

Isaca

Exam Questions COBIT-Design-and-Implementation

ISACACOBIT Design and Implementation certificate



NEW QUESTION 1

Which of the following is BEST suited for evaluating the performance of processes?

- A. Key performance areas
- B. Aligned goals
- C. Capability levels
- D. Key goal indicators

Answer: D

Explanation:

Key goal indicators (KGIs) are best suited for evaluating the performance of processes. KGIs measure the outcome of processes and indicate whether the objectives are being met, providing a clear picture of performance.

References in COBIT 2019 Design and Implementation:

➤ COBIT 2019 Framework: Governance and Management Objectives, MEA01 (Managed Performance and Conformance Monitoring): This objective highlights the use of key goal indicators to measure and monitor the performance of governance and management processes.

➤ COBIT 2019 Implementation Guide, Chapter 5: This chapter discusses the importance of using KGIs to evaluate process performance and ensure alignment with enterprise goals.

By focusing on KGIs, enterprises can effectively monitor and evaluate the success of their processes in achieving desired outcomes, leading to continuous improvement and better alignment with business objectives.

NEW QUESTION 2

Which of the following components should be considered for inclusion when considering the threat landscape design factor?

- A. Compliance and assurance capabilities
- B. Information security focus areas
- C. Information flows including security policy
- D. Impact and probability levels

Answer: D

Explanation:

When considering the threat landscape design factor, impact and probability levels should be considered for inclusion. These levels help in assessing the potential consequences and likelihood of various threats, which is essential for effective risk management and governance.

In the COBIT 2019 framework, the threat landscape design factor involves understanding and evaluating the risks that an enterprise may face. Impact and probability levels are critical components of this evaluation as they provide a basis for prioritizing threats and developing appropriate responses.

COBIT 2019 Framework References:

➤ COBIT 2019 Design Guide, Chapter 2: Discusses the importance of understanding the threat landscape and evaluating threats based on their impact and probability.

➤ COBIT 2019 Framework: Governance and Management Objectives: Emphasizes the need for a thorough risk assessment, which includes analyzing the impact and probability of potential threats.

Including impact and probability levels in the assessment of the threat landscape ensures a comprehensive understanding of risks, enabling the enterprise to prioritize and mitigate threats effectively.

NEW QUESTION 3

Which of the following is a KEY consideration when determining the initial scope of a governance system?

- A. Compliance requirements faced by the enterprise
- B. The size of the enterprise
- C. The role of IT within the enterprise
- D. Current I&T-related issues of the enterprise

Answer: D

Explanation:

When determining the initial scope of a governance system, one of the key considerations is the current I&T-related issues of the enterprise. Understanding and addressing these issues ensures that the governance system is relevant and focused on the areas that need the most attention and improvement. This approach aligns with the practical and contextual nature of COBIT 2019, which emphasizes tailoring governance solutions to the specific needs and circumstances of the enterprise.

Detailed Explanation with References:

➤ Current I&T-Related Issues (Option D):

➤ COBIT 2019 stresses the importance of understanding the specific issues and challenges an enterprise is facing in its current I&T environment. These issues could include inefficiencies, security vulnerabilities, compliance gaps, misalignment with business objectives, or any other problems impacting the performance and value delivery of IT.

➤ Addressing these issues directly in the initial scope ensures that the governance system can provide immediate value by targeting the most critical areas. This focus helps in demonstrating early successes and building credibility for the governance initiative.

➤ According to the COBIT 2019 Implementation Guide, understanding current issues allows the organization to prioritize actions that will have the most significant impact on improving governance and management practices.

➤ Compliance Requirements (Option A):

➤ Compliance requirements are essential and need to be considered when designing a governance system, but they are part of a broader context rather than the key initial driver. They ensure that the governance system meets regulatory and legal standards but do not necessarily prioritize the most urgent internal issues.

➤ Size of the Enterprise (Option B):

➤ The size of the enterprise influences the complexity and scalability of the governance system but is not a primary consideration for the initial scope. The focus should be on specific needs and issues rather than just the size.

➤ Role of IT within the Enterprise (Option C):

➤ The strategic role of IT is crucial for determining the overall governance approach, but it is more about aligning IT with business goals rather than pinpointing specific initial issues to address. It informs the design but does not drive the immediate focus of the initial scope.

