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QUESTION 1
An enterprise has decided to utilize a cloud vendor for the first time to provide email as a service, eliminating in-house email capabilities. Which of the following IT strategic actions should be triggered by this decision?

A. Develop a data protection awareness education training program.
B. Monitor outgoing email traffic for malware.
C. Implement a data classification and storage management tool.
D. Update and communicate data storage and transmission policies.

Answer: D
Explanation:
Data storage and transmission policies are documents that define the rules and guidelines for how data is stored, accessed, shared, and transmitted within and outside an organization. Data storage and transmission policies can help to ensure the security, privacy, compliance, and quality of the data, as well as to prevent data loss, leakage, or breach.

If an enterprise has decided to utilize a cloud vendor for the first time to provide email as a service, eliminating in-house email capabilities, one of the IT strategic actions that should be triggered by this decision is to update and communicate data storage and transmission policies. This is because using a cloud vendor for email as a service may introduce new risks and challenges for data storage and transmission, such as data sovereignty, data ownership, data encryption, data backup, data retention, data deletion, data access control, data audit, data breach notification, etc. Therefore, it is important to update the data storage and transmission policies to reflect the changes in the email environment and the cloud vendor's responsibilities and obligations. It is also important to communicate the updated policies to all relevant stakeholders, such as employees, customers, partners, regulators, etc., to ensure their awareness and compliance.

QUESTION 2
Which of the following components of a policy BEST enables the governance of enterprise IT?

A. Disciplinary actions
B. Regulatory requirements
C. Roles and responsibilities
D. Terms and definitions

Answer: C
Explanation:
A policy is a document that defines the rules and guidelines for how an organization conducts its activities and operations. A policy can help to ensure the compliance, consistency, and quality of the organization's performance and outcomes. A policy typically consists of several components, such as purpose, scope, terms and definitions, roles and responsibilities, procedures, compliance, and review.

From a governance perspective, one of the most important components of a policy is roles and responsibilities, because it clarifies who is accountable and responsible for implementing, enforcing, monitoring, and improving the policy. Roles and responsibilities can help to establish the authority, accountability, and communication among different stakeholders involved in the policy, such as the board of directors, senior management, business units, IT staff, customers, regulators, etc. Roles and responsibilities can also help to avoid confusion, duplication, or conflict of work among the stakeholders.

The governance of enterprise IT (GEIT) is the system by which the current and future use of IT is

directed and controlled by an organization. GEIT aims to ensure that IT supports the organization's strategy and objectives, delivers value and benefits, manages risks and resources, and measures performance and outcomes. GEIT requires a clear definition of roles and responsibilities for the IT governance policies, processes, structures, and relationships. Some of the common roles and responsibilities involved in GEIT are:

The board of directors: provides strategic direction, oversight, and approval for IT governance

The senior management: provides leadership, support, and guidance for IT governance

The business units: provide input, feedback, and collaboration for IT governance

The IT function: provides execution, delivery, and improvement for IT governance

The audit function: provides assurance, evaluation, and recommendation for IT governance

The external stakeholders: provide requirements, expectations, and compliance for IT governance

QUESTION 3
An enterprise has made the strategic decision to reduce operating costs for the next year and is taking advantage of cost reductions offered by an external cloud service provider. Which of the following should be the IT steering committee's PRIMARY concern?

A. Revising the business $ balanced store card
B. Updating the business risk profile
C. Changing the IT steering committee charter
D. Calculating the cost of the current solution

Answer: B
Explanation:
A business risk profile is a document that identifies and evaluates the potential risks that can affect the performance, objectives, and strategy of an organization. A business risk profile can help to prioritize and mitigate the risks, as well as to align the risk management activities with the business goals and needs.

If an enterprise has made the strategic decision to reduce operating costs for the next year and is taking advantage of cost reductions offered by an external cloud service provider, the IT steering committee's primary concern should be updating the business risk profile. This is because using an external cloud service provider may introduce new or increased risks for the enterprise, such as security, privacy, compliance, availability, performance, or vendor lock-in risks. Updating the business risk profile can help the IT steering committee to assess the impact and likelihood of these risks, to evaluate the effectiveness and adequacy of the existing controls and safeguards, to identify and implement any additional measures or actions to address the gaps or issues, and to monitor and report the risk status and outcomes.

QUESTION 4
An IT investment review board wants to ensure that IT will be able to support business initiatives. Each initiative is comprised of several interrelated IT projects. Which of the following would help ensure that the initiatives meet their goals?

