources
- D. Misaligned enterprise and IT goals

Answer: B

Explanation:
The initial governance design process involves gathering inputs from various stakeholders, including business units, IT, and external partners. These inputs can sometimes conflict, and it is crucial to resolve these conflicts to create a unified governance system that supports enterprise objectives.
Key Steps:
* Stakeholder Alignment:Ensuring that all stakeholders are on the same page regarding priorities and objectives.
* Conflict Resolution:Addressing and resolving any discrepancies or conflicts in inputs to ensure a consistent and aligned governance system.
* Prioritization:Establishing clear priorities to guide decision-making and resource allocation.
COBIT 2019 Framework References:
* COBIT 2019 Design Guide, Chapter 4:Discusses the importance of resolving conflicting inputs and establishing a cohesive governance framework that aligns with enterprise priorities.
* COBIT 2019 Framework: Governance and Management Objectives:Emphasizes the need for alignment between IT and enterprise goals, requiring the resolution of any conflicting priorities.
Resolving conflicting inputs and priorities ensures that the governance system is well-aligned and effective in achieving enterprise goals.

NEW QUESTION # 129
Which of the following is MOST likely to result in an inability to gain support and agreement for EGIT process improvement objectives and recommendations?

- A. Existence of too many process improvement performance metrics
- B. Failure to identify and justify the cost of investment to the perceived benefits
- C. Too much enterprise emphasis on change enablement and consensus building
- D. An enterprise structure that includes business involvement from tactical and operational levels

Answer: B

Explanation:
The COBIT 2019 Implementation Guide notes:
"A major barrier to EGIT success is the failure to clearly articulate the business case-specifically, justifying cost in relation to perceived benefits. Without this, executive support may not be sustained."Justification of investment is critical to gaining and maintaining support for governance initiatives.
Reference:COBIT 2019 Implementation Guide, Phase 4

NEW QUESTION # 130
Which governance system design approach works BEST when an enterprise has one important ongoing initiative such as a digital transformation program?

- A. Focus on specific areas of interest.
- B. Apply all steps in the design workflow in full.
- C. Apply only those steps with a positive commercial outcome.

- D. Focus on areas that correspond to high compliance requirements.

Answer: A

Explanation:
The COBIT 2019 Design Guide explicitly states that the governance system design workflow is not required to be applied in full in every situation. When an enterprise is dealing with a specific, high-impact initiative- such as a digital transformation program-it is both practical and recommended to focus the design effort on relevant areas only.
Applying the full workflow may introduce unnecessary complexity and delay. Instead, COBIT encourages tailoring the design process to address the initiative's specific objectives, risks, and priorities. This approach ensures governance efforts are proportionate, focused, and value-driven.
Digital transformation initiatives typically emphasize innovation, agility, technology adoption, and business integration. Therefore, governance design should concentrate on objectives, components, and focus areas directly related to those concerns rather than attempting enterprise-wide redesign.
COBIT highlights that selective application of the workflow improves adoption, stakeholder engagement, and effectiveness while still remaining compliant with governance principles. Thus, focusing on specific areas of interest is the most effective approach in such scenarios.

NEW QUESTION # 131
What can management do to help ensure a planned IT initiative will meet future state objectives?

- A. Establish a return on investment (ROI)target.
- B. Monitor key risk indicators (KRIs).
- C. Conduct stage gate reviews during implementation.
- D. Define operational performance metrics.

Answer: C

Explanation:
To ensure a planned IT initiative meets future state objectives, management should conduct stage gate reviews during implementation. Stage gate reviews are a critical part of project management and governance, ensuring that projects are on track, meeting their objectives, and adhering to the planned schedule and budget.
Stage gate reviews are formal checkpoints at various phases of a project where progress is assessed, and decisions are made about whether to proceed to the next stage. These reviews help to ensure that:
The project remains aligned with business objectives and stakeholder expectations.
Risks are identified and managed effectively.
Necessary adjustments are made based on the current project status and future state objectives.
COBIT 2019 emphasizes the importance of governance and management practices to ensure successful project outcomes. Stage gate reviews align with COBIT's governance objectives by providing oversight, ensuring alignment with business goals, and enabling course corrections when needed.
COBIT 2019 Framework References:
COBIT 2019 Framework: Governance and Management Objectives, BAI01 Manage Programs and Projects:
This objective highlights the importance of structured project management and governance practices, including stage gate reviews.
COBIT 2019 Design Guide:Emphasizes the need for effective monitoring and control mechanisms throughout the project lifecycle to ensure alignment with enterprise goals.
Conducting stage gate reviews is a proactive measure to ensure that IT initiatives stay on track and achieve their intended future state objectives, making it the best choice among the given options.

NEW QUESTION # 132
When considering the compliance requirement design factor, and the design factor value is high, which of the following should be a management objective priority?

- A. Managed data (AP014)
- B. Managed security (AP013)
- C. Managed relationships
- D. Managed risk

Answer: D

Explanation:
In environments with high compliance requirements, managing risk is crucial to avoid legal penalties, financial losses, and reputational damage. The "Managed risk" objective ensures that risks related to compliance are identified, assessed, and mitigated effectively.
COBIT 2019 Framework References:
* COBIT 2019 Framework: Governance and Management Objectives, APO12 Managed Risk:This objective focuses on establishing a risk management framework to identify and mitigate risks, including those related to compliance.
* COBIT 2019 Design Guide, Chapter 2:Emphasizes the importance of managing risk in environments with high compliance requirements.
Prioritizing "Managed risk" ensures that the enterprise has robust processes in place to manage compliance-related risks, thereby safeguarding the organization against potential regulatory issues.

NEW QUESTION # 133

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