

Separating Governance from Management



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“Lots of folks confuse bad management with destiny.”

Kin Hubbard



Overview



Governance and management definitions

Key concepts

PRM overview

Governance/management interaction

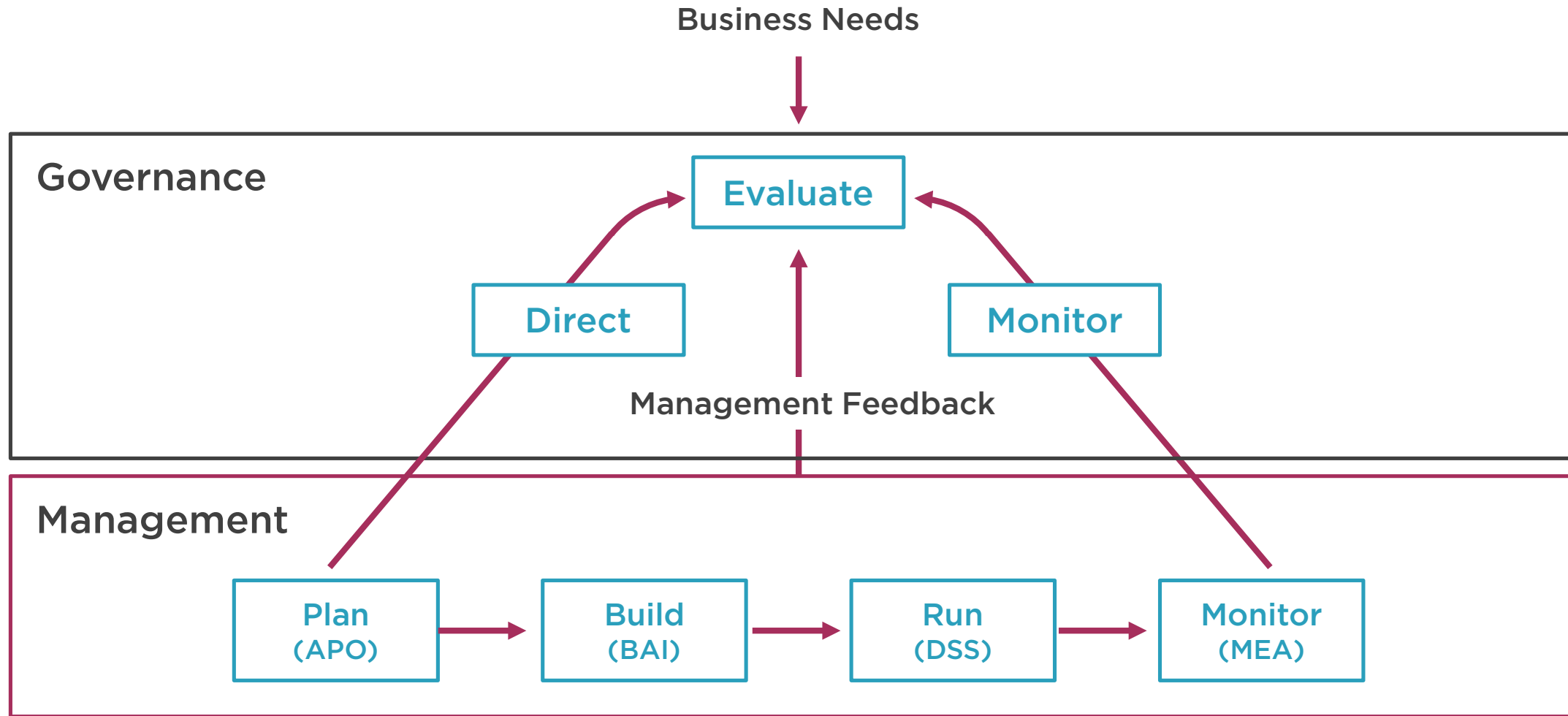
Course summary



Governance and Management Defined



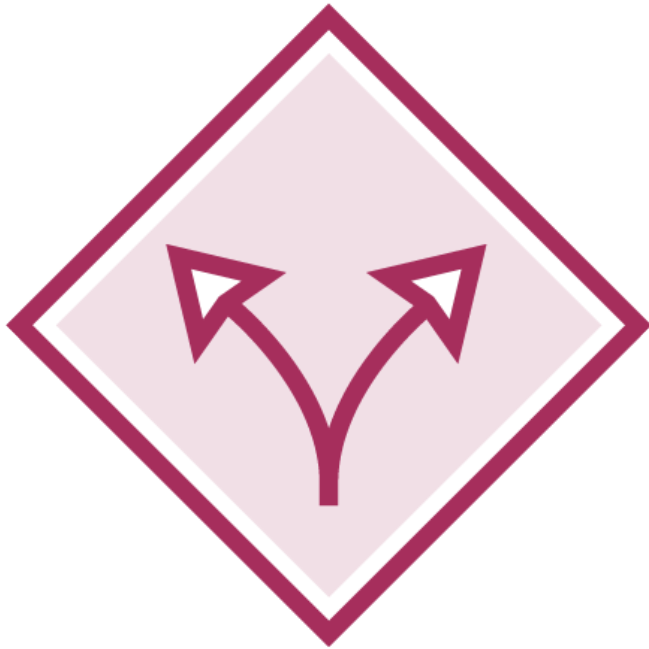
Governance vs. Management



Key Concepts



Key Concepts



Governance and management:

- Encompass different types of activities
- Require different organizational structures
- Serve different purposes
- COBIT 5: Enabling Processes differentiates the activities associated with each



Management plans, builds, runs,
and monitors activities in
alignment with the direction set
by the governance body to
achieve the enterprise objectives.



Governance Ensures That Stakeholder Needs...



Are evaluated to determine balanced, agreed-on, enterprise objectives to be achieved



Setting direction through prioritization and decision making



Monitoring performance, compliance, and progress against agreed direction and objectives (EDM)



Process Reference Model Overview



COBIT5 Domains

EDM

Evaluate, direct, and
monitor

APO

Align, plan, and
organize

BAI

Build, aquire, and
implement

DSS

Deliver, service, and
support

MEA

Monitor, evaluate, and
assess



Processes for Governance of Enterprise IT

Evaluate, Direct and Monitor

EDM01 Ensure Governance Framework Setting and Maintenance

EDM02 Ensure Benefits Delivery

EDM03 Ensure Risk Optimisation

EDM04 Ensure Resource Optimisation

EDM05 Ensure Stakeholder Transparency

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Align, Plan and Organise