A. Review of project management methodology
B. Review of the business case for each initiative

C. Establishment of portfolio management
D. Verification of initiatives against the architecture

Answer: C
Explanation:
Portfolio management is the process of selecting, prioritizing, and managing a collection of projects, programs, and initiatives that align with the strategic goals and objectives of an organization. Portfolio management can help to ensure that the IT initiatives meet their goals, by providing a holistic and integrated view of the IT investments, resources, and outcomes. Portfolio management can also help to optimize the value and benefits of the IT initiatives, by balancing the risks, costs, and dependencies among them. Portfolio management can also help to monitor and control the performance and progress of the IT initiatives, by using metrics, indicators, and reports.

QUESTION 5
It has been discovered that multiple business units across an enterprise are using duplicate IT applications and services to fulfill their individual needs. Which of the following would be MOST helpful to address this concern?

A. Enterprise architecture (EA)
B. Enterprise risk framework
C. IT service management
D. IT project roadmap

Answer: A
Explanation:
Enterprise architecture (EA) is a discipline that defines and organizes the components, relationships, principles, and standards of an organization's IT environment. EA can help to align IT with business strategy and objectives, optimize IT performance and value, and manage IT complexity and change.

One of the benefits of EA is that it can help to address the concern of duplicate IT applications and services across an enterprise. EA can help to identify and eliminate the redundancies, inconsistencies, and inefficiencies in the IT landscape, by providing a holistic and integrated view of the current and future state of IT. EA can also help to rationalize and consolidate the IT applications and services, by establishing a common framework, taxonomy, and governance for IT decision making. EA can also help to improve the integration and interoperability of IT applications and services, by defining the interfaces, protocols, and standards for data exchange.

QUESTION 6
Results of an enterprise's customer survey indicate customers prefer using mobile applications. However, this same survey shows the enterprise's mobile applications are considered inferior compared to legacy browser-based applications. Which of the following should be the FIRST step in creating an effective long-term mobile application strategy?

A. Establish service level agreements (SLAs) with the development team.
B. Identify key risks and mitigation strategies for mobile applications.
C. Implement key performance indicators (KPIs) that include application quality.
D. Identify business requirements concerning mobile applications.

Answer: D
Explanation:

The first step in creating an effective long-term mobile application strategy is to identify the business requirements concerning mobile applications. Business requirements are the needs, expectations, and objectives of the business stakeholders and customers for a product or service. Business requirements can help to define the scope, purpose, value, and quality of the mobile applications, as well as to align them with the business strategy and goals.

By identifying the business requirements concerning mobile applications, the enterprise can understand what the customers want and need from the mobile applications, what problems or pain points they are facing with the current applications, what features or functions they are looking for or missing, what benefits or outcomes they are expecting or measuring, and what preferences or feedback they have for improving the mobile applications.

Identifying the business requirements concerning mobile applications can also help the enterprise to prioritize and plan the development, testing, and deployment of the mobile applications, by using criteria such as feasibility, suitability, scalability, security, compliance, etc. Identifying the business requirements concerning mobile applications can also help the enterprise to monitor and evaluate the performance and satisfaction of the mobile applications, by using metrics, indicators, and reports.

Therefore, identifying the business requirements concerning mobile applications is the first step in creating an effective long-term mobile application strategy. This can help the enterprise to deliver mobile applications that meet or exceed the customer expectations and requirements, and that are superior to the legacy browser-based applications.

QUESTION 7
Which of the following is the GREATEST impact to an enterprise that has ineffective information architecture?

A. Poor desktop service delivery
B. Data retention
C. Redundant systems
D. Poor business decisions

Answer: D
Explanation:
Information architecture (IA) is the practice of structuring and presenting the parts of something -- whether that's a website, mobile app, blog post, book, or brick-and-mortar store -- to users so that it's easy to understand. IA can help users find information and complete tasks.

An enterprise that has ineffective information architecture may suffer from poor business decisions, because it may not be able to access, analyze, or use the data and information that are relevant, accurate, consistent, and timely for decision making. Poor business decisions can lead to negative consequences, such as losing customers, market share, revenue, or competitive advantage, or facing legal, financial, reputational, or operational risks.

QUESTION 8
Of the following, who should be responsible for ensuring the regular review of quality management performance against defined quality metrics?

A. Process owners
B. Risk management team
C. Internal auditors
D. Executive management

Answer: A
Explanation:
Process owners are responsible for ensuring the regular review of quality management performance against defined quality metrics, as they are accountable for the design, implementation and improvement of the processes they own. Risk management team, internal auditors and executive management have other roles and responsibilities in relation to quality management, such as providing assurance, oversight and direction.

QUESTION 9
An enterprise experiencing issues with data protection and least privilege is implementing enterprise-wide data encryption in response. Which of the following is the BEST approach to ensure all business units work toward remediating these issues?

