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A Business Framework for the Governance and Management of Enterprise IT

Isaca COBIT-5

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Topic Break Down

Topic	No. of Questions
Topic 1, The COBIT 5 Framework	44
Topic 2, COBIT 5 Principles	32
Topic 3, COBIT 5 Enablers	77
Topic 4, Introduction to Implementation of COBIT 5	20
Topic 5, Mix Questions	7
Total	180

QUESTION NO: 1

The ability to rapidly turn business requirements into operational solutions is an example of which type of goal?

A. An enterprise goal

B. A strategic goal

C. An alignment goal

ANSWER: C

Explanation:

The ability to rapidly turn business requirements into operational solutions is an **alignment goal**. In COBIT, alignment goals express the required outcomes for information and technology that connect enterprise-level business objectives with the practices, capabilities, and resources used to govern and manage I&T. This statement focuses on responsiveness: business needs must be interpreted, prioritized, developed, and put into operation quickly. That is an I&T-to-business alignment outcome rather than a broad statement of desired business value alone.

Alignment goals are central to COBIT's goals cascade because they translate stakeholder needs and enterprise goals into more specific expectations for information and technology. The capability to turn requirements into operational solutions rapidly supports an organization's capacity to respond to changing opportunities and demands while ensuring that I&T delivery remains relevant to the business. COBIT then uses governance and management objectives, together with their associated processes and enablers, to help achieve those alignment outcomes. ISACA's COBIT resources describe the framework's role in aligning the governance and management of enterprise information and technology with organizational objectives: ISACA COBIT resources and COBIT 5 resources.

QUESTION NO: 2

What term is used to describe how a governance implementation should not be perceived as an isolated project?

A. Continual improvement life cycle

B. Change enablement

C. Sustain

D. Programme management

ANSWER: D

Explanation:

Programme management is the correct term because COBIT 5 describes governance-of-enterprise-IT implementation as an ongoing, coordinated programme rather than a self-contained or isolated project. Establishing and improving governance involves multiple related initiatives, such as defining decision-making structures, assigning accountabilities, improving processes, enabling supporting information flows, and measuring outcomes. These initiatives must be managed together to achieve enterprise objectives and sustain improvements over time.

Programme management provides the structure for coordinating those interdependent projects and change activities, maintaining alignment with business goals, managing stakeholders, monitoring benefits, and adapting the implementation as enterprise priorities or circumstances change. This perspective also recognizes that governance implementation is iterative: initial improvements are reviewed, embedded into normal operations, and refined through continual monitoring and feedback. COBIT's implementation guidance therefore emphasizes managing the overall effort as a programme with a life cycle, rather than treating governance as a one-time deliverable. ISACA's COBIT resources describe this governance and management framework and its implementation guidance: ISACA COBIT Resources and ISACA COBIT Toolkit.

QUESTION NO: 3

Which mechanism can define and implement policies within their span of control?

A. Organizational structures

B. Process practices

C. Governance framework

D. Rules and Norms

ANSWER: A

Explanation:

Organizational structures are the correct mechanism because COBIT 5 identifies them as key decision-making entities in an enterprise. These structures include bodies such as boards, executive committees, steering committees, and other formally established groups with defined authority, responsibilities, composition, and operating principles. A structure's assigned authority gives it the ability to make decisions, define policies, and ensure those policies are implemented within the area it controls. For example, an IT steering committee may establish priorities and policies for IT-enabled investments, while a risk committee may set direction for risk management activities within its remit. The phrase "within their span of control" is important: organizational structures do not necessarily govern every enterprise activity, but they can exercise authority over the responsibilities delegated to them. COBIT treats organizational structures as one of its governance and management enablers because clear decision rights and accountability are necessary to translate governance direction into consistent action. Additional COBIT resources are available from ISACA's COBIT resource page and the COBIT framework page.

QUESTION NO: 4

Identify the missing word in the following sentence.

One of the benefits of the COBIT 5 capability assessment model is improved reliability and [?] of process capability assessment activities and evaluations.

