

# COBIT-2019<sup>Q&As</sup>

COBIT 2019 Foundation

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**QUESTION 1**

Which of the following governance components is ESSENTIAL for effective decision making?

- A. People, skills and competencies
- B. Processes
- C. Organizational structures

Correct Answer: A

Decision-making relies on logic and communicative rationality, aligning people based upon a logical progression from premises to conclusion. Reference: <https://courses.lumenlearning.com/boundless-management/chapter/decision-making-in-management/>

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**QUESTION 2**

Which of the following is an output of the "what needs to be done" phase?

- A. Risk response document
- B. Identified quick wins
- C. High-level program plan
- D. Detailed business case

Correct Answer: C

According to the COBIT 2019 Study Manual from Isaca, the output of the "what needs to be done" phase is a high-level program plan. This plan identifies the required resources, activities, and timelines for the implementation of the governance system, as well as any proposed changes that need to be made to the existing system. It is important to have this plan in place before proceeding with the implementation of any changes, as it will help ensure the success of the governance system.

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**QUESTION 3**

An enterprise plans to outsource all of its noncore IT operations but wants to ensure the proper level of governance, risk and compliance (GRC) controls. Which of the following governance and management objectives would provide the MOST relevant management practices for the enterprise?

- A. AP012 Managed Risk
- B. APO10 Managed Vendors
- C. AP013 Managed Security
- D. APO09 Managed Service Agreements

Correct Answer: D

According to the ISACA COBIT 2019 Framework, the objective APO09 Managed Service Agreements provides the most relevant management practices for an enterprise that plans to outsource all its non-core IT operations but wants to ensure the proper level of governance, risk, and compliance (GRC) controls. This is specified in Domain 4, Objective 4.5: "Manage the acquisition and maintenance of IT-related assets". The APO09 objective provides guidance on how to manage service agreements with vendors, including the proper management of risks and compliance with related regulations and standards. Additionally, APO09 provides guidance on the proper selection and management of service providers, and how to ensure that the service agreements are properly monitored and evaluated to ensure the expected quality of service.

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## QUESTION 4

Which element of a business case BEST enables senior leadership to assess the future success of the IT governance program?

- A. Quantified benefits
- B. Qualitative perspective
- C. Investment justification

Correct Answer: C

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## QUESTION 5

Which of the following is an enterprise goal that would MOST likely be evaluated by using a metric "percent of services that meet or exceed targets in revenues and market share"?

- A. Optimization of business process costs
- B. Customer-oriented service culture
- C. Portfolio of competitive services

Correct Answer: B

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## QUESTION 6

Which of the following is a strategy archetype focused on increasing revenues?

- A. Innovation/differentiation
- B. Client service/stability
- C. Growth/acquisition
- D. Cost leadership

Correct Answer: C

The strategy archetype focused on increasing revenues is "Growth/Acquisition" as defined by COBIT 2019. This strategy archetype is characterized by expanding the enterprise's market share and revenue base through mergers

and acquisitions, organic growth and business diversification. The focus is on growth, revenue and market share and the success of this archetype is measured by the enterprise's ability to achieve these objectives.

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## QUESTION 7

Which of the following **MUST** be done before an enterprise can determine performance measures for a process improvement initiative?

- A. Perform a process risk assessment
- B. Calculate return on investment (ROI)
- C. Conduct a capabilities assessment

Correct Answer: C

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## QUESTION 8

What is the **BEST** way for senior leadership to communicate its expectations for IT governance prior to commencing a governance implementation plan?

- A. Include a scope statement in the business case.
- B. Add key performance indicators (KPIs) to a balanced scorecard.
- C. Generate an IT governance policy.

Correct Answer: A

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## QUESTION 9

When tailoring the COBIT organizational structure, which of the following is the **PRIMARY** purpose for aligning role descriptions to the enterprise's business context, organization and operating environment?