Conclusion: The correct answer is D. Current I&T-related issues of the enterprise. Focusing on these issues ensures that the governance system addresses the most pressing needs and delivers tangible improvements, which is a fundamental principle in the COBIT 2019 framework.

References:

➤ ISACA. COBIT 2019 Implementation Guide: Implementing and Optimizing an Information and Technology Governance Solution. ISACA.

➤ ISACA. COBIT 2019 Framework: Introduction and Methodology. ISACA.

NEW QUESTION 4

In which of the following phases should long-term targets be adjusted based on experience?

- A. How do we get there?
- B. Where are we now?
- C. What needs to be done?
- D. Did we get there?

Answer: D

Explanation:

In the COBIT 2019 implementation lifecycle, the phase where long-term targets should be adjusted based on experience is the evaluation phase, known as "Did we get there?". This phase involves assessing the results of the implemented governance and management practices to determine if the objectives have been met and to identify areas for improvement.

Detailed Explanation with References:

➤ How do we get there? (Option A):

➤ This phase focuses on developing and executing the plan to achieve the governance objectives. It involves identifying the steps, resources, and timeline needed to reach the desired state. While important for planning, this phase is more about action and implementation rather than evaluation and adjustment of long-term targets.

➤ Where are we now? (Option B):

➤ This phase involves assessing the current state of the governance system, identifying gaps, and understanding the baseline. It provides the foundational information needed to plan improvements but does not involve adjusting long-term targets.

➤ What needs to be done? (Option C):

➤ This phase is concerned with identifying the specific actions and initiatives required to address the gaps and achieve the governance objectives. It involves planning and prioritizing activities but not the evaluation and adjustment of long-term targets based on experience.

➤ Did we get there? (Option D):

➤ In this phase, the enterprise evaluates the outcomes of the implemented governance system against the set objectives and targets. It involves assessing whether the desired goals were achieved and analyzing the effectiveness of the governance practices. Based on this evaluation, the organization can adjust long-term targets to better align with practical experience, new insights, and evolving business needs. This phase is critical for continuous improvement and ensuring that the governance system remains relevant and effective over time.

➤ According to the COBIT 2019 Implementation Guide, this phase includes reviewing performance metrics, stakeholder feedback, and lessons learned from the implementation process. These insights are then used to refine and adjust long-term targets to improve future performance and outcomes.

Conclusion: The correct answer is D. Did we get there?. This phase involves evaluating the results of the governance implementation, learning from the experience, and making necessary adjustments to long-term targets to ensure continuous improvement and alignment with the enterprise's goals.

References:

➤ ISACA. COBIT 2019 Implementation Guide: Implementing and Optimizing an Information and Technology Governance Solution. ISACA.

➤ ISACA. COBIT 2019 Framework: Introduction and Methodology. ISACA.

NEW QUESTION 5

After a bank experienced cyber attacks that severely impacted operations and raised questions from regulators, the board mandated the newly hired CIO to implement global best practices to mitigate this risk. The CIO is using COBIT 2019 to tailor the governance system and has identified high threat landscape as a critical design factor. Which of the following should the CIO identify NEXT?

- A. Security-related processes
- B. Risk management practices
- C. IT security solutions
- D. Technology personnel

Answer: A

Explanation:

After identifying a high threat landscape as a critical design factor, the CIO should next identify security-related processes. This step ensures that the governance system includes robust processes to manage and mitigate security risks.

In a high-threat landscape, focusing on security-related processes is essential to protect the enterprise's information assets and mitigate potential risks. These processes include incident management, vulnerability management, and access control, among others.

COBIT 2019 Framework References:

COBIT 2019 Framework: Governance and Management Objectives, APO13 Managed Security: This objective

NEW QUESTION 6

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. I&T security
- B. Executive leadership team
- C. Legal office
- D. Procurement office

Answer: C

Explanation:

The function responsible for executing a contract that retains independent legal consultants to review the level of regulatory compliance of a proposed IT solution is the Legal Office. This function ensures that all legal aspects, including compliance with regulations, are thoroughly reviewed and addressed.

References in COBIT 2019 Design and Implementation:

COBIT 2019 Framework: Governance and Management Objectives, APO12 (Managed Risk): This objective highlights the role of the legal function in managing risk and compliance.