A. Enablement

B. Repeatability

C. Effectiveness

D. Integrity

ANSWER: B

Explanation:

Repeatability is the missing word. COBIT 5's Process Assessment Model identifies improved reliability and repeatability of process capability assessment activities and evaluations as a key benefit of using a defined, structured assessment approach. Repeatability means that assessments performed at different times, or by suitably qualified assessors using the same method and evidence criteria, can produce consistent and dependable capability results. This is important because process capability ratings are used to establish improvement priorities, measure progress toward target capability levels, and support governance and management decisions.

The COBIT 5 capability assessment approach is aligned with the principles of process assessment standards and uses specified indicators, rating criteria, and evidence-based evaluation. Applying these consistently makes assessment outcomes more dependable and allows an enterprise to compare results across processes, business units, and assessment cycles with greater confidence. ISACA's COBIT resources provide the framework context for process governance, management, and capability assessment: ISACA COBIT resources. The underlying process-assessment concepts are also reflected in ISO/IEC process assessment standards: ISO/IEC 33001.

QUESTION NO: 5

What type of process goal is only known to and used by those who need it?

A. Confidentiality

B. Intrinsic

C. Accessibility and Security

D. Contextual

ANSWER: C

Explanation:

Accessibility and Security is correct because COBIT 5 uses this information-quality dimension to express that information must be available to authorized users when they need it while being protected from access, disclosure, or use by people who do not have a legitimate need. The phrase “only known to and used by those who need it” principally describes controlled access: information is restricted to the appropriate individuals, roles, or processes according to business requirements and authorization. This supports confidentiality and safeguards enterprise information assets, while the accessibility element ensures that legitimate users are not prevented from obtaining the information required to perform their responsibilities. In COBIT 5’s goals cascade, information-related process goals can be described through quality dimensions, including intrinsic quality, contextual quality, and security/accessibility. Therefore, the security/accessibility dimension is the one that directly captures the requirement that information be accessible on a need-to-use basis and secured from unauthorized parties. See ISACA’s COBIT resources and the COBIT 5 resource page.

QUESTION NO: 6

What is the name of an enterprise communication mechanism which provides more guidance on desired organizational behavior?

A. Escalation procedures

B. Statement of actions

C. Principles and policies

D. Rules and norms

ANSWER: D

Explanation:

Rules and norms is correct. In COBIT 5, culture, ethics and behavior is an enabler whose purpose is to ensure that individual and organizational behaviors support the enterprise’s governance and management objectives. Enterprise communication mechanisms are important for making expected behavior understood and consistently applied. Within this context, principles and policies establish higher-level direction and expectations, while rules and norms provide the more detailed, practical guidance that people use to understand the desired organizational behavior in day-to-day situations.

Rules translate the enterprise’s expectations into clear behavioral boundaries, and norms reinforce the shared, accepted ways of acting within the organization. They help embed the intended culture by making behavioral expectations concrete, communicable and repeatable across teams, processes and decision-making levels. This supports the COBIT objective of aligning behavior with enterprise values, ethical expectations, risk awareness and control requirements. COBIT 5 describes communication and enforcement of desired behavior as a key aspect of managing the culture, ethics and behavior enabler. See ISACA’s COBIT resources and the ISACA glossary for COBIT governance terminology and supporting resources.

QUESTION NO: 7

Which aspect relates to the COBIT 5 principle 'Meeting Stakeholder Needs?

A. Aligns with the latest views on Governance

B. Translates stakeholder requirements into strategy

C. Provides a simple architecture

D. Defines relationship between Governance and Management

ANSWER: B

Explanation:

"Translates stakeholder requirements into strategy" is correct because meeting stakeholder needs is COBIT 5's first governance principle. It requires the enterprise to identify the needs of stakeholders and translate them into actionable enterprise goals. COBIT's goals cascade then converts enterprise goals into IT-related goals and, ultimately, into enabling objectives and practices. This creates a traceable connection between what stakeholders expect—such as benefits realisation, risk optimisation and resource optimisation—and the strategy, objectives and activities used to govern and manage enterprise information and technology. The principle ensures that IT-related decisions are not made in isolation; they are directed by enterprise priorities and balanced stakeholder expectations. In COBIT 5, stakeholder needs are evaluated in the context of enterprise goals, influenced by the enterprise's purpose, risk appetite and external requirements. The resulting goals cascade provides the structured mechanism for turning those requirements into strategic direction and measurable objectives across the organisation. ISACA describes this principle and the goals-cascade concept in its COBIT guidance: ISACA COBIT resources and COBIT 5 resources.

