

## Cobit 2019 Dump for Foundations

☐ Align, Plan and Organize (APO)

☐ Deliver, Service and Support (DSS)

☒ Evaluate, Direct and Monitor (EDM)

☐ Monitor, Evaluate and Assess (MEA)

Which of the following are components of the governance system ?

1. Organizational structures
2. Enterprise strategy
3. Risk profile
4. Information
5. Culture, ethics and behavior

☒ 1,4,5

☐ 2,3,4

☐ 2,4,5

☐ 1,3,4

The COBIT framework makes a clear distinction between governance and management. Which of the following statements about of these two disciplines are true? They

1. Encompass different activities
2. Require different organizational structures
3. Ensure direction is set through prioritization
4. Serve different purposes
5. Plan, Build and run activities of the enterprise

☐ 1,2,3

☒ 1,2,4

☐ 2,3,4

☐ 2,4,5

Which component produces a set of outputs that support achievement of overall IT-related goals?

☐ Principles

☐ Policies

☒ Processes

☐ Frameworks

★ Question 5:

Which of following are required for good decisions, execution of corrective actions and successful completion of all activities.

☐ Organizational structures

☐ People, skills and competencies

☐ Processes

☒ Principles, policies and frameworks

In most enterprises, governance is the responsibility of

☒ The Executive Committee

☐ The Chief Executive Officer

☐ The Board of Directors

☐ The Architecture Board

Which of the following statements are true about components of the governance system as defined by COBIT?

1. They contribute to the good operations of the enterprise's governance system over I&T
2. They are similar to processes
3. They interact with each other, resulting in a holistic governance system for I&T
4. They can be of different types

☒ 1,2,3

☐ 1,3,4

☐ 1,2,4

☐ 2,3,4

Components of all types can be

☒ Specific or generic components

☐ Variant or specific to certain situations

☐ Generic or variants of generic components

☐ Generic and apply to any situation

Which of the following is true about COBIT?

- ☐ COBIT is a full description of the whole IT environment of an enterprise.
- ☒ COBIT groups relevant governance components into governance and management objectives.
- ☐ COBIT is a framework to organize business processes.
- ☐ COBIT is an (IT-)technical framework to manage all technology.

A governance or management objective always relates

- ☒ To one process with an identical or similar name
- ☐ To one or more processes
- ☐ To one governance process and one management process
- ☐ None of the above

Which term describes a certain governance topic, domain or issue that can be addressed by a collection of governance and management objectives and their components

- ☐ Governance objective
- ☐ Design factor
- ☐ IT-related issue
- ☒ Focus area

What ensures stakeholder needs, conditions and options are evaluated to determine balanced, agreed-on enterprise objectives.

☒ Governance

☐ Management

☐ Governance and management

☐ Nor governance neither management

Which of the following are benefits of information and technology governance?

1. Business process organization
2. Benefits realization
3. Technology management
4. Risk optimization
5. Resource optimization

☐ 1,2,3

☒ 2,4,5

☐ 1,3,5

☐ 2,4,5

Which of the following is one of the six principles of the COBIT governance system?

☐ Risk should be optimized

☐ Governance system should be dynamic

☐ Governance system should be current and relevant

☒ Performance should be monitored

Which of the following are examples of risk categories that can affect the enterprise risk profile?

1. Software failure
2. Hardware incidents
3. Noncompliance
4. Productivity
5. Innovation

☐ 2,3,4

☐ 1,2,3

☒ 3,4,5

☐ 1,3,5

End to end governance approach is

☒ One of the six principles for a Governance System

☐ One of the three principles for a governance framework

☐ An improvement of COBIT 2019

☐ None of the above

Compliance with internal policies is an example of

☐ Risk category

☐ Enterprise goal

☐ Enterprise strategy

☒ Compliance requirement

All of the following are improvements in COBIT 2019 except one.

☐ Supports referencing other standards

☒ Distinction between governance and management.

☐ Supports focusing on new areas

☐ Tailoring for better alignment

Which benefits can the board of an enterprise gain from COBIT?

☐ Insights on how to get value from the use of I&T

☒ Guidance on how to organize and monitor performance of I&T across the enterprise

☐ Understand how to obtain the I&T solutions enterprises require

☐ How best to exploit new technology for new strategic opportunities



Portfolio of competitive products and services is an example of

☒ Enterprise goal

☐ Enterprise strategy

☐ Sourcing model

☐ Technology adoption strategy

Which of the following are the three principles of a governance framework?

1-Based on Conceptual Model

2-Open and Flexible

3-Holistic approach

4-Aligned to Major Standards

5-Tailored to enterprise needs

☐ 2,4,5

☐ 1,2,4

☐ 2,4,5

☒ 1,3,5

To which stakeholder does COBIT provide guidance in how to organize and monitor performance of I&T across the enterprise?

☒ The board

☐ Business managers

☐ Executive management

☐ Assurance providers

APO is a management objective domain that stands for

☐ Act, Plan and Organize

☒ Align, Plan and Organize

☐ Align, Provide and Organize

☐ Align, Plan and Optimize

Which of the following are COBIT Design Factors ?

