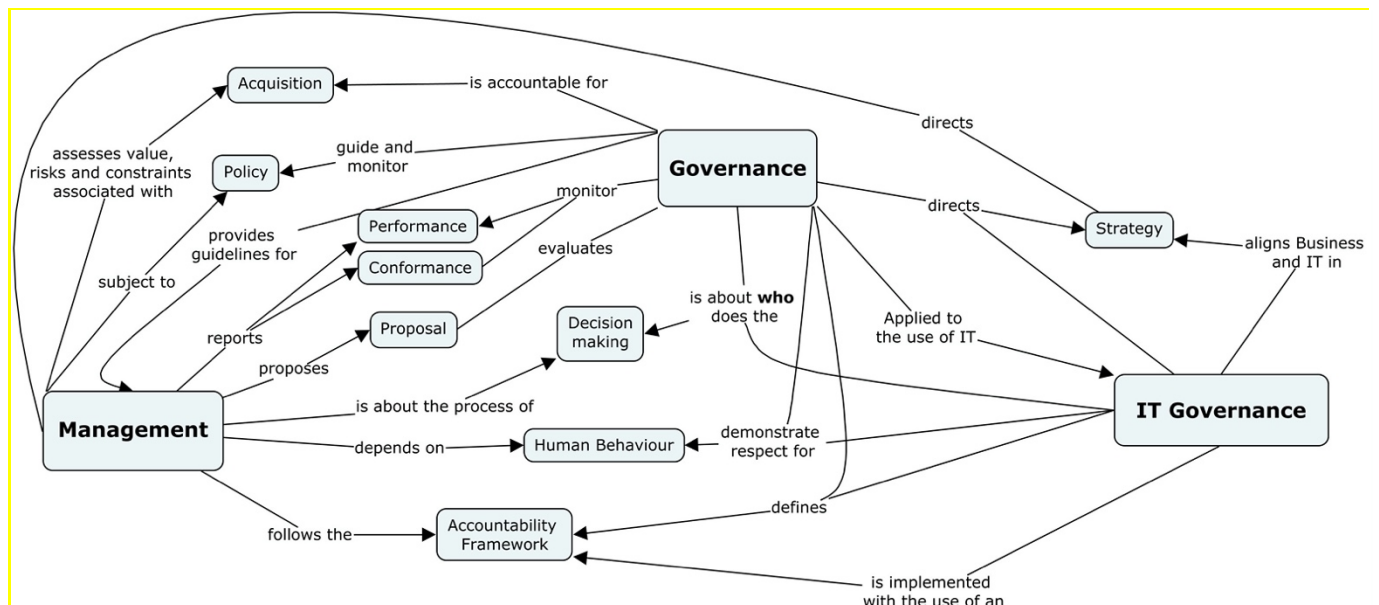## 1 – Conceptual analysis

Concept	Definition (one sentence by concept)
Governance	"Specifying the decision rights and accountability framework to encourage desirable behavior"
Management	"The system of controls and processes required to achieve the strategic objectives set by the organisation's governing body."
Policy	"Clear and measurable statements of preferred direction and behaviour to condition the decisions made within an organization."
IT Governance	"Specifying the decision rights and accountability framework to encourage desirable behavior in the use of IT."
Accountability Framework	A supporting structure around which a responsibility hierarchy can be built, where someone is able to give a satisfactory reason for what has been done.
Strategy	"An organization's overall plan of development, describing the effective use of resources in support of the organization in its future activities."
Performance	"how well some entity does their job or their duties", usually in terms of metrics.
Acquisition	"Something that is bought by a company, such as another company, a building", or other.
Proposal	"Compilation of benefits, costs, risks, opportunities, and other factors applicable to decisions to be made."
Decision Making	"The action or process of making important decisions."
Human behaviour	"The understanding of interactions among humans and other elements of a system with the intent to ensure well-being and systems performance."
Conformance	Behaviour that follows the usual standards that are expected by the defined policies.

2 – Description of the analysis

The concept map above has 3 central concepts: Governance, Management and IT Governance. Governance is connected all the other concepts. First and foremost, we can see that governance is about who does the decision making and management is about the process of decision making.

By following the links of the map and their direction we can compare both Management and Governance: Governance is accountable for acquisition. Management assesses value, risk and constraints associated with acquisition. Governance guides and monitors policies and management is subject to policies. Governance provides guidelines for management. Management reports Performance and Conformance and governance monitors them. Management makes proposals that governance evaluates. Governance demonstrates respect and is guided towards changing human behaviour and management depends on it. Furthermore, governance defines an Accountability Framework and management follows it. And governance directs strategy that directs management.

On the other hand, IT governance can be seen with the same properties that governance has, alongside with its relationships with the concepts presented. The main differences are that: IT Governance is Governance applied to the use of IT. IT Governance is responsible for aligning business and IT in terms of strategy. And to achieve such, IT Governance is Implemented with the use of an Accountability Framework (or several others). In the texts one of the most refered is COBIT, but others are may also be applied. Depending on the business domain and the opinion of the stakeholders. Not all the links between IT Governance and the other concepts are represented because they are shared with Governance.

3 – Research

The following table represents the most relevant similarities and dissimilarities of the IT Governance frameworks of the United Nations Secretariat and of the Cornell University.

Similarities	Dissimilarities
Both frameworks provide the accountable boards for IT Governance.	Cornell has an IT Governance Council unlike OICT.
Both frameworks provide the main guidelines of IT Governance policy.	United Nations Framework is more detailed in the OICT policy than Cornell University.
Both have a centralized leadership. Where they are the ones to report to. Meaning they both have a clear accountability framework.	Cornell University provide a detailed process for funding for each IT project, it also provides and expresses the corresponding accountable roles involved. It also defines the consultant entities in the process. However, the UN does not provide information expressing the process of decision and funding
	United Nations Framework expresses the OICT vision, but Cornel's Framework does not.
	Cornel's IT Governance Framework, has an Advisory Council and a steering committee instead of a Policy, Strategy and Governance Division
	Cornell has a clearer explanation of the IT governing of the data and information security

4 – Topic for discussion

I would like to discuss the possible constraints of human behaviour on the implementation of an accountability framework in real world scenarios. I would be interested in knowing what some practical problems that are suffered by managers and IT specialists in real work context.