AP001 Manage the IT Management Framework

AP002 Manage Strategy

AP003 Manage Enterprise Architecture

AP004 Manage Innovation

AP005 Manage Portfolio

AP006 Manage Budget and Costs

AP007 Manage Human Resources

AP008 Manage Relationships

AP009 Manage Service Agreements

AP010 Manage Suppliers

AP011 Manage Quality

AP012 Manage Risk

AP013 Manage Security

Build, Acquire and Implement

BAI01 Manage Programmes and Projects

BAI02 Manage Requirements Definition

BAI03 Manage Solutions Identification and Build

BAI04 Manage Availability and Capacity

BAI05 Manage Organisational Change Enablement

BAI06 Manage Changes

BAI07 Manage Change Acceptance and Transitioning

BAI08 Manage Knowledge

BAI09 Manage Assets

BAI010 Manage Configuration

Deliver, Service and Support

DSS01 Manage Operations

DSS02 Manage Service Requests and Incidents

DSS03 Manage Problems

DSS04 Manage Continuity

DSS05 Manage Security Services

DSS06 Manage Business Process Controls

Monitor, Evaluate and Assess

MEA01 Monitor, Evaluate and Assess Performance and Conformance

MEA02 Monitor, Evaluate and Assess the System of Internal Control

MEA03 Monitor, Evaluate and Assess Compliance With External Requirements

Processes for Management of Enterprise IT

Governance Management Interaction



Processes

Information

Organizational structures

Principles, policies, and
frameworks

Culture, ethics, and
behavior

People, skills, and
competencies

Services, infrastructure,
and applications

Governance Management Interaction



Course Summary



Summary



Meeting stakeholder needs

Covering the enterprise

Integrating governance

Establishing a holistic approach

Governance and management