1. Culture, Ethics and Behavior

2. Sourcing Model for IT

3. Services, Infrastructure and Applications

4. Risk Profile

5. Enterprise Strategy

☒ 2,4,5

☐ 2,3,4

☐ 3,4,5

☐ 1,3,5

Small and medium enterprises, cybersecurity, digital transformation, cloud computing, privacy, and DevOps are examples of

☐ Design Factors

☒ Focus areas

☐ Frameworks

☐ Governance components

Enterprise goals are structured along the balanced scorecard (BSC) dimensions. What are those dimensions?

1. Internal
2. Strategic
3. Growth
4. Financial
5. Customer

☐ 1,2,3,4

☐ 2,3,4,5

☒ 1,3,4,5

☐ 1,2,4,5

The role of IT for the enterprise can be classified into which of the following?

1. Support
2. Operational
3. Turnaround
4. Strategic
5. Factory

☐ 1,2,3,4

☐ 1,3,4,5

☐ 2,3,4,5

☒ 1,2,4,5

What term qualifies elements that can influence the design of an enterprise's governance system and position it for success in the use of I&T.

☐ Governance and Management components

☐ Processes, procedures and policies

☒ Design factors

☐ Skills and competencies

The threat landscape under which the enterprise operates is a

☐ Governance component

☒ Design factor

☐ Risk profile

☐ IT-Related issues

Which role of IT best describes when IT is not crucial for the running and continuity of the business process and services, nor for their innovation?

☐ Factory

☐ Turnaround

☐ Strategic

☒ Support

The sourcing model the enterprise adopts can be classified into which of the following ?

1. Outsourcing
2. Cloud
3. Partnered
4. Insourced
5. Hybrid

☐ 1,2,3,5

☒ 1,2,4,5

☐ 1,2,3,4

☐ 2,3,4,5

The capability of a process level is

☐ Is the number of required resources for a process to perform its activities

☒ A measure of how well a process is implemented and performing

☐ Is the speed at which the process performs its activities

☐ Is the qualities of output produced by the process

IT implementation methods the enterprise may adopt can be classified into

1. Traditional
2. DevOps
3. Hybrid
4. Next generation
5. Agile

☐ 1,3,4,5

☐ 1,3,4,5

☐ 2,3,4,5

☒ 1,2,3,5

The technology adoption strategy can be classified into which of the following?

1. First mover
2. Slow adopter
3. Follower
4. Last mover

☒ 1,3,4

☐ 1,2,4

☐ 2,3,4

☐ 1,2,3

What is the correct order of goal cascade in COBIT

☐ Enterprise Goals, Alignment Goals, Stakeholder Drivers and Needs, Governance and Management Objectives

☒ Stakeholder Drivers and Needs, Enterprise Goals, Alignment Goals, Governance and Management Objectives

☐ Stakeholder Drivers and Needs, Alignment Goals, Enterprise Goals, Governance and Management Objectives

☐ Stakeholder Drivers and Needs, Enterprise Goals, Governance and Management Objectives, Alignment Goals

Which process domain is the MOST suitable for skills such as risk and resource optimization?

☐ Deliver,Service and Support(DSS)

☐ Monitor,Evaluate and Assess (MEA)

☐ Build,Acquire and implement (BAI)

☒ Align,Plan and Organize(APO)



Growth, innovation, cost leadership and stability are examples of which design factors?

☒ Enterprise goals

☐ Technology adoption strategy

☐ Risk profile

☐ Enterprise strategy

Which of the following are main criteria for information quality?

1. Intrinsic

2. Contextual

3. Integrity

4. Security

☐ 1,2,4

☐ 1,3,4

☐ 2,3,4

☒ 1,2,3

Which sub-criteria best describes the extent to which the information is highly regarded in terms of its source or content?

☐ Believability

☒ Accuracy

☐ Objectivity

☐ Reputation

A focus area is of maturity level "managed" if

- ☐ Work is completed but the full goal and intent of the focus area are not yet achieved
- ☒ Planning and performance measurement take place, although not yet in standardized way.
- ☐ The enterprise is focused on continuous improvement
- ☐ Work may or may not be completed towards achieving the purpose of governance and management objectives in the focus area

Which management objective supports the digital transformation strategy of the organization and delivers the desired value through a road map of incremental changes?

- ☐ APO04 : Managed innovation
- ☐ APO03 : Managed enterprise architecture
- ☒ APO02 : Managed strategy
- ☐ APO05 : Managed portfolio

Variant components are

- ☐ Described in the COBIT core model and apply in principle to any situation
- ☐ Generic in nature but need customization before being practically implemented
- ☒ Based on generic components but are tailored for a specific purpose
- ☐ None of the above

Which aspects of a Governance and management system are impacted by design factors?

☐ Management Objective Priority and Target Capability Levels

☐ Specific Focus Areas

☐ Component Variations

☒ All the above

When an enterprise identifies the most relevant enterprise goal(s) from the enterprise goal list and applies the goals cascade, this will lead to

☐ An increase in overall risk

☐ A change in the enterprise strategy

☒ A selection of priority management objectives.

☐ An expansion in the enterprise portfolio

An enterprise that is very risk averse will give more priority to

An enterprise that is very risk averse will give more priority to management objectives that aspire to govern and manage risk and security. Which of the following objectives are more suitable?

