

## 1 – Conceptual analysis

How does Governance relate with IT Governance and Management within a company's scope?

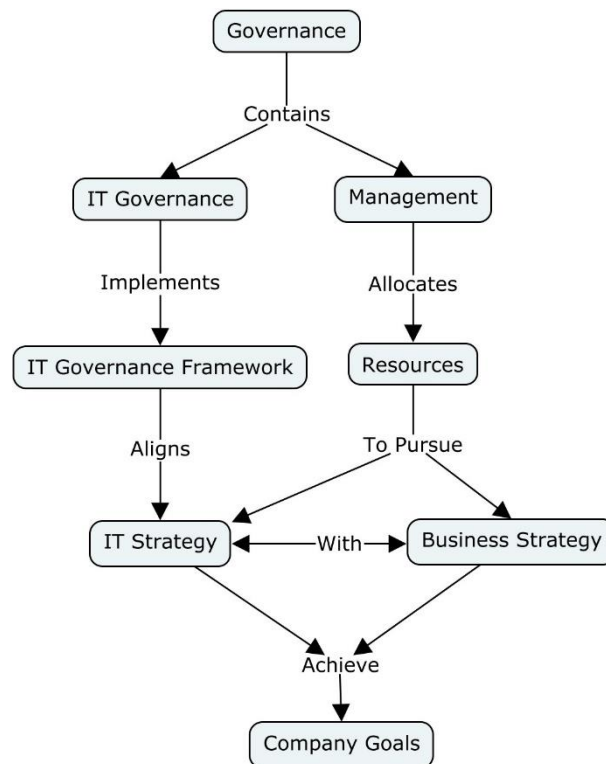


Figure 1: Relationship of governance with corporate business concepts

Concept	Definition
Governance	Direction, evaluation and auditing that outline the organization's goals and structure.
IT Governance	Formal framework that provides a structure for organizations to ensure that IT investments support business objectives.
Management	Daily decisions and administrative work related to the operations of the company.
Framework	Provider of guidelines to effectively utilize IT resources and processes within an organization
Resources	Assets such as people, equipment, funds, software and time.
IT Strategy	Plan of action to create an information technology capability for maximum, and sustainable value for an organization.
Business Strategy	Means by which an organization sets out to achieve its desired objectives through a set of guiding principles that generate a desired pattern of decision making.
Business Objectives	Result that a company aims to achieve in a certain timeframe with its available resources.

## 2 – Description of the analysis

With this concept map I plan on demonstrating how both governance and management are essential for a company to achieve its business objectives and the creating of business value through smart and efficient strategy and planning. Although many times governance and management end up being lumped together with one another, governance is related to the direction, monitoring, evaluation and audition of the business process being executed, whilst management is the execution of the business process itself through careful planning, building, running and monitoring of services and solutions. By analysing this map one will get the notion how all these concepts contribute to the big picture and observe how they are all intrinsically connected to each other in the scope of an enterprise and hopefully understand the importance of having strong IT Governance Frameworks to provide business value to the company's current and potential shareholders.

### 3 – Research

During the last 40 years Information Technologies departments became one of the most important structures in modern-day enterprises. In order to support our enterprise's goals these departments ought to have a person who is responsible for them thus helping to coordinate this core part of the company with the business model being applied.

Both Cornell University and the Office of Information and Communications Technology (OICT) possess someone with such position. As it is defined in Cornell's IT Governance Framework, the Chief Information Officer (CIO), or the Chief Information Technology Officer (CITO), as the OICT would put it, lay an important role in businesses that use technology and data because they provide a critical interface between the business needs, user needs, and the information and communication technology (ICT). As both frameworks being applied show, having a person serving this role is highly required being fundamental to any enterprise aspiring to succeed.

Like it was mentioned above IT governance is about providing a structure focused in the alignment of the strategy of the organization's IT departments with that of the organization's business strategy. Recognizing the importance of this discipline, both frameworks provide similar parties focused on its implementation. Cornell's University Framework for IT Governance proposes the use of an IT Governance Council with responsibilities in the areas of decision-making and authority over the multitude of IT aspects that might suffice when coordinating a higher education school. Similarly, the OICT proposes the Policy, Strategy and Governance Division department that similarly to Cornell's regulates the United Nations IT aspects of business regarding its organizational needs.

I would argue one of the main differences in both organizations IT governance structures is that Cornell's does not possess a dedicated cybersecurity section as is the case for the OICT in its framework. Although not being described in the document, it is not farfetched to consider that Cornell does possess in fact a cybersecurity team since it is one of the most important requirements in modern enterprises with the advent of large-scale cyber-attacks.

In the OICT framework both Enterprise Solutions Service and Programme Management are defined. Although Cornell does not define specifically in its framework a model for the its programme management and solutions service, we would assume that this would fall under the teams the CIO is responsible for. After all, the solutions service encompasses the teams responsible for the development of products and offering of services.

Although the way the documents are structured, we can observe that both organizations have similar policies defined in their framework. Quoting Cornell's IT governance policy one can observe that the polices main objective is to "meet business needs unique to that college/unit" with the creation of applications and the offering of services "that meet a business need that cannot or will not be provided by central systems." Although the OICT having a broader aspect regarding their IT governance policy these policies end up being the benefit of the organization, modernization and alignment of IT with its business orientation and practices. Quoting the OICT document, the goal is "to lead the UN through a digital journey to support the core work of the UN".

On figure 2 below it is summed up the similarities and differences in the frameworks of both documents.

#### Similarities

- Both possessing some kind of Chief Information Officer (CIO)
- Existence of a Governance Division
- Presence of an advisory, auditing and directing

#### Differences

- Inexistency of a defined cybersecurity department in Cornell's framework
- The OICT does not describe a statement of need and charter processes in its framework

Figure 2: Main similarities and differences between the OICT and Cornell University's Frameworks

### 4 – Topic for discussion

In the next class I would propose us going in depth about the importance of using the right framework and expand on the types of frameworks that ought to be applied by the IT Governance according to each situation.