QUESTION NO: 8

Which item describes a key component of a Governance System?

A. Setting the Governance Framework

B. Identifying responsibilities for governance

C. Ensuring compliance with regulations

D. Optimization of IT assets, resources and capabilities

ANSWER: A

Explanation:

Setting the Governance Framework is correct because COBIT 5 treats principles, policies and frameworks as a governance and management enabler. This component provides the practical structure through which enterprise governance is established, communicated and applied. It translates the enterprise's governance approach into clear guidance that directs decision making and behavior consistently across the organization. A governance framework also establishes the basis for integrating governance with management, ensuring that enterprise objectives, stakeholder needs, risk considerations and performance expectations are addressed in a coherent way. In COBIT 5, the governance system is not merely an IT control mechanism; it is an enterprise-wide arrangement of interconnected enablers that supports the creation of value by balancing benefits realization, risk optimization and resource optimization. The framework-setting element is foundational because it defines how those enablers are organized and used to achieve governance objectives. ISACA's COBIT resources describe COBIT as a framework for the governance and management of enterprise information and technology and provide the associated guidance and publications. See the ISACA COBIT resource page and the ISACA COBIT 5 resource page.

QUESTION NO: 9

Which of the following could be used to map documentation for governance and management practices?

A. Process activities with detailed procedures

B. Policies and standards used within the enterprise

C. Relevant inputs and outputs with source and destination

ANSWER: A

Explanation:

Process activities with detailed procedures is correct because COBIT 5 structures its process guidance in a hierarchy that moves from governance or management practices to more detailed activities. Practices describe the principal actions needed to achieve a process purpose, while activities provide a more granular set of actions for putting each practice into operation. COBIT 5 explicitly positions these activity descriptions as a useful basis for mapping or aligning an enterprise's detailed procedures to the relevant governance and management practices. This allows an organization to retain procedures that are appropriate to its own operating environment while demonstrating how they support the COBIT process model. The mapping is not intended to require a one-to-one adoption of every activity; enterprises should tailor the activity detail to their size, risk profile, regulatory obligations, technology environment and organizational structure. In practice, this supports traceability from a detailed operational procedure through its associated activity and management practice to the relevant COBIT process objectives and enterprise goals. ISACA's COBIT resources are available at ISACA COBIT resources, and the COBIT 5 framework overview is available at ISACA COBIT 5.

QUESTION NO: 10

Which item is considered a good practice for inclusion within a policy framework?

A. Statements of actions

B. Skill categories

C. Compliance requirements

D. Defined goals

ANSWER: C

Explanation:

Compliance requirements are a good practice for inclusion within a policy framework because policies must establish the obligation to follow the organization's governance direction and make clear how adherence will be assessed. In COBIT 5, policies translate governing principles and management direction into practical, consistent guidance. A usable policy framework therefore needs mechanisms that promote accountability, monitoring, and enforcement, including requirements to comply with the policy and the consequences or escalation path when compliance is not achieved.

Including compliance requirements helps ensure that policies are more than statements of intent: they become controllable governance instruments. They support consistent application across the enterprise, provide a basis for assurance activities, and enable management to determine whether expected practices are being followed. This is aligned with COBIT's emphasis on governance-system components working together to ensure stakeholder needs are addressed through oversight, evaluation, and conformance. ISACA's COBIT resources describe how the framework supports governance and management of enterprise information and technology: ISACA COBIT resources. Additional ISACA guidance on policy and governance topics is available through its ISACA Journal.

QUESTION NO: 11

Which management domain is primarily responsible for translating enterprise strategy into an IT-related strategy, plans and enterprise architecture?

A. Evaluate, Direct and Monitor (EDM)

B. Align, Plan and Organize (APO)

C. Build, Acquire and Implement (BAI)

D. Deliver, Service and Support (DSS)

ANSWER: B

Explanation:

Align, Plan and Organize (APO) is correct. The APO domain covers management activities that establish and maintain the management framework, strategy, architecture, innovation approach, portfolio, budget, human resources, relationships, risk and security arrangements needed to support enterprise objectives.

The other domains focus on building and implementing solutions, delivering and supporting services, or monitoring and assessing performance and conformance. See ISACA COBIT resources.