A. Develop key performance indicators (KPIs) to measure enterprise adoption.
B. Integrate data encryption requirements into existing and planned projects.
C. Assign owners for data governance initiatives.
D. Mandate the creation of a data governance framework.

Answer: D
Explanation:
A data governance framework is a set of policies, standards, roles, and processes that define how data is collected, stored, accessed, and used within an enterprise. A data governance framework can help address data protection and least privilege issues by establishing clear rules and responsibilities for data owners, custodians, and users. A data governance framework can also enable data encryption as a key control to protect sensitive data from unauthorized access or disclosure. Therefore, mandating the creation of a data governance framework is the best approach to ensure all business units work toward remediating these issues.

QUESTION 10
Which of the following is the MOST effective way of assessing enterprise risk?

A. Business impact analysis (BIA)
B. Business vulnerability assessment
C. Likelihood of threat analysis
D. Operational risk assessment

Answer: D
Explanation:
An operational risk assessment is the most effective way of assessing enterprise risk, as it evaluates the potential losses and impacts that may arise from inadequate or failed internal processes, people, systems, or external events. An operational risk assessment also helps to identify and prioritize the key risk indicators (KRIs), risk scenarios, and mitigation strategies for the enterprise.

QUESTION 11
Following a strategic planning session, new IT objectives were announced. Which of the following is the MOST effective way for the CIO to ensure these objectives are cascaded to IT personnel?

A. Communicate the new IT objectives during a staff meeting.
B. Define individual performance measures related to the IT objectives.

C. Establish IT management's performance measures based on the IT objectives.
D. Update the IT balanced scorecard to align with the new IT objectives.

Answer: B
Explanation:
The MOST effective way for the CIO to ensure that the new IT objectives are cascaded to IT personnel is to define individual performance measures related to the IT objectives. Cascading goals is a framework to get everyone in an organization aligned with the big picture organizational goal, and to make sure they know what to do by breaking strategy into clear tasks and deliverables.

QUESTION 12
When deciding to develop a system with sensitive data, which of the following is MOST important to include in a business case?

A. A risk assessment to determine the appropriate controls
B. Updated enterprise architecture (EA)
C. Skills gap analysis
D. The additional cost of encrypting sensitive data

Answer: A
Explanation:
When deciding to develop a system with sensitive data, the MOST important thing to include in a business case is a risk assessment to determine the appropriate controls. A business case is a document that provides the rationale and justification for initiating a project or investment. It includes information such as the objectives, scope, benefits, costs, risks, assumptions, and success criteria of the proposed project or investment. A risk assessment is a process of identifying, analyzing, and evaluating the potential threats and impacts that could affect the project or investment.

QUESTION 13
Which of the following provides the BEST evidence of an IT risk-aware culture across an enterprise?

A. Business staff report identified IT risks.
B. IT risks are communicated to the business.
C. IT risk-related policies are published.
D. The IT infrastructure is resilient.

Answer: A
Explanation:
An IT risk-aware culture is one that promotes a shared understanding of risk and supports the organization's strategy, business model, operational practices, and competitive advantage. It works to strengthen the core of an organization's operations and protects customers, the brand, and the bottom line. An IT risk-aware culture also involves the participation and collaboration of all stakeholders in identifying, assessing, and managing IT risks. Therefore, the BEST evidence of an IT risk-aware culture across an enterprise is when business staff report identified IT risks. This indicates that the business staff are aware of the potential threats and impacts that IT risks can pose to the organization, and that they are willing and able to communicate and escalate them to the appropriate authorities.

QUESTION 14
An IT strategy committee wants to evaluate how well the IT department supports the business strategy. Which of the following is the BEST method for making this determination?

A. Capability maturity assessment
B. Customer survey analysis
C. IT balanced scorecard reporting
D. IT controls assurance program

Answer: C
Explanation:
The BEST method for the IT strategy committee to evaluate how well the IT department supports the business strategy is to use IT balanced scorecard reporting. An IT balanced scorecard (BSC) is a strategic management tool that translates the IT vision and mission intomeasurable objectives, indicators, targets, and initiatives across four perspectives: financial, customer, internal process, and learning and growth. An IT balanced scorecard reporting is a process of collecting, analyzing, and communicating the performance data and results of the IT department based on the IT BSC framework.

QUESTION 15
The MOST effective way to ensure that IT supports the agile needs of an enterprise is to:

A. perform process modeling.
B. outsource infrastructure management.
C. develop a robust enterprise architecture (EA).
D. implement open-source systems.