EDM03 : Ensured risk optimization

- ☐ APO12 : Managed risk,
- ☐ APO13 : Managed security
- ☐ APO11 : Managed Quality
- ☐ DSS05 : Managed security services

☒ EDM03, APO12, APO13, DSS05

☐ EDM03, APO13, APO11, DSS05

☐ APO12, APO13, APO11, DSS05

☐ EDM03, APO12, APO11, DSS05

An enterprise that uses DevOps in solution development and operations will require specific activities, organizational structures, culture, etc.. Those components are focused on which of the following?

APO10 : Managed Vendors

BAI03 : Managed solutions identification and build

DSS01 : Managed operations

☐ APO10, BAI03

☐ APO10, DSS01

☒ BAI03, DSS01

☐ None of the above

What is the correct order of steps of the governance system design process?

1. Understand the enterprise context and strategy
2. Conclude the governance system design
3. Refine the scope of the governance system.
4. Determine the initial scope of the governance system

☐ 1,2,3,4

☐ 2,4,3,1

☒ 1,4,3,2

☐ 4,3,1,2

Governance programs need to

☐ Be sponsored by executive management

☐ Be properly scoped

☐ Define objectives that are attainable

☒ All the above

Identify the missing word.

COBIT is a ? for the governance and management of enterprise information and technology whole enterprise

☐ System

☐ Standard

☒ Framework

☐ Guidance

One of the common reasons why some governance system implementations fail is that

☐ They are not initiated and then managed properly as programs to ensure that benefits are realized

☐ They are not initiated and then controlled properly to avoid cost overrun

☐ Risks are not addressed and mitigated properly and resources are not optimized

☒ Business stakeholders and members of IT are not involved in the design process

Which phase in the COBIT implementation approach aligns I&T-related objectives with enterprise strategies and risk, and prioritizes the most important enterprise goals, alignment goals and processes?

☐ Phase 4—What Needs to Be Done?

☒ Phase 3—Where Do We Want to Be?

☐ Phase 1—What Are the Drivers?

☐ Phase 2—Where Are We Now?

Complete the sentence : The ? organizes Governance and Management Objectives into five domains.

☐ The governance framework

☒ COBIT Core Model

☐ The governance system

☐ The maturity model

Which process capability scheme does COBIT® 2019 support?

☒ ISO/IEC 15504

☐ CMMI

☐ None

☐ ISO/IEC 33000

Which of the following is NOT a component of the governance system?

☐ Processes

☐ Information

☒ Risk profile

☐ Organizational structures

What is the purpose of the Goals Cascade?

- ☐ Consider the Inputs and Outputs of an IT process in the enterprise
- ☐ Define and implement the Enterprise Architecture of an enterprise
- ☒ Support alignment between enterprise needs and IT solutions and services
- ☐ Support the definition of clear roles and responsibilities in an enterprise

What is COBIT design process phase called when inherent priority conflicts are resolved?

- ☐ Understand the enterprise context and strategy
- ☐ Determine the initial scope of the governance system
- ☐ Refine the scope of the governance system
- ☒ Conclude the governance system design

What is the name given to the element that can influence in different ways the tailoring of the governance system of an enterprise.

- ☒ Design factor
- ☐ Governance component
- ☐ Governance system principle
- ☐ Governance framework principle



A(An) ? describes a certain governance topic, domain or issue that can be addressed by a collection of governance and management objectives and their components.

☐ Governance system

☒ Focus area

☐ Alignment goal

☐ Enterprise goal

What is the most suitable process domain for skills such as Portfolio Management?

☐ Deliver, Service and Support (DSS)

☐ Monitor, Evaluate and Assess (MEA)

☐ Build, Acquire and Implement (BAI)

☒ Align, Plan and Organise (APO) 

Which component translate desired behavior into practical guidance for day-to-day management.

☐ Services, Infrastructure and Applications

☒ Principles, Policies and Frameworks 

☐ Culture, Ethics and Behavior

☐ People, Skills and Competencies

Which option is **NOT** a benefit to the enterprise of using the COBIT framework?

- ☐ Creating value for the enterprise through I&T,
- ☐ Maintaining and increasing value derived from existing I&T
- ☐ Eliminating IT initiatives and assets that are not creating sufficient value
- ☒ Managing value through IT service management

Which role is the most senior official responsible for aligning IT and business strategies, and accountable for planning, resourcing and managing delivery of I&T services and solutions?

- ☐ Chief Executive Officer (CEO)
- ☒ Chief Information Officer (CIO)
- ☐ Chief Technology Officer (CTO)
- ☐ Chief Digital Officer (CDO)

Which is **NOT** a principle of a governance system?

- ☐ A governance system should be dynamic
- ☐ A governance system should be tailored to the enterprise's needs
- ☐ A governance system should clearly distinguish between governance and management activities and structures.
- ☒ A governance should provide a full description of the whole IT environment of an enterprise.

What is the missing word?

COBIT's goals-cascade concept is a ? approach that helps organizations to create enterprise goals from its stakeholder drivers and needs.

☐ Bottom-up

☒ Top-down

☐ Horizontal

☐ Analytical

Generic or variant elements that aid the alignment of the framework to the organization's needs are called?