QUESTION NO: 12

What item is generated by Business processes as the first stage of the Information Cycle?

A. Information

B. Value

C. Knowledge

D. Data

ANSWER: D

Explanation:

Data is generated by business processes at the first stage of the information cycle. A business activity, transaction, event, observation, or control execution creates raw facts: for example, an order entry, a timestamp, a customer identifier, an inventory count, or a recorded approval. These facts are data before they have been contextualized, organized, analyzed, or interpreted for a particular purpose.

In the COBIT view of information, data is the essential input that is subsequently processed and structured to produce information useful to stakeholders. Information can then be applied with experience, understanding, and context to support knowledge and decision-making. This sequence is important for enterprise governance because the quality, integrity, availability, and protection of data at its origin affect the usefulness and reliability of all later information products. Controls over data capture, validation, ownership, and retention therefore support effective business processes as well as sound governance and management of enterprise information and technology.

COBIT's governance and management guidance is available from ISACA COBIT resources. ISACA also provides an overview of the framework at COBIT.

QUESTION NO: 13

What is the purpose of the COBIT self-assessment guide?

A. To provide a description of the life cycle for governance and management of enterprise IT.

B. To provide in detail how to undertake a process assessment.

C. To provide a less rigorous approach for process assessment.

D. To combine COBГГ 5 process with IS0 15504 for a robust assessment approach.

ANSWER: C

Explanation:

The purpose of the COBIT self-assessment guide is **to provide a less rigorous approach for process assessment.** It enables enterprises to perform an internal, pragmatic assessment of the capability of their COBIT processes without necessarily undertaking the more formal, independent assessment approach associated with a fully compliant process assessment. The guide supplies structured assessment materials, including questionnaires and rating guidance, so that process owners and other knowledgeable personnel can identify current capability, recognize improvement opportunities, and prioritize actions.

This approach is particularly useful when an organization needs a baseline view of process performance or wants to support continual improvement with an assessment that is proportionate to its available time, skills, and resources. It remains aligned with COBIT's process-capability concepts and draws on the principles of process assessment, allowing results to be understood in the context of governance and management objectives. The self-assessment guide therefore supports management's practical use of COBIT as an improvement framework. ISACA describes COBIT as a framework for governing and managing enterprise information and technology; its current COBIT resources are available at ISACA COBIT Resources. Further context on the process-assessment standard family that informed COBIT 5 capability assessment is available from ISO/IEC 15504.

QUESTION NO: 14

The alignment goal titled "Knowledge, expertise and initiatives for business innovation" is aligned to which IT balanced scorecard (BSC) dimension?

A. Customer

B. Learning and Growth

C. Internal

ANSWER: B

Explanation:

"Learning and Growth" is the correct IT balanced scorecard dimension because the alignment goal "Knowledge, expertise and initiatives for business innovation" concerns the people, capabilities, skills, knowledge assets and culture that enable IT to support innovation. In COBIT 5's goals cascade, alignment goals translate enterprise expectations into IT-related outcomes. This particular outcome is not primarily about immediate financial performance or service-user perception; it focuses on developing and sustaining the organisational capability needed to identify, create and exploit innovative business opportunities.

The IT BSC Learning and Growth dimension addresses the foundational enablers of future performance, including workforce competence, awareness, expertise, knowledge management and an innovation-oriented environment. Knowledge and expertise give personnel the capacity to apply technology effectively, while initiatives for business innovation demonstrate that this capability is being directed toward new or improved business value. Therefore, COBIT's mapping places this alignment goal under Learning and Growth. This relationship helps governance and management teams select measures related to skills, training, knowledge availability and innovation capability when monitoring achievement of the goal. See ISACA's COBIT resources and the COBIT 5 framework reference at COBIT 5: A Business Framework for the Governance and Management of Enterprise IT.

QUESTION NO: 15

Which is one of the five Governance processes in the Process Reference Model?