Answer: C
Explanation:
The MOST effective way to ensure that IT supports the agile needs of an enterprise is to develop a robust enterprise architecture (EA). Enterprise architecture is the practice that supports organizations to understand the complexity of their own business components so they can be changed in a consistent way. Enterprise architecture provides a framework for change, linked to both strategic direction and business value. It provides organization views to manage complexity,support continuous change, and keep the adequate level of balance between risk and innovation. Enterprise architecture is also key to support strategic decision making, to provide guidance and guardrails to IT teams that are focused on agile delivery solutions.

QUESTION 16
Which of the following provides the BEST evidence of effective IT governance?

A. Cost savings and human resource optimization
B. Business value and customer satisfaction
C. IT risk identification and mitigation
D. Comprehensive IT policies and procedures

Answer: B
Explanation:
Effective IT governance is the process of ensuring that IT supports the achievement of the organization's goals and objectives, and delivers value to its stakeholders. IT governance involves aligning the IT strategy, policies, processes, and resources with the business strategy, needs, and expectations. Therefore, the BEST evidence of effective IT governance is business

value and customer satisfaction. Business value is the measure of the benefits and outcomes that IT provides to the organization, such as increased revenue, reduced costs, improved efficiency, enhanced innovation, or competitive advantage. Customer satisfaction is the measure of the quality and performance of IT services and products, as perceived by the internal and external customers of the organization, such as employees, partners, suppliers, or end-users. By demonstrating business value and customer satisfaction, IT governance can show that IT is aligned with and supports the business goals and objectives.

QUESTION 17
A business is considering a policy to anonymize personal data in enterprise systems. Before making a decision, which of the following is MOST important for the IT steering committee to consider?

A. Business impact analysis (BIA) results
B. Regulatory requirements
C. Sustainability costs to the enterprise
D. Potential implementation barriers

Answer: B
Explanation:
The MOST important thing for the IT steering committee to consider before deciding on a policy to anonymize personal data in enterprise systems is the regulatory requirements. Anonymization is the process of protecting private or sensitive information by erasing or encrypting identifiers that connect an individual to stored data. However, different jurisdictions may have different definitions, standards, and rules for anonymization and data protection.

QUESTION 18
An enterprise is contracting with an outsourcing partner for a long-term engagement. The BEST time for the enterprise to plan for the event of contract termination is when:

A. planning for the contract as part of business continuity.
B. issues surface in the contractual relationship.
C. developing the initial contract.
D. either party decides to terminate the contract.

Answer: C
Explanation:
The BEST time for the enterprise to plan for the event of contract termination is when developing the initial contract. Contract termination is the process of ending a contractual relationship between two parties, either by mutual agreement or by exercising a right to terminate under the contract terms. Contract termination can have significant impacts and implications for both parties, such as loss of revenue, loss of service, loss of data, legal disputes, reputational damage, etc. Therefore, it is important to plan for the event of contract termination in advance, and include appropriate provisions and mechanisms in the contract to ensure a smooth and orderly exit.

QUESTION 19
The BEST way to decide how to prioritize issues identified in an IT risk and control self-assessment (CSA) is to understand the risk and:

A. impact to the enterprise.

B. criticality of IT services affected.
C. number of IT systems affected.
D. funds required for remediation.

Answer: A
Explanation:
The BEST way to decide how to prioritize issues identified in an IT risk and control self-assessment (CSA) is to understand the risk and the impact to the enterprise. A CSA is a process of identifying, analyzing, and evaluating the potential threats and impacts that could affect the IT objectives, processes, and resources of an organization. A CSA can help to determine the actions and resources needed to bridge the gaps and achieve the desired outcomes. To prioritize the issues identified in a CSA, it is important to understand the risk and the impact to the enterprise. The risk is the measure of the likelihood and severity of an adverse event occurring and its consequences on the organization. The impact is the measure of the extent and magnitude of the harm or damage that an adverse event can cause to the organization, such as financial loss, operational disruption, reputational damage, legal liability, etc. By understanding the risk and the impact to the enterprise, the issues can be prioritized based on their importance and urgency, and the most appropriate and effective solutions can be implemented.

QUESTION 20
Which of the following is MOST critical to support IT governance cultural changes within an organization?

A. Established IT monitoring and measuring
B. Regularly scheduled governance training
C. Demonstrated management commitment
D. IT governance process manuals

Answer: C
Explanation:
The MOST critical factor to support IT governance cultural changes within an organization is demonstrated management commitment. IT governance is the process of ensuring that IT supports the achievement of the organization's goals and objectives, and delivers value to its stakeholders. IT governance involves aligning the IT strategy, policies, processes, and resources with the business strategy, needs, and expectations. However, implementing and sustaining IT governance requires a significant amount of change in the organization, such as introducing new technologies, standards, roles, and responsibilities.

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