☐ Components

☒ Design factors

☐ Enablers

☐ Focus areas

An underlying principle for COBIT is that

☐ It can manage all IT aspects

☐ It helps achieve all other industry frameworks' objectives

☒ it integrates well with other industry frameworks

☐ It can replace all other industry frameworks

In what sequence would the following occur in the COBIT Core Model?

1. Build
2. Support
3. Plan
4. Direct

☐ 1,3,2,4

☒ 4,3,1,2

☐ 1,2,3,4

☐ 4,3,1,2

Managed IT Changes is considered a management objective of the [ ? ] domain.

☐ Evaluate, Direct and Monitor (EDM)

☒ Build, Acquire and Implement (BAI)

☐ Align, Plan and Organise (APO)

☐ Monitor, Evaluate and Assess (MEA)

## Attempt 1

All knowledge areas

All questions

Question 1: **Correct**

**Which of the following is a governance domain?**



Align, Plan and Organize (APO)



Deliver, Service and Support (DSS)



Evaluate, Direct and Monitor (EDM)

**(Correct)**



Monitor, Evaluate and Assess (MEA)

### Explanation

Governance objectives are grouped in the Evaluate, Direct and Monitor (EDM) domain. In this domain, the governing body evaluates strategic options, directs senior management on the chosen strategic options and monitors the achievement of the strategy.

Question 2: **Correct**

**Which of the following are components of the governance system ?**

**1. Organizational structures**

**2. Enterprise strategy**

**3. Risk profile**

**4. Information**

**5. Culture, ethics and behavior**



1.4.5

**(Correct)**



2,3,4



2,4,5



1,3,4

### Explanation

COBIT defines the components to build and sustain a governance system: processes, organizational structures, policies and procedures, information flows, culture and behaviors, skills, and infrastructure.<sup>1</sup>

Question 3: **Correct**

**The COBIT framework makes a clear distinction between governance and management. Which of the following statements about of these two disciplines are true? They**

- 1. Encompass different activities**
- 2. Require different organizational structures**
- 3. Ensure direction is set through prioritization**
- 4. Serve different purposes**
- 5. Plan, Build and run activities of the enterprise**



1,2,3



1,2,4

**(Correct)**



2,3,4



2,4,5

### Explanation

No. 3 Is false because only Governance ensures direction is set through prioritization. No. 5 is false because only management Plans, builds and runs activities of the enterprise.

Question 4: **Correct**

**Which component produces a set of outputs that support achievement of overall IT-related goals?**



Principles



Policies



Processes

**(Correct)**



Frameworks

### **Explanation**

Processes describe an organized set of practices and activities to achieve certain objectives and produce a set of outputs that support achievement of overall IT-related goals.

Question 5: **Incorrect**

**Which of following are required for good decisions, execution of corrective actions and successful completion of all activities.**



Organizational structures



People, skills and competencies

**(Correct)**



Processes



Principles, policies and frameworks

(Incorrect)

### Explanation

People, skills and competencies are required for good decisions, execution of corrective actions and successful completion of all activities.

Question 6: **Incorrect**

**In most enterprises, governance is the responsibility of**



The Executive Committee

(Incorrect)



The Chief Executive Officer



The Board of Directors

(Correct)



The Architecture Board

### Explanation

In most enterprises, governance is the responsibility of the board of directors, under the leadership of the chairperson. Specific governance responsibilities may be delegated to special organizational structures at an appropriate level, particularly in larger, complex enterprises.

Question 7: **Correct**

**What is the purpose of principles, policies and frameworks?**



They help defining the governance processes



They translate desired behavior into practical guidance for day-to-day management.

(Correct)





They address the overall organization, strategy and supporting activities for I&T.



None of the above

### Explanation

Principles, policies and frameworks translate desired behavior into practical guidance for day-to-day management.

Question 8: **Incorrect**

**Which of the following statements are true about components of the governance system as defined by COBIT?**

- 1. They contribute to the good operations of the enterprise's governance system over I&T**
- 2. They are similar to processes**
- 3. They interact with each other, resulting in a holistic governance system for I&T**
- 4. They can be of different types**



1,2,3

**(Incorrect)**



1,3,4

**(Correct)**



1,2,4



2,3,4

### Explanation

No. 2 is false because components can be of different types. The most familiar are processes. However, components of a governance system also include organizational structures; policies and procedures; information items; culture and behavior; skills and competencies; and services, infrastructure and applications (

Question 9: **Incorrect**

## Components of all types can be



Specific or generic components

(Incorrect)



Variant or specific to certain situations



Generic or variants of generic components

(Correct)



Generic and apply to any situation

### Explanation

Components of all types can be generic or can be variants of generic components:

- Generic components are described in the COBIT core model and apply in principle to any situation. However, they are generic in nature and generally need customization before being practically implemented.
- Variants are based on generic components but are tailored for a specific purpose or context within a focus area (e.g., for information security, DevOps, a particular regulation).

Question 10: **Correct**

**Which of the following is true about COBIT?**



COBIT is a full description of the whole IT environment of an enterprise.



COBIT groups relevant governance components into governance and management objectives.

(Correct)



COBIT is a framework to organize business processes.