COBIT 2019 Implementation Guide, Chapter 3: This chapter underscores the responsibilities of the legal office in ensuring that IT solutions comply with regulatory requirements.

The legal office is best positioned to manage contracts with legal consultants and ensure that the proposed IT solution adheres to all necessary legal and regulatory standards.

NEW QUESTION 7

Which of the following should be the role of IT management when executing an EGIT implementation program plan?

- A. Ensure the implementation includes the full scope of activities required.
- B. Provide guidance on risk and compliance issues identified during implementation.
- C. Monitor the implementation and provide direction when necessary.
- D. Take ownership for business participation in the implementation.

Answer: C

Explanation:

The role of IT management when executing an EGIT implementation program plan should be to monitor the implementation and provide direction when necessary. This ensures that the program stays on track and aligns with the enterprise's strategic objectives.

IT management's role is to oversee the execution of the EGIT implementation program, ensuring that it adheres to the plan and meets the established objectives. This includes monitoring progress, addressing any issues that arise, and providing guidance to ensure successful implementation.

COBIT 2019 Framework References:

COBIT 2019 Implementation Guide, Chapter 7: Details the responsibilities of IT management in monitoring and directing the implementation of the EGIT program.

COBIT 2019 Design Guide, Chapter 4: Emphasizes the need for active management involvement to guide and support the implementation process.

By monitoring the implementation and providing direction, IT management ensures that the program remains aligned with business goals and can adapt to any changes or challenges encountered during execution.

NEW QUESTION 8

What group is PRIMARILY responsible for setting the overall direction for IT governance implementation?

- A. Key stakeholders
- B. Business owners
- C. IT management
- D. Enterprise executives

Answer: D

Explanation:

The group primarily responsible for setting the overall direction for IT governance implementation is the enterprise executives. Their role is crucial in aligning IT governance with the strategic goals and vision of the organization.

References in COBIT 2019 Design and Implementation:

COBIT 2019 Framework: Governance and Management Objectives, EDM01 (Ensure Governance Framework Setting and Maintenance): This objective discusses the responsibilities of enterprise executives in setting the governance framework's direction.

COBIT 2019 Implementation Guide, Chapter 3: This chapter highlights the role of senior leadership in driving the implementation of IT governance.

Enterprise executives provide the strategic direction and support necessary to ensure that IT governance aligns with the enterprise's overall mission and objectives.

NEW QUESTION 9

Which of the following stakeholders is responsible for creating or updating EGIT objectives following the completion of the first iteration of an EGIT program implementation life cycle?

- A. IT managers and IT process owners
- B. The CIO and business executives

- C. The risk and compliance function and IT audit
- D. The board of directors and the program steering committee

Answer: B

Explanation:

The stakeholders responsible for creating or updating EGIT objectives following the completion of the first iteration of an EGIT program implementation life cycle are the CIO and business executives. They have the strategic oversight and authority to set and adjust objectives based on the initial outcomes and evolving business needs.

The CIO and business executives play a critical role in ensuring that the EGIT (Enterprise Governance of Information and Technology) objectives are aligned with business strategy and goals. After the first iteration, their involvement is crucial to review progress, adjust objectives, and ensure continued alignment with enterprise priorities.

COBIT 2019 Framework References:

COBIT 2019 Implementation Guide, Chapter 7: Highlights the roles of senior management, including the CIO and business executives, in setting and updating EGIT objectives.

COBIT 2019 Design Guide, Chapter 4: Emphasizes the importance of executive involvement in governance system design and iterative improvement.

By engaging the CIO and business executives in this process, the enterprise ensures that EGIT objectives remain relevant and aligned with overall business strategy.

NEW QUESTION 10

When adapting the goals cascade of the COBIT 2019 framework, an enterprise with a growth strategy is MOST likely to select which of the following enterprise goals?

- A. Managed digital transformation programs
- B. Portfolio of competitive products and services
- C. Quality of management information
- D. Optimization of business process costs

Answer: B

Explanation:

When adapting the goals cascade of the COBIT 2019 framework, an enterprise with a growth strategy is most likely to select the enterprise goal "Portfolio of competitive products and services." This goal aligns with the enterprise's focus on growth through innovation and market competitiveness.