A. Manage Configuration

B. Manage Security services

C. Ensure Risk Optimization

D. Manage Suppliers

ANSWER: C

Explanation:

Ensure Risk Optimization is one of COBIT 5's five governance processes within the Evaluate, Direct and Monitor domain. Its process identifier is EDM03. Governance processes are performed by the governing body and focus on evaluating stakeholder needs and enterprise conditions, directing priorities and policies, and monitoring performance, conformance, and progress toward enterprise objectives. Specifically, EDM03 requires the governing body to ensure that IT-related risk is

identified, assessed, managed, and kept within the enterprise's risk appetite and tolerance. This provides reasonable assurance that the use of information and technology supports value creation without exposing the enterprise to unacceptable risk. The process also directs management to establish risk-management practices and monitors whether risk management is effective, transparent, and aligned with enterprise risk governance. COBIT 5 identifies the complete governance domain as EDM01 Ensure Governance Framework Setting and Maintenance, EDM02 Ensure Benefits Delivery, EDM03 Ensure Risk Optimization, EDM04 Ensure Resource Optimization, and EDM05 Ensure Stakeholder Transparency. This placement makes Ensure Risk Optimization the correct governance-process name in the COBIT 5 Process Reference Model. See ISACA's COBIT resources and the COBIT 5 framework publication.

QUESTION NO: 16

Which COBIT 5 governance process focuses on ensuring that enterprise benefits are delivered from IT-enabled investments and services?

A. EDM02 Ensure Benefits Delivery

B. EDM03 Ensure Risk Optimisation

C. APO05 Manage Portfolio

D. BAI01 Manage Programmes and Projects

ANSWER: A

Explanation:

EDM02 Ensure Benefits Delivery is correct. This process requires the governing body to evaluate whether the enterprise is obtaining optimal value from IT-enabled investments, direct management to implement benefit-realization practices, and monitor whether expected benefits are achieved. It addresses value delivery throughout the economic life cycle rather than only at the time an investment is approved.

Benefits delivery is one of COBIT 5's core governance objectives, together with risk optimization and resource optimization. EDM02 provides the governance-level oversight for benefits, while management processes undertake the planning, execution and operational work necessary to realize them. See ISACA COBIT resources.

QUESTION NO: 17

When can a process be rated as 'Largely achieved' for a particular attribute of that process?

A. There is some evidence of some achievement of the attribute for that process.

B. There are no significant weaknesses related to the attribute of that process.

C. There is evidence of a systematic approach to, and significant achievement of, the attribute for that process, although some weaknesses may exist.

D. When all the process attributes of the five capability levels, rate an average score of process capability Level 2.

ANSWER: C

Explanation:

A process attribute is rated as "Largely achieved" when the assessment provides evidence both of a systematic approach to the attribute and of significant achievement of that attribute's purpose. This rating corresponds to an achievement range greater than 50% through 85% in the COBIT 5 Process Assessment Model, which is based on the ISO/IEC 15504 assessment scale. The key concept is that the attribute is being applied in an organised and repeatable manner, rather than occurring only occasionally or informally, and that the expected outcomes are substantially present. A "Largely achieved" rating can still permit some weaknesses or incomplete elements; it does not require the attribute to be fully achieved. Assessors should base the rating on objective evidence from process work products, practices, records and observed outcomes. The rating is important because COBIT's capability assessment rules use attribute ratings to determine whether a

process capability level has been attained. See ISACA's COBIT resource centre and the ISO/IEC 330xx process-assessment standards overview.

QUESTION NO: 18

Which practice would be LEAST likely to drive desired behavior in an enterprise?

A. Communication of desired behaviors

B. Awareness of desired behaviors

C. HR Principles & Policies

D. Incentives and rewards

ANSWER: C

Explanation:

HR Principles & Policies is the practice least likely to drive desired behavior directly. In COBIT 5, culture, ethics and behavior are governance-system enablers that must translate enterprise values into observable conduct. The most immediate behavioral mechanisms are those that make expectations visible and understood, then reinforce them through recognition and consequences. HR principles and policies provide an important organizational foundation: they can establish consistent expectations for recruitment, performance management, disciplinary action and workforce administration. However, principles and policies alone are relatively indirect controls. Their effect depends on being incorporated into day-to-day management practices, communicated clearly, understood by personnel and applied consistently. Consequently, they are less likely than direct behavioral interventions to independently cause the desired conduct. COBIT emphasizes that governance and management practices need to account for people-related and cultural factors so that enterprise objectives are supported in practice, not merely documented. See ISACA's COBIT resource centre and the COBIT 5 publication catalogue for the framework's treatment of culture, ethics, behavior and governance enablers.