COBIT is an (IT-)technical framework to manage all technology.

### Explanation

COBIT addresses governance issues by grouping relevant governance components into governance and management objectives that can be managed to the required capability levels.

Question 11: **Correct**

**A governance or management objective always relates**



To one process with an identical or similar name

**(Correct)**



To one or more processes



To one governance process and one management process



None of the above

### Explanation

A governance or management objective always relates to one process (with an identical or similar name) and a series of related components of other types to help achieve the objective.

Question 12: **Correct**

**Which term describes a certain governance topic, domain or issue that can be addressed by a collection of governance and management objectives and their components**



Governance objective



Design factor



IT-related issue



Focus area

(Correct)

### Explanation

A focus area describes a certain governance topic, domain or issue that can be addressed by a collection of governance and management objectives and their components. Examples of focus areas include small and medium enterprises, cybersecurity, digital transformation, cloud computing, privacy, and DevOps.<sup>4</sup>

Question 13: **Correct**

**What ensures stakeholder needs, conditions and options are evaluated to determine balanced, agreed-on enterprise objectives.**



Governance

(Correct)



Management



Governance and management



Nor governance neither management


### Explanation

COBIT 2019, Governance and Management Objectives, section 1.1.1 What Is COBIT and What Is It Not? Page 9.


Question 14: **Incorrect**

**Which of the following are benefits of information and technology governance?**

1. Business process organization
2. Benefits realization
3. Technology management
4. Risk optimization
5. Resource optimization


•  ☐

1,2,3

•  ☐

2,4,5

(Incorrect)

•  ☐

1,3,5

•  ☐

2,4,5

(Correct)

### Explanation


Benefits of information and technology governance are : benefits realization, risk optimization and resource optimization

Question 15: **Incorrect**

**Which of the following is one of the six principles of the COBIT governance system?**

•  ☐

Risk should be optimized


•  ☐

Governance system should be dynamic

(Correct)

•  ☐

Governance system should be current and relevant

•  ☐

Performance should be monitored

(Incorrect)

### Explanation

A governance system should be dynamic. This means that each time one or more of the design factors are changed (e.g., a change in strategy or technology), the impact of these changes on the EGIT system must be considered. A dynamic view of EGIT will lead toward a viable and future-proof EGIT system.

Question 16: **Incorrect**

**Which of the following are examples of risk categories that can affect the enterprise risk profile?**

1. Software failure
2. Hardware incidents
3. Noncompliance
4. Productivity
5. Innovation



2,3,4



1,2,3

**(Correct)**



3,4,5

**(Incorrect)**



1,3,5

**Explanation**

Risk categories that can affect the enterprise risk profile are software failure, hardware incidents and noncompliance.

Question 17: **Correct**

**End to end governance approach is**



One of the six principles for a Governance System

**(Correct)**

- ☐ One of the three principles for a governance framework
- ☐ An improvement of COBIT 2019
- ☐ None of the above

### Explanation

End to end governance approach is one of the six principles for a Governance System.

Question 18: **Incorrect**

**Compliance with internal policies is an example of**

- ☐ Risk category
- ☒ Enterprise goal  
(Correct)
- ☐ Enterprise strategy
- ☐ Compliance requirement  
(Incorrect)

Question 19: **Correct**

**All of the following are improvements in COBIT 2019 except one.**

- ☐ Supports referencing other standards
- ☒ Distinction between governance and management.

(Correct)



Supports focusing on new areas



Tailoring for better alignment

### Explanation

Previous versions of COBIT make distinction between governance and management. So this is not an improvement in COBIT 2019.

Question 20: **Incorrect**

**Which benefits can the board of an enterprise gain from COBIT?**



Insights on how to get value from the use of I&T

(Correct)



Guidance on how to organize and monitor performance of I&T across the enterprise

(Incorrect)



Understand how to obtain the I&T solutions enterprises require



How best to exploit new technology for new strategic opportunities

### Explanation

COBIT Provides insights on how to get value from the use of I&T and explains relevant board responsibilities.

Question 21: **Correct**

**Portfolio of competitive products and services is an example of**



Enterprise goal

(Correct)





Enterprise strategy



Sourcing model



Technology adoption strategy

### Explanation

Refer to COBIT 2019 enterprise goals

Question 22: **Incorrect**

**Which of the following are the three principles of a governance framework?**

**1-Based on Conceptual Model**

**2-Open and Flexible**

**3-Holistic approach**

**4-Aligned to Major Standards**

**5-Tailored to enterprise needs**



2,4,5



1,2,4

**(Correct)**



2,4,5



1,3,5

**(Incorrect)**

### Explanation

The three principles for a governance framework are

1. A governance framework should be based on a conceptual model, identifying the key components and

relationships among components, to maximize consistency and allow automation.

2. A governance framework should be open and flexible. It should allow the addition of new content and the ability to address new issues in the most flexible way, while maintaining integrity and consistency.