- A. Assigning levels of accountability and responsibility
- B. Developing hierarchy and reporting structure
- C. Preparing key goal areas and metrics for each role

Correct Answer: C

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## QUESTION 10

When designing an IT governance system, the **NEXT** step after considering the enterprise's strategic business objectives is to assess:

- A. the enterprise's risk profile.

- B. the IT implementation method.
- C. the role of IT within the enterprise.

Correct Answer: A

Reference: [https://community.mis.temple.edu/mis5203sec001sp2019/files/2019/01/COBIT-2019-Framework-Introduction-and-Methodology\\_res\\_eng\\_1118.pdf](https://community.mis.temple.edu/mis5203sec001sp2019/files/2019/01/COBIT-2019-Framework-Introduction-and-Methodology_res_eng_1118.pdf)

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## QUESTION 11

Which of the following **MUST** be done before an enterprise can determine performance measures for a process improvement initiative?

- A. Conduct a capabilities assessment.
- B. Calculate return on investment (ROI).
- C. Perform a process risk assessment.

Correct Answer: C

Reference: <https://www.isaca.org/resources/isaca-journal/issues/2017/volume-3/it-asset-valuation-risk-assessment-and-control-implementation-model>

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## QUESTION 12

What is the **BEST** approach when determining which of the archetype enterprise strategies most closely aligns with an enterprise's own strategy?

- A. Select a mix of equally important strategy archetypes.
- B. Select one primary strategy archetype and only one secondary strategy archetype.
- C. Select all the strategy archetypes that are applicable to the enterprise.
- D. Select the strategy archetype most closely aligned to the enterprise's information and technology risk profile.

Correct Answer: D

Select the strategy archetype most closely aligned to the enterprise's information and technology risk profile. When determining which of the archetype enterprise strategies most closely aligns with an enterprise's own strategy, it is best to select the strategy archetype that best fits the enterprise's information and technology risk profile. This will ensure that the enterprise's strategy is tailored to its own specific risk profile and that the strategy is best suited to address its unique challenges. This is outlined in the COBIT 2019 Framework: Introduction and Methodology, which states that "It is important to select the strategy archetype that best fits the enterprise's IT risk profile and is best suited to address the challenges faced by the enterprise." (ISACA, COBIT 2019 Framework: Introduction and Methodology, USA, 2018. Reprinted with permission).

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## QUESTION 13

When considering the role of IT design factor, and the design factor value is strategic, which of the following should be a management objective priority?

- A. Managed innovation (APO04)
- B. Managed quality (AP011)
- C. Managed relationships (APO08)
- D. Managed budget and costs (APO06)

Correct Answer: A

When the design factor value is strategic, the management objective priority should be Managed Innovation (APO04). This objective focuses on the use of creative, innovative, and future-oriented approaches to the development and use of information, technology, and services. This includes the use of emerging technologies, design thinking, and agile development. This objective also focuses on the establishment of a culture which encourages and rewards innovation and the development of new ideas.

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## QUESTION 14

The different levels of involvement associated with roles and organizational structure are PRIMARILY divided into:

- A. governance and management levels.
- B. responsibility and accountability levels.
- C. operational and practitioner levels.

Correct Answer: B

Reference: <https://netmarket.oss.aliyuncs.com/df5c71cb-f91a-4bf8-85a6-991e1c2c0a3e.pdf> (21)

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## QUESTION 15

Which of the following functions would be responsible for executing a contract that retains independent legal consultants to review the level of regulatory compliance of a proposed IT solution?

- A. Procurement office
- B. IT security
- C. Executive leadership team
- D. Legal office

Correct Answer: D

According to the ISACA COBIT 2019 Framework, the Legal office is responsible for executing contracts that retain independent legal consultants to review the level of regulatory compliance of a proposed IT solution. This is specified in Domain 1, Objective 1.2: "Ensure external legal, regulatory and contractual compliance". The Legal office is responsible for ensuring compliance with applicable laws and regulations, as well as for managing risk associated with any noncompliance.

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