

## 1. Cobit Goals Cascade

1. Stakeholder Drivers Influence Stakeholder Needs;
2. Stakeholder Needs Cascade to Enterprise Goals;
3. Enterprise Goals Cascade to IT-related Goals;
4. IT-related Goals Cascade to Enabler Goals.



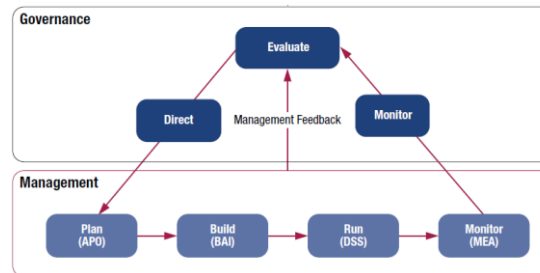
17 **Generic** and **IT-related** goals, distributed according to Balance Score Card four dimensions (Financial, Customer, Internal, Learning/Growth).

## 2. Principles of Cobit

Cobit is based on 5 key principles for governance and management of enterprise Information Technology.

- Principle 1** - Meeting Stakeholder Needs
- Principle 2** - Covering the Enterprise End-to-End
- Principle 3** - Applying a Single Integrated Framework
- Principle 4** - Enabling a Holistic Approach
- Principle 5** - Separating Governance from Management

## 3. Cobit Areas and Processes



Cobit splits the processes into **governance** and **management** “areas”. These two areas contain a total of 5 domains with 3 letter names, and a total of **37 processes** organized as follows:

### Governance of Enterprise IT

- Evaluate, Direct and Monitor (**EDM**) – 5 processes

### Management of Enterprise IT

- Align, Plan and Organise (**APO**) – 13 processes
- Build, Acquire and Implement (**BAI**) – 10 processes
- Deliver, Service and Support (**DSS**) – 6 processes
- Monitor, Evaluate and Assess (**MEA**) - 3 processes

### Evaluate, Direct & Monitor (EDM)

- EDM1 Set and Maintain the Governance Framework
- EDM2 Ensure Value Optimisation
- EDM3 Ensure Risk Optimisation
- EDM4 Ensure Resource Optimisation
- EDM5 Ensure Stakeholder Transparency

### Align, Plan & Organise (APO)

- APO1 Define the Management Framework for IT
- APO2 Manage Strategy
- APO3 Manage Enterprise Architecture
- APO4 Manage Innovation

- APO5 Manage Portfolio
- APO6 Manage Budget and Cost
- APO7 Manage Human Resources
- APO8 Manage Relationships
- APO9 Manage Service Agreements
- APO10 Manage Suppliers
- APO11 Manage Quality
- APO12 Manage Risk
- APO13 Manage Security

### Build, Acquire & Implement (BAI)

- BAI1 Manage Programmes and Projects
- BAI2 Define Requirements
- BAI3 Identify and Build Solutions
- BAI4 Manage Availability and Capacity
- BAI5 Manage Organisational Change Enablement Deliver, Service and Support
- BAI6 Manage Changes
- BAI7 Manage Change Acceptance and Transitioning
- BAI8 Manage Knowledge
- BAI9 Manage Assets
- BAI10 Manage Configuration

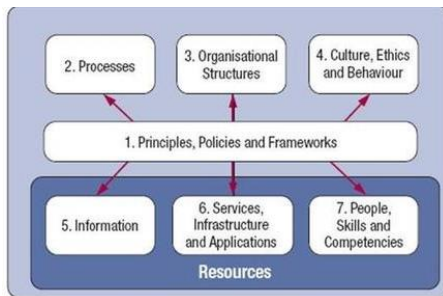
### Deliver, Service & Support (DSS)

- DSS1 Manage Operations
- DSS2 Manage Service Requests and Incidents
- DSS3 Manage Problems
- DSS6 Manage Continuity
- DSS5 Manage Security Services
- DSS6 Manage Business Process Controls

