

## Exam A

### QUESTION 1

Which of the following should be the **PRIMARY** consideration for an enterprise when prioritizing IT projects?

- A. Results of IT performance benchmarks against competitors
- B. Impact on the business due to expected project outcomes
- C. Technical capability of the enterprise to execute the projects
- D. Process owner expectations based on operational benefits

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Reference: <https://www.cio.com/article/3294993/prioritizing-projects.html>

### QUESTION 2

Senior management finds that too many projects are currently in-progress and all are experiencing expensive project overruns due to lack of resources. Many of the projects also appear to overlap in their objectives and expected outcomes.

Which of the following would **BEST** streamline the process of evaluating and selecting funding priorities?

- A. Portfolio management
- B. Value governance
- C. Project management
- D. Business case development

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Reference: <https://www.isaca.org/resources/news-and-trends/newsletters/cobit-focus/2016/ensuring-value-from-it-enabled-investments>

### QUESTION 3

The CEO of a large enterprise has announced the commencement of a major business expansion that will double the size of the organization. IT will need to support the expected demand expansion. The CIO should **FIRST**:

- A. update the IT strategic plan to align with the decision.
- B. recruit IT resources based on the expansion decision.
- C. review the resource utilization matrix.
- D. embed IT personnel in the business units.

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

### QUESTION 4

Portfolio management in a large enterprise **BEST** enables which of the following?

- A. Performance management
- B. Risk reduction
- C. Value creation
- D. Human resource optimization

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### **QUESTION 5**

Which of the following **BEST** defines the IT investment activities an enterprise will undertake when aligning to business goals?

- A. Portfolio management
- B. Procurement management
- C. Project management
- D. Risk management

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### **QUESTION 6**

Which of the following should be the **PRIMARY** consideration when implementing IT governance in a small, newly established organization?

- A. Approving enterprise architecture and standards
- B. Defining IT project management methodology
- C. Assigning a budget for IT governance applications
- D. Assigning IT roles and responsibilities

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Reference: <https://www.isaca.org/resources/news-and-trends/newsletters/cobit-focus/2017/using-cobit-in-government-departments>

#### **QUESTION 7**

Which of the following is the **BEST** method to monitor IT governance effectiveness?

- A. Service level management
- B. Balanced scorecard
- C. Risk control self-assessment
- D. Strengths, weaknesses, opportunities, and threats (SWOT) analysis

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Reference: <https://www.isaca.org/resources/isaca-journal/issues/2016/volume-6/performance-measurement-metrics-for-it-governance>

#### **QUESTION 8**

An internal auditor conducts an assessment of a two-year-old IT risk management program. Which of the following findings should be of **MOST** concern to the CIO?

- A. Organizational responsibility for IT risk management is not clearly defined.
- B. IT risk training records are not properly retained in accordance with established schedules.
- C. None of the members of the IT risk management team have risk management-related certifications.
- D. Only a few key risk indicators identified by the IT risk management team are being monitored and the rest will be on a phased schedule.

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### **QUESTION 9**

An enterprise has discovered that there is significant duplication of IT investments. Which of the following would be **MOST** helpful in addressing this issue?

- A. Establishing an IT steering committee
- B. Delegating IT investment decisions to centralized IT
- C. Maintaining an inventory of IT investments
- D. Increasing the frequency of IT investment audits

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### **QUESTION 10**

A regulatory audit assessed an enterprise's main transactional application as noncompliant. In addition to fines and required corrections, an agreement was reached to implement a set of governance controls over IT. Accountability for these controls is **BEST** assigned to which of the following?

- A. Internal audit director
- B. CIO
- C. The board of directors
- D. Application users

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

### QUESTION 11

An enterprise is planning a change in business direction. As a result, IT risk will significantly increase. Which of the following should be the CIO's **FIRST** course of action?

- A. Plan for the corresponding IT reorganization.
- B. Recommend delaying the business change.
- C. Report the risk to executive management.
- D. Implement IT changes to align with the plan.

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

### QUESTION 12

Which of the following is the **GREATEST** expected strategic organizational benefit from the standardization of technical platforms?

- A. Reduces IT operational training costs
- B. Reduces response time
- C. Meets regulatory compliance requirements
- D. Optimizes infrastructure investments

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Reference: [https://books.google.com.pk/books?id=odC\\_AQAAQBAJ&pg=PA167&lpg=PA167&dq=enterprise+IT+expected+strategic+organizational+benefit+from+the+standardization+of+technical+platforms&source=bl&ots=KnpTgkPPsb&sig=ACfU3U3fIFhOpMt81n2\\_xEoKhLtDFBmv8g&hl=en&sa=X&ved=2ahUKEwjegNiP6PfpAhWOH1wKHQB4AX8Q6AEwCXoECACQAQ#v=onepage&q=enterprise%20IT%20expected%20strategic%20organizational%20benefit%20from%20the%20standardization%20of%20technical%20platforms&f=false](https://books.google.com.pk/books?id=odC_AQAAQBAJ&pg=PA167&lpg=PA167&dq=enterprise+IT+expected+strategic+organizational+benefit+from+the+standardization+of+technical+platforms&source=bl&ots=KnpTgkPPsb&sig=ACfU3U3fIFhOpMt81n2_xEoKhLtDFBmv8g&hl=en&sa=X&ved=2ahUKEwjegNiP6PfpAhWOH1wKHQB4AX8Q6AEwCXoECACQAQ#v=onepage&q=enterprise%20IT%20expected%20strategic%20organizational%20benefit%20from%20the%20standardization%20of%20technical%20platforms&f=false)

### QUESTION 13

Which of the following would be the **BEST** way for an enterprise to address new legal and regulatory requirements applicable to IT?

- A. Benchmark how other IT organizations are treating the new requirements.
- B. Adopt a zero-tolerance approach for noncompliance with regulatory matters.
- C. Treat as a risk to be assessed before developing a response.
- D. Use a cost-benefit analysis to determine if compliance is warranted.

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

### QUESTION 14

Which of the following is **MOST** critical for sustaining a newly implemented IT governance program?

- A. Launch an enterprise-wide IT governance awareness program.
- B. Designate a board representative to sponsor the IT governance program.
- C. Ensure that there are IT policies, procedures, and standards in place.
- D. Benchmark the program periodically against industry peers.

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### QUESTION 15

An enterprise decides to accept the IT risk of a subsidiary located in another country even though it exceeds the enterprise's risk appetite. Which of the following would be the **BEST** justification for this decision?

- A. Local market common practices
- B. Risk framework alignment
- C. Technical gaps among subsidiaries
- D. Compliance with local regulations

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### QUESTION 16

The board of directors of an enterprise has questioned whether the business is focused on optimizing value. The IT strategy committee's **BEST** action to address the board's concern is to:

- A. initiate reporting and review of key IT performance metrics.
- B. form a technology council to monitor the efficiency of project implementation.
- C. conduct a portfolio review to assess the benefits realization of IT investments.
- D. conduct a benchmark to assess IT value relative to competitors.

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### QUESTION 17

A CEO determines the enterprise is lagging behind its competitors in consumer mobile offerings, and mandates an aggressive rollout of several new mobile services within the next 12 months. To ensure the IT organization is capable of supporting this business objective, the enterprise's CIO should **FIRST**:

- A. procure contractors with experience in mobile application development.
- B. task direct reports with creating training plans for their teams.
- C. create a sense of urgency with the IT team that mobile knowledge is mandatory.
- D. request an assessment of current in-house mobile technology skills.