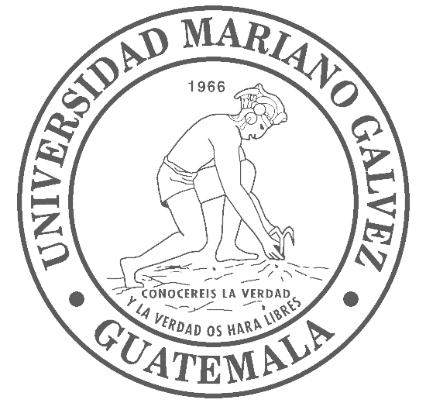
**UNIVERSIDAD MARIANO GÁLVEZ DE GUATEMALA**

**FACULTAD DE INGENIERÍA DE SISTEMAS DE INFORMACIÓN**

**MAESTRÍA EN SEGURIDAD DE SISTEMAS DE INFORMACIÓN**

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**BSC in IT**

It is known as a balanced scorecard, this is a prototype which becomes a very favorable instrument for strategic management. Its foundation and support is found in the determination of strategic objectives, indicators and strategic initiatives, thus implementing cause and effect relationships through a strategic map in four aspects; user, financial, internal procedures and learning-growth. The triumph of the implementation and execution of the Balanced Scorecard in the development and collaboration of the collaborators that make up each level and area of the organization.

At present, companies develop at a higher level of competition, because they necessarily have to innovate, grow and, above all, remain constant in order to reach efficiency and remain competitive within the market, in order to achieve the triumph of the company. in the short, medium and long term.

If you want to achieve the permanence and growth of the market, you must be very clear about where you are based and where you want to get behind it, for this reason you have to implement an administrative process within the company and despite the development and achievement of stated goals. The goals are reached to achieve the success of the company, they are essential to the implementation of the tasks and that they entail a greater amount of effort and investment of time to execute it through human resources, raw material and finance. It is recommended to implement four processes; plan, organize, direct and control.

The planning process is the main one in the administrative process, the function of this is to define what is going to be done, how it is going to be done and finally who is going to do it, later having the mission, vision, objectives, goals, not leaving aside the compensation of human, raw material and financial resources to achieve the programmed idea, providing follow-up and continuous improvement.

To achieve the execution of the planning process, it is essential to develop a strategic plan, having the knowledge that the elaboration of this demand projects the current situation with which it is counted, the one that is desired and clearly defined in this way. the strategy.

At present, in a competitive environment it is complicated, at this point it is significant to estimate that, in order to achieve success, the management of organizations and in the direction of the same, for managers, it demands to maintain a variety of indicators of different kinds, to verify that the goal was met through the strategic plan.

The BSC is a very favorable instrument for the strategic management process which allows specifying and reporting a strategy in a reasonable and clear manner. The fundamental objective of BSC according to Norton and Kaplan is to transform an organization's strategy into action and result, through an alignment of the objectives of the various scenarios; user, financial, internal procedures and learning-growth. Therefore, the BSC is understood as the development that lies in translating the mission, strategy, objectives, in order to promote organizational action in a precise and remarkable way.

Most organizations recognize that gaining competitive advantage results as much from the understanding, competency, and intangible relationships established by employees than from acquisitions of physical assets. The application of the strategy requires that the collaborators and therefore the business units that exist are aligned and associated with the Kaplan and Norton strategy.

balanced Scorecard was designed by Kaplan and Norton, to measure results starting from the financial and non-financial indicators from the vision, mission and strategy that makes this instrument a manager for the strategy.

**Balance Benefits Scorecard (BSC)**

The BSC exhibits a method which coordinates the organization's strategy with action, in accordance with what constitutes Kaplan and Norton, the main objective it seeks is to transform the organization's strategy into action and generate a result through of the alignment of the objectives of the various scenarios; user, financial, internal procedures and learning-growth. Mention will be made shortly of some of the benefits that have been observed in the organizations where they have made the decision to implement this strategy:

* Training of collaborators towards the vision of the organization.
* Improvement in the area of communication in the directions of the collaborators in the purposes and in achieving their fulfillment.
* Redefine the strategy based on the results obtained previously.
* Manage to define a better version of the vision and therefore the strategy of the action.
* Improving the ability to analyze and to execute decision-making.

**BSC in IT**

IT BSC is represented through its perspectives; as the greater the orientation to the future, the more operational excellence can be achieved. Operational excellence will allow us to achieve the satisfaction of the user and that satisfaction translate into business contribution.

Not hindering, we can find cause and effect relationships that cross some perspectives, such as research in new technologies promoted in the perspective of future orientation, which can result in new ways of thinking about the business.

BSC of IT Projects

IT Operations BSC

Business BSC

IT Strategic BSC

The BSC used as an instrument of alignment with the business

The proposed governance scheme predates IT with the business primarily through the business contribution perspective. The relationships between IT and the business can be specified through a cascade of boxes.

The IT projects and operations BSC are the union of the strategic IT BSC and this is also aligned to support the business BSC.

**Advantages of having a BSC for IT**

* Develop and assess the value added by IT to the business.
* Consider and evaluate tangible and intangible costs.
* They contemplate the responsibilities of the business and IT in the development of value.
* Understand how IT is complementing the business to achieve its objectives on schedule.

**Disadvantages to develop the IT BSC**

* Deficit of a clear definition of vision and business strategy.
* Lack of coordination with each of the departments, teams and individual objectives.
* Lack of strategies for the allocation of resources in the short and long term.

**Expectations of BSC in IT**

As mentioned above, the BSC is that line of communication that makes it possible to meet the objectives set out in the organization through the strategies of the continuity plan.

In the IT field, the balanced scorecard encompasses 4 aspects:

- Financial expectation: it directly influences to maintain or improve the economic level of the organization, this, implementing accounting strategies in its financial statements, avoiding a decline or monetary loss.

- Expectation directed to customers: These strategies should be focused on meeting the needs and satisfaction of customers in IT, fulfilling their expectations and requirements, going beyond what they are looking for in the market. Thus avoiding the loss of users interested in the IT organization.

- Expectation for the business processes: This expectation is a union of the two previous expectations, since the financial strategies and strategies directed to the market, it is sought to propose business strategies that improve or maintain both finances and customers. This is achieved by taking into account the processes already in place, making improvements and proposing new ones.

- Expectation of learning, growth and development: this expectation includes people, procedures and information systems. It is sought that in the long term an increase in the organization will be obtained. People represent the company's collaborators and must be capable and have skills to contain market competition, the procedures must also be directed to the person because when an employee satisfactorily meets their goals should be encouraged and finally the computer systems that must meet the requirements established for its successful functionality.

**What does the BSC achieve in an IT organization?**

- Analyze the strategy at the organizational level and communicate it to customers.

- Projects its objectives

- Achieve the vision as objectives are achieved.