

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.



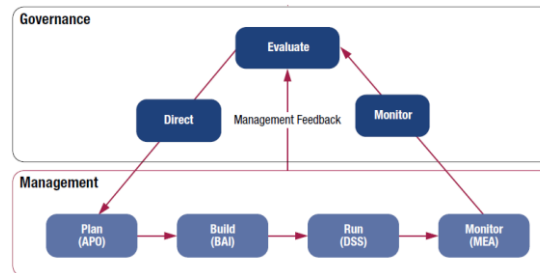
17 **Generic** and **IT-related** goals, distributed according to Balance Score Card four dimensions (Financial, Customer, Internal, Learning/Growth).

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

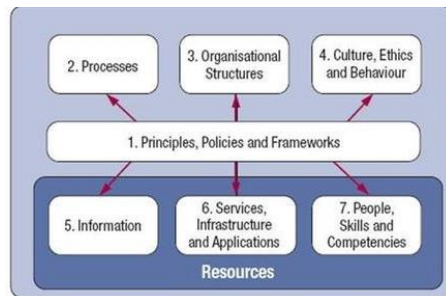
Deliver, Service & Support (DSS)

- 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)

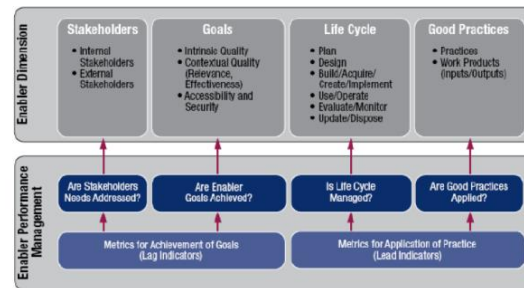
- MEA1 MEA Performance and Conformance
- MEA2 MEA the System of Internal Control
- MEA3 MEA Compliance with External Requirements

4. Cobit Seven Enterprise Enablers



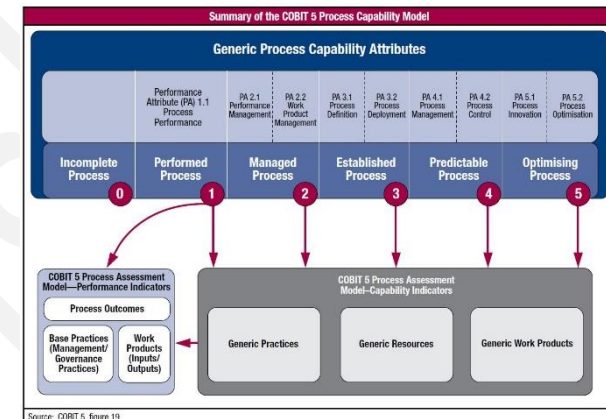
- Principles, policies and frameworks** are the vehicle to translate the desired behavior into practical guidance for day-to-day management. Internal and External Stakeholders.
- Processes** describe an organised set of practices and activities. Life cycle of a process; Governance and Management Processes.
- 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%)