3. A governance framework should align to relevant major related standards, frameworks and regulations.

Question 23: **Incorrect**

**To which stakeholder does COBIT provide guidance in how to organize and monitor performance of I&T across the enterprise?**



The board

(Incorrect)



Business managers



Executive management

(Correct)



Assurance providers

Question 24: **Correct**

**APO is a management objective domain that stands for**



Act, Plan and Organize



Align, Plan and Organize

(Correct)



Align, Provide and Organize



Align, Plan and Optimize

### Explanation

Align, Plan and Organize (APO) addresses the overall organization, strategy and supporting activities for I&T.

Question 25: **Correct**

**Which of the following are COBIT Design Factors ?**

1. Culture, Ethics and Behavior
2. Sourcing Model for IT
3. Services, Infrastructure and Applications
4. Risk Profile
5. Enterprise Strategy



2,4,5

**(Correct)**



2,3,4



3,4,5



1,3,5

### Explanation


1 and 3 are not Design Factors. They are components of a governance system.

Question 26: **Correct**

**Small and medium enterprises, cybersecurity, digital transformation, cloud computing, privacy, and DevOps are examples of**




Design Factors


• 

Focus areas

(Correct)

• 

Frameworks

• 

Governance components

### Explanation

A focus area describes a certain governance topic, domain or issue that can be addressed by a collection of governance and management objectives and their components.

Question 27: **Correct**

**Enterprise goals are structured along the balanced scorecard (BSC) dimensions. What are those dimensions?**

**1. Internal**

**2. Strategic**

**3. Growth**

**4. Financial**


**5. Customer**

• 

1,2,3,4

• 

2,3,4,5

• 

1,3,4,5

(Correct)

• 

1,2,4,5

### Explanation

The BSC suggests that we view the organization from four perspectives, and to develop objectives, measures (KPIs), targets, and initiatives (actions) relative to each of these points of view:

**Financial:** often renamed Stewardship or other more appropriate name in the public sector, this perspective views organizational financial performance and the use of financial resources

**Customer/Stakeholder:** this perspective views organizational performance from the point of view the customer or other key stakeholders that the organization is designed to serve

**Internal Process:** views organizational performance through the lenses of the quality and efficiency related to our product or services or other key business processes

**Organizational Capacity (originally called Learning and Growth):** views organizational performance through the lenses of human capital, infrastructure, technology, culture and other capacities that are key to breakthrough performance

Question 28: **Incorrect**

The role of IT for the enterprise can be classified into which of the following?

1. Support
2. Operational
3. Turnaround
4. Strategic
5. Factory



1,2,3,4



1,3,4,5

**(Correct)**



2,3,4,5



1,2,4,5

**(Incorrect)**

Question 29: **Correct**

What term qualifies elements that can influence the design of an enterprise's governance system and position it for success in the use of I&T.



Governance and Management components



Processes, procedures and policies



Design factors

(Correct)



Skills and competencies

### Explanation

Design factors are factors that can influence the design of an enterprise's governance system and position it for success in the use of I&T.

Question 30: Correct

The threat landscape under which the enterprise operates is a



Governance component



Design factor

(Correct)



Risk profile



IT-Related issues

Question 31: Correct

Which role of IT best describes when IT is not crucial for the running and continuity of the business process and services, nor for their innovation?



Factory



Turnaround



Strategic



Support

(Correct)

### Explanation

There are four roles of IT : Support, factory, turnaround and strategic

Question 32: **Correct**

**The sourcing model the enterprise adopts can be classified into which of the following ?**

**1. Outsourcing**

**2. Cloud**

**3. Partnered**

**4. Insourced**

**5. Hybrid**



1,2,3,5



1,2,4,5

(Correct)



1,2,3,4



2,3,4,5

Question 33: **Correct**

**The capability of a process level is**



Is the number of required resources for a process to perform its activities



A measure of how well a process is implemented and performing

(Correct)



Is the speed at which the process performs its activities



Is the qualities of output produced by the process

Question 34: **Correct**

**IT implementation methods the enterprise may adopt can be classified into**

- 1. Traditional**
- 2. DevOps**
- 3. Hybrid**
- 4. Next generation**
- 5. Agile**



1,3,4,5



1,3,4,5



2,3,4,5



1,2,3,5

(Correct)

Question 35: **Incorrect**

**The technology adoption strategy can be classified into which of the following?**

- 1. First mover**
- 2. Slow adopter**



### 3. Follower

### 4. Last mover

•  ☐

1,3,4

(Incorrect)

•  ☐

1,2,4

•  ☐

2,3,4

•  ☐

1,2,3

(Correct)

Question 36: **Correct**

**What is the correct order of goal cascade in COBIT**

•  ☐

Enterprise Goals, Alignment Goals, Stakeholder Drivers and Needs, Governance and Management Objectives

•  ☐

Stakeholder Drivers and Needs, Enterprise Goals, Alignment Goals, Governance and Management Objectives

(Correct)

•  ☐

Stakeholder Drivers and Needs, Alignment Goals, Enterprise Goals, Governance and Management Objectives

•  ☐

Stakeholder Drivers and Needs, Enterprise Goals, Governance and Management Objectives, Alignment Goals

Question 37: **Incorrect**

**Which process domain is the MOST suitable for skills such as risk and resource optimization?**



Deliver,Service and Support(DSS)



Monitor,Evaluate and Assess (MEA)

**(Correct)**



Build,Acquire and implement (BAI)