In COBIT 2019, the goals cascade is used to translate stakeholder needs into specific, actionable goals for IT governance and management. For an enterprise with a growth strategy, focusing on a competitive portfolio ensures that the organization is continually innovating and improving its products and services to capture market share and drive growth.

COBIT 2019 Framework References:

COBIT 2019 Framework: Introduction and Methodology, Chapter 5: Describes the goals cascade and how it aligns enterprise goals with IT-related goals and enablers.

COBIT 2019 Design Guide, Chapter 2: Discusses how to adapt the goals cascade based on the enterprise's strategic objectives, such as growth.

By selecting the goal "Portfolio of competitive products and services," the enterprise can ensure that its IT initiatives support and drive its growth strategy.

NEW QUESTION 10

Ensuring the program team knows and understands the enterprise goals is a part of which of the following implementation phases?

- A. Where are we now?
- B. Where do we want to be?
- C. How do we get there?
- D. What are the drivers?

Answer: B

Explanation:

Ensuring the program team knows and understands the enterprise goals is a part of the "Where do we want to be?" implementation phase. This phase focuses on defining the future state of the enterprise, including its strategic objectives and goals.

In the COBIT 2019 framework, the "Where do we want to be?" phase is dedicated to establishing the vision and future state objectives of the enterprise. During this phase, it is crucial for the program team to fully understand and align with the enterprise goals to ensure that the governance system supports achieving these goals effectively.

COBIT 2019 Framework References:

COBIT 2019 Implementation Guide, Chapter 4: Outlines the steps in defining the future state, including setting strategic objectives and ensuring that the program team understands the enterprise goals.

COBIT 2019 Design Guide: Emphasizes the importance of aligning the governance system with enterprise goals and objectives.

Ensuring that the program team understands the enterprise goals in this phase is essential for aligning governance practices with strategic objectives, thereby facilitating successful implementation and achievement of desired outcomes.

NEW QUESTION 13

What is the role of the board when establishing where the enterprise wants to be?

- A. Ensuring open and fair assessment of IT activities
- B. Providing expert advice and guidance where appropriate
- C. Setting priorities, time scales, and expectations
- D. Obtaining consensus on a required capability target

Answer: C

Explanation:

The role of the board when establishing where the enterprise wants to be is to set priorities, time scales, and expectations. This ensures that the strategic direction and goals are clearly defined and communicated across the organization.

References in COBIT 2019 Design and Implementation:

COBIT 2019 Framework: Governance and Management Objectives, EDM01 (Ensure Governance Framework Setting and Maintenance): This objective outlines the

board's responsibilities in setting the strategic direction, including priorities, timeframes, and expectations.

COBIT 2019 Implementation Guide, Chapter 3: This chapter emphasizes the board's role in defining the enterprise's strategic goals and ensuring that these goals are aligned with governance and management practices.

By setting clear priorities, time scales, and expectations, the board ensures that the enterprise has a focused and coherent strategy for achieving its desired future state.

NEW QUESTION 16

Which of the following is a step in the process of refining the scope of the governance system?

- A. Identify software alternatives to document the scope.
- B. Determine whether or not each design factor is applicable
- C. Select the stakeholders involved in the governance system design.
- D. Invite key stakeholders to update the scope.

Answer: B

Explanation:

In the process of refining the scope of the governance system, determining whether or not each design factor is applicable is a critical step. This step ensures that the governance system is tailored to the specific needs and context of the enterprise.

References in COBIT 2019 Design and Implementation:

COBIT 2019 Design Guide, Chapter 2: This chapter outlines the importance of assessing each design factor's applicability to ensure that the governance system is relevant and effective.

COBIT 2019 Framework: Introduction and Methodology, Chapter 4: This chapter emphasizes the need to refine the governance system's scope based on the specific design factors relevant to the enterprise.

By determining the applicability of design factors, enterprises can focus on the most pertinent aspects, ensuring a tailored and efficient governance system.

NEW QUESTION 17

Which of the following components should be considered in addition to processes, policies and procedures when designing a governance system?

- A. Information items
- B. Knowledge flows
- C. Data flows
- D. Configuration items

Answer: A

Explanation:

In COBIT 2019, information is seen as a key enabler because it underpins effective governance and management practices. Information items refer to the data and information that the organization needs to achieve its goals and support decision-making processes. This includes various types of information such as financial data, operational data, compliance reports, and performance metrics.