### Monitor, evaluate & Assess (MEA)

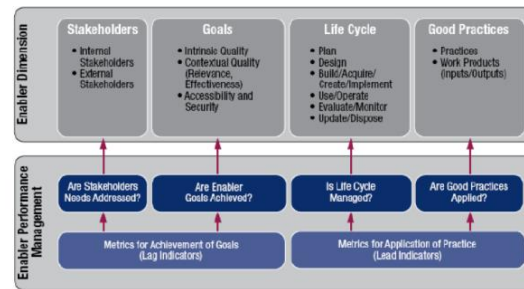
- MEA1 MEA Performance and Conformance
- MEA2 MEA the System of Internal Control
- MEA3 MEA Compliance with External Requirements

## 4. Cobit Seven Enterprise Enablers



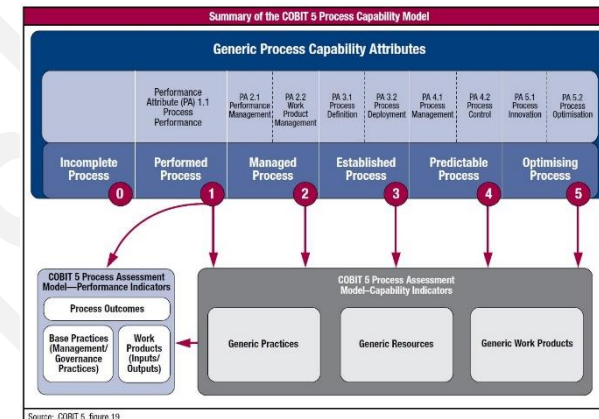
- Principles, policies and frameworks** are the vehicle to translate the desired behavior into practical guidance for day-to-day management. Internal and External Stakeholders.
- Processes** describe an organised set of practices and activities. Life cycle of a process; Governance and Management Processes.
- Organisational structures** describe RACI and roles.
- Culture, ethics and behavior of individuals** and of the enterprise are very often underestimated as a success factor in governance and management activities.
- Information** define its attributes: Physical (Carrier, Media); Empirical (User Interface); Syntactic (Language, Format); Semantic (Meaning); Type, Currency; Pragmatic (Use) Includes Retention, Status, Contingency, Novelty; and Social (Context)
- Services, infrastructure and applications.** Includes: reuse, buy-vs-build, agility, simplicity and openness. Definition of Architecture Principles, Architecture Viewpoints, and Service Levels.
- People, skills and competencies** are linked to people. Define Role Skill, Requirements, Skill Levels, Skill Categories and Skill Definitions.

## 5. Cobit Enabler dimensions



- Stakeholders**
  - Goals** (**Intrinsic quality** [results, process according best practices, information is actual and true], **contextual quality** [fit for purpose, relevant, easy to apply, effectiveness], **Access and security**)
  - Life cycle** (Plan, Design, Build/Acquire/Create/Implement, Use/Operate, Evaluate/Monitor, Update/Dispose)
  - Good practices**
- ### 6. Process Capability Model and Levels
- Capability Model is now based on ISO/IEC 15504 (SPICE).
- Level 0: Incomplete.** The process is not implemented or fails to achieve its purpose;
  - Level 1: Performed (Informed).** The process is implemented and achieves its purpose;
  - Level 2: Managed (Planned and monitored).** The process is managed and results are specified, controlled and maintained;
  - Level 3: Established (Well defined).** A standard process is defined and used throughout the organization;
  - Level 4: Predictable (Quantitatively managed).** The process is executed consistently within defined limits
  - Level 5: Optimizing (Continuous improvement).** The process is continuously improved to meet relevant current and projected business goals.

## 7. Process attributes



The capability of processes is measured using process attributes. The international standard defines nine process attributes:

- 1.1** Process Performance
- 2.1** Performance Management
- 2.2** Work Product Management
- 3.1** Process Definition
- 3.2** Process Deployment
- 4.1** Process Measurement
- 4.2** Process Control
- 5.1** Process Innovation
- 5.2** Process Optimization.

Each process attribute is assessed on a four-point (N-P-L-F) rating scale:

- Not achieved (0 - 15%)
- Partially achieved (>15% - 50%)
- Largely achieved (>50%- 85%)
- Fully achieved (>85% - 100%)