Align,Plan and Organize(APO)

**(Incorrect)**

Question 38: **Incorrect**

**Growth, innovation, cost leadership and stability are examples of which design factors?**



Enterprise goals

**(Incorrect)**



Technology adoption strategy



Risk profile



Enterprise strategy

**(Correct)**

### Explanation

Enterprises can have different strategies, which can be expressed as one or more of the archetypes. Organizations typically have a primary strategy and, at most, one secondary strategy. Growth, innovation, cost leadership and stability are examples Of enterprise strategy

Question 39: **Incorrect**

**Which of the following are main criteria for information quality?**

1. Intrinsic
2. Contextual
3. Integrity
4. Security

☐ 1,2,4

☒ 1,3,4  
(Correct)

☐ 2,3,4

☐ 1,2,3  
(Incorrect)

Question 40: **Incorrect**

**Which sub-criteria best describes the extent to which the information is highly regarded in terms of its source or content?**

☐ Believability

☐ Accuracy  
(Incorrect)

☐

Objectivity



Reputation

(Correct)

Question 41: **Correct**

**A focus area is of maturity level “managed” if**



Work is completed but the full goal and intent of the focus area are not yet achieved



Planning and performance measurement take place, although not yet in standardized way.

(Correct)



The enterprise is focused on continuous improvement



Work may or may not be completed towards achieving the purpose of governance and management objectives in the focus area

Question 42: **Correct**

**Which management objective supports the digital transformation strategy of the organization and delivers the desired value through a road map of incremental changes?**



APO04 : Managed innovation



APO03 : Managed enterprise architecture



APO02 : Managed strategy

(Correct)



APO05 : Managed portfolio

Question 43: **Correct**

**Variant components are**



Described in the COBIT core model and apply in principle to any situation



Generic in nature but need customization before being practically implemented



Based on generic components but are tailored for a specific purpose

**(Correct)**



None of the above

Question 44: **Correct**

**Which aspects of a Governance and management system are impacted by design factors?**



Management Objective Priority and Target Capability Levels



Specific Focus Areas



Component Variations



All the above

**(Correct)**

### **Explanation**

The COBIT core model contains 40 governance and management objectives, each consisting of the process and a number of related components. They are intrinsically equivalent; there is no natural order of priority among them. However, design factors can influence this equivalence and make some governance and management objectives more important than

others, sometimes to the extent that some governance and management objectives may become negligible. In practice, this higher importance translates into setting higher target capability levels for important governance and management objectives.

Question 45: **Correct**

**When an enterprise identifies the most relevant enterprise goal(s) from the enterprise goal list and applies the goals cascade, this will lead to**



An increase in overall risk



A change in the enterprise strategy



A selection of priority management objectives.

**(Correct)**



An expansion in the enterprise portfolio

Question 46: **Correct**

**An enterprise that is very risk averse will give more priority to**



An enterprise that is very risk averse will give more priority to management objectives that aspire to govern and manage risk and security. Which of the following objectives are more suitable?

EDM03 : Ensured risk optimization

APO12 : Managed risk,

APO13 : Managed security

APO11 : Managed Quality

DSS05 : Managed security services



EDM03, APO12, APO13, DSS05

**(Correct)**



EDM03, APO13, APO11, DSS05



APO12, APO13, APO11, DSS05



EDM03, APO12, APO11, DSS05

Question 47: **Correct**

**An enterprise that uses DevOps in solution development and operations will require specific activities, organizational structures, culture, etc.. Those components are focused on which of the following?**

**APO10 : Managed Vendors**

**BAI03 : Managed solutions identification and build**

**DSS01 : Managed operations**



APO10, BAI03



APO10, DSS01



BAI03, DSS01

**(Correct)**



None of the above

Question 48: **Correct**

**What is the correct order of steps of the governance system design process?**

**1. Understand the enterprise context and strategy**


**2. Conclude the governance system design**

**3. Refine the scope of the governance system.**


**4. Determine the initial scope of the governance system**



1,2,3,4


•  ☐

2,4,3,1

•  ☒

1,4,3,2

(Correct)

•  ☐

4,3,1,2

Question 49: Correct

**Which of the following is a substep of the "Determine the initial scope of the governance system" phase in the governance system design process?**

•  ☐

Understand enterprise strategy

•  ☒

Consider enterprise goals and apply the COBIT goals cascade

(Correct)

•  ☐


Consider the threat landscape.

•  ☐


Resolve inherent priority conflicts.

Question 50: Correct


**Governance programs need to**

•  ☐

Be sponsored by executive management

•  ☐

Be properly scoped

•  ☐

Define objectives that are attainable





All the above

(Correct)

Question 51: **Correct**

Identify the missing word.

**COBIT is a ? for the governance and management of enterprise information and technology whole enterprise**



System



Standard



Framework

(Correct)



Guidance

Question 52: **Incorrect**

**One of the common reasons why some governance system implementations fail is that**



They are not initiated and then managed properly as programs to ensure that benefits are realized.

(Correct)



They are not initiated and then controlled properly to avoid cost overrun



Risks are not addressed and mitigated properly and resources are not optimized



Business stakeholders and members of IT are not involved in the design process

(Incorrect)

Question 53: **Incorrect**

**Which phase in the COBIT implementation approach aligns I&T-related objectives with enterprise strategies and risk, and prioritizes the most important enterprise goals, alignment goals and processes?**



Phase 4—What Needs to Be Done?