The COBIT 2019 Framework identifies seven components of a governance system:

Processes: Structured sets of practices and activities to achieve specific objectives and produce a set of outputs in support of achieving overall IT-related goals.

Organizational Structures: Key decision-making entities in an enterprise.

Principles, Policies, and Frameworks: Established rules and guidelines.

Information: All information produced and used by the enterprise, crucial for governance.

Culture, Ethics, and Behavior: Encompasses the values of the enterprise and its employees.

People, Skills, and Competencies: Required for successful completion of all activities and decision-making.

Services, Infrastructure, and Applications: Enabling and supporting the enterprise through its use of technology.

Information items fall under the fourth component, "Information," which is necessary for effective governance. Information items ensure that:

Decision-makers have the relevant data to make informed decisions.

There is transparency and accountability in reporting.

The organization can monitor and measure performance against strategic objectives.

Compliance with regulatory and legal requirements is maintained.

COBIT 2019 Design and Implementation Guide References:

COBIT 2019 Framework: Introduction and Methodology, Chapter 5: This chapter details the governance and management objectives and their components, highlighting the importance of information.

COBIT 2019 Design Guide, Chapter 2: This chapter provides a comprehensive overview of the components of a governance system, including information items.

COBIT 2019 Implementation Guide, Chapter 3: This chapter explains how to incorporate various governance system components, such as information items, into the tailored governance system design.

Considering information items is essential because they provide the necessary context and insights for effective governance. By ensuring that information is accurate, timely, and relevant, an organization can better align its IT governance with its overall business objectives, thereby enhancing decision-making, performance tracking, and compliance.

NEW QUESTION 22

Which of the following is an important component for an enterprise strategy archetype of cost leadership as defined by COBIT 2019?

- A. Enterprise architect
- B. Skills and competencies
- C. Support for the portfolio management role with an investment office
- D. Organizational structures

Answer: C

Explanation:

For an enterprise strategy archetype of cost leadership as defined by COBIT 2019, an important component is the support for the portfolio management role with an investment office. This ensures that investments are managed efficiently, aligning with the cost leadership strategy to maximize value while minimizing costs.

References in COBIT 2019 Design and Implementation:

COBIT 2019 Framework: Governance and Management Objectives, EDM02 (Ensure Benefits Delivery): This objective highlights the importance of managing investments effectively to achieve cost leadership.

COBIT 2019 Design Guide, Chapter 3: This chapter discusses the need for strong portfolio management and investment oversight to support cost leadership

strategies.

An investment office provides the structure and oversight necessary to ensure that resources are allocated efficiently, supporting the enterprise's goal of maintaining a competitive cost advantage.

NEW QUESTION 26

Under which circumstances should an enterprise consider the implementation of a strong compliance function as part of their governance system?

- A. When the enterprise is subject to substantially higher than average compliance regulations because it is operating in a heavily regulated industry sector
- B. Under all circumstances, because every enterprise is subject to compliance regulations
- C. When the enterprise is operating in a high-threat landscape because of its geopolitical situation
- D. When the enterprise has a strict set of policies and procedures in place

Answer: A

Explanation:

An enterprise should consider the implementation of a strong compliance function as part of their governance system when it is subject to substantially higher than average compliance regulations because it is operating in a heavily regulated industry sector.

In COBIT 2019, the need for a strong compliance function is influenced by the regulatory environment in which the enterprise operates. Enterprises in heavily regulated industries face stringent compliance requirements and significant consequences for non-compliance. Therefore, a robust compliance function is essential to ensure adherence to regulations and to mitigate compliance-related risks.

COBIT 2019 Framework References:

* COBIT 2019 Framework: Introduction and Methodology, Chapter 5: Discusses the importance of compliance requirements as a design factor in tailoring the governance system.

* COBIT 2019 Design Guide, Chapter 2: Highlights the role of compliance and assurance capabilities in highly regulated industries.

Implementing a strong compliance function in such scenarios helps the enterprise manage regulatory risks, maintain compliance, and avoid legal and financial penalties.

NEW QUESTION 28

Who is responsible for performing a stakeholder satisfaction survey and gathering feedback on lessons learned from the implementation of an EGIT program plan?