Phase 3—Where Do We Want to Be?

(Incorrect)



Phase 1—What Are the Drivers?



Phase 2—Where Are We Now?

(Correct)

### Explanation

Phase 2 aligns I&T-related objectives with enterprise strategies and risk, and prioritizes the most important enterprise goals, alignment goals and processes. The COBIT® 2019 Design Guide provides several design factors to help with the selection.

Question 54: **Correct**

**Complete the sentence : The ? organizes Governance and Management Objectives into five domains.**



The governance framework




COBIT Core Model

(Correct)




The governance system

☐ 

The maturity model

Question 55: **Incorrect**

**Which process capability scheme does COBIT® 2019 support?**

☐ 

ISO/IEC 15504

**(Incorrect)**

☐ 

CMMI

**(Correct)**

☐ 


None

☐ 


ISO/IEC 33000

Question 56: **Correct**


**Which of the following is NOT a component of the governance system?**

☐ 

Processes


☐ 

Information

☐ 

Risk profile

**(Correct)**

☐ 

Organizational structures

Question 57: **Correct**

**What is the purpose of the Goals Cascade?**



Consider the Inputs and Outputs of an IT process in the enterprise



Define and implement the Enterprise Architecture of an enterprise



Support alignment between enterprise needs and IT solutions and services

(Correct)



Support the definition of clear roles and responsibilities in an enterprise

Question 58: Correct

**What is COBIT design process phase called when inherent priority conflicts are resolved?**



Understand the enterprise context and strategy



Determine the initial scope of the governance system



Refine the scope of the governance system



Conclude the governance system design

(Correct)

Question 59: Incorrect

**What is the name given to the element that can influence in different ways the tailoring of the governance system of an enterprise.**



Design factor

(Incorrect)



Governance component

(Correct)



Governance system principle



Governance framework principle

Question 60: **Correct**

**Identify the missing word(s) in the following sentence.**

**A(An) ? describes a certain governance topic, domain or issue that can be addressed by a collection of governance and management objectives and their components.**



Governance system



Focus area

(Correct)



Alignment goal



Enterprise goal

Question 61: **Correct**

**What is the most suitable process domain for skills such as Portfolio Management?**



Deliver, Service and Support (DSS)



Monitor, Evaluate and Assess (MEA)



Build, Acquire and Implement (BAI)



Align, Plan and Organise (APO)

(Correct)

Question 62: **Correct**

**Which component translate desired behavior into practical guidance for day-to-day management.**



Services, Infrastructure and Applications



Principles, Policies and Frameworks

(Correct)



Culture, Ethics and Behavior



People, Skills and Competencies

Question 63: **Correct**

**Which option is NOT a benefit to the enterprise of using the COBIT framework?**



Creating value for the enterprise through I&T,



Maintaining and increasing value derived from existing I&T



Eliminating IT initiatives and assets that are not creating sufficient value



Managing value through IT service management

(Correct)

Question 64: **Incorrect**

**Which role is the most senior official responsible for aligning IT and business strategies, and accountable for planning, resourcing and managing delivery of I&T services and solutions?**



Chief Executive Officer (CEO)



Chief Information Officer (CIO)

(Incorrect)



Chief Technology Officer (CTO)

(Correct)



Chief Digital Officer (CDO)

Question 65: **Correct**

**Which is NOT a principle of a governance system?**



A governance system should be dynamic



A governance system should be tailored to the enterprise's needs



A governance system should clearly distinguish between governance and management activities and structures.



A governance should provide a full description of the whole IT environment of an enterprise.

(Correct)

Question 66: **Correct**

**What is the missing word?**

**COBIT's goals-cascade concept is a ? approach that helps organizations to create enterprise goals from its stakeholder drivers and needs.**



Bottom-up



Top-down

(Correct)



Horizontal



Analytical

Question 67: **Incorrect**

**Generic or variant elements that aid the alignment of the framework to the organization's needs are called?**



Components

(Correct)



Design factors

(Incorrect)



Enablers



Focus areas

Question 68: **Correct**



**An underlying principle for COBIT is that**

☐ ☐

It can manage all IT aspects

☐ ☐

It helps achieve all other industry frameworks' objectives

☒ ☐

it integrates well with other industry frameworks

(Correct)

☐ ☐

It can replace all other industry frameworks

Question 69: **Incorrect**

**In what sequence would the following occur in the COBIT Core Model?**

**1. Build**

**2. Support**

**3. Plan**

**4. Direct**

☐ ☐

1,3,2,4

☐ ☐

4,3,1,2

(Incorrect)

☐ ☐

1,2,3,4

☒ ☐

4,3,1,2

(Correct)

Question 70: **Correct**

**Identify the missing words in the following sentence.**

**Managed IT Changes is considered a management objective of the [ ? ] domain.**



Evaluate, Direct and Monitor (EDM)



Build, Acquire and Implement (BAI)

(Correct)



Align, Plan and Organise (APO)



Monitor, Evaluate and Assess (MEA)