- A. IT managers and IT process owners
- B. The risk and compliance function and IT audit
- C. The CIO and the program steering committee
- D. Business executives and the I&T governance board

Answer: C

Explanation:

The CIO and the program steering committee are responsible for performing a stakeholder satisfaction survey and gathering feedback on lessons learned from the implementation of an EGIT program plan. They play a critical role in ensuring that the feedback is collected systematically and used to improve future initiatives.

References in COBIT 2019 Design and Implementation:

* COBIT 2019 Framework: Governance and Management Objectives, MEA04 (Managed Stakeholder Engagement): This objective outlines the importance of engaging stakeholders and gathering their feedback to improve governance and management practices.

* COBIT 2019 Implementation Guide, Chapter 5: This chapter highlights the role of senior leadership, including the CIO and the steering committee, in overseeing the implementation of governance programs and ensuring continuous improvement through stakeholder feedback.

By actively gathering and analyzing feedback, the CIO and the program steering committee can identify areas for improvement and ensure that the governance framework remains aligned with stakeholder needs and expectations.

NEW QUESTION 32

When adapting the COBIT framework, one of the most critical factors to consider is _____ ?

- A. Risk frameworks
- B. Implementation costs
- C. Enterprise goals
- D. Performance management

Answer: C

Explanation:

When adapting the COBIT framework, one of the most critical factors to consider is enterprise goals. These goals drive the overall strategy and priorities of the governance and management system.

Enterprise goals are a cornerstone of the COBIT goals cascade, which translates stakeholder needs into specific, actionable governance and management objectives. Understanding and aligning with enterprise goals ensures that IT initiatives support the broader business strategy and deliver value.

COBIT 2019 Framework References:

* COBIT 2019 Framework: Introduction and Methodology, Chapter 5: Describes the goals cascade and the importance of aligning governance and management objectives with enterprise goals.

* COBIT 2019 Design Guide, Chapter 2: Emphasizes the need to consider enterprise goals when designing and implementing a governance system.

By focusing on enterprise goals, the enterprise can ensure that its IT governance framework is aligned with its strategic priorities, enhancing overall performance and value delivery.

NEW QUESTION 35

When considering the compliance requirement design factor, and the design factor value is high, which of the following should be a management objective priority?

- A. Managed data (AP014)
- B. Managed relationships
- C. Managed risk
- D. Managed security (AP013)

Answer: C

Explanation:

In environments with high compliance requirements, managing risk is crucial to avoid legal penalties, financial losses, and reputational damage. The "Managed risk" objective ensures that risks related to compliance are identified, assessed, and mitigated effectively.

COBIT 2019 Framework References:

COBIT 2019 Framework: Governance and Management Objectives, APO12 Managed Risk: This objective focuses on establishing a risk management framework to identify and mitigate risks, including those related to compliance.

COBIT 2019 Design Guide, Chapter 2: Emphasizes the importance of managing risk in environments with high compliance requirements.

Prioritizing "Managed risk" ensures that the enterprise has robust processes in place to manage compliance-related risks, thereby safeguarding the organization against potential regulatory issues.

NEW QUESTION 37

Which of the following will BEST enable management to identify all additional resources required to implement planned I&T changes?

- A. Defining improvement opportunities
- B. Creating a capability maturity model
- C. Performing a SWOT analysis
- D. Conducting a gap analysis.

Answer: D

Explanation:

Conducting a gap analysis will best enable management to identify all additional resources required to implement planned I&T changes. A gap analysis helps to identify the differences between the current state and the desired future state, highlighting the necessary resources and actions needed to bridge the gaps.

A gap analysis involves assessing the current capabilities, processes, and resources and comparing them to the requirements needed to achieve the desired state. This process identifies specific gaps in resources, skills, and processes that need to be addressed to implement planned changes successfully.

COBIT 2019 Framework References:

COBIT 2019 Implementation Guide, Chapter 5: Discusses the use of gap analysis to identify the necessary resources and actions required for successful implementation.

COBIT 2019 Design Guide, Chapter 2: Highlights the importance of understanding current capabilities and identifying gaps to inform the planning and resourcing of I&T changes.

By conducting a gap analysis, management can systematically identify and address resource needs, ensuring a comprehensive approach to implementing planned changes.

NEW QUESTION 38

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