

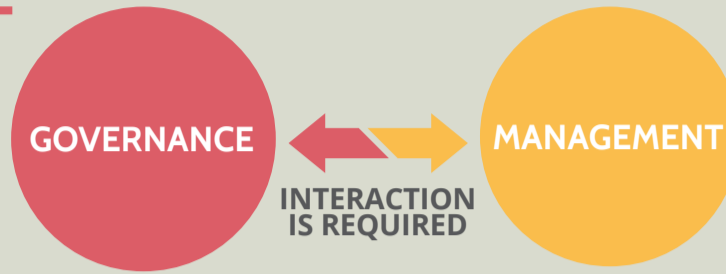
COBIT5® Poster Series #3

Can We Separate Governance From Management?

by Gregor Polančič and Boris Ovčjak

In the scope of COBIT 5 there is a clear distinction between governance and management. Although they comprise different types of activities with different responsibilities, a set of interactions is required between governance and management to result in an efficient and effective governance system. To achieve that, COBIT 5 also advocates that enterprises implement governance and management processes such that key areas are covered.

Governance ensures that stakeholder needs, conditions and options are evaluated to determine balanced agreed-on enterprise objectives to be achieved; setting direction through prioritisation and decision making; and monitoring performance and compliance against agreed-on direction and objectives



Management plans, builds, runs and monitors activities in alignment with the direction set by governance body to achieve the enterprise objectives.

ENABLER	GOVERNANCE-MANAGEMENT INTERACTION
PROCESS	There exist a distinction between governance and management processes, including specific sets of practices and activities for each. The process model also includes RACI charts, describing the responsibilities of different organisational structures and roles within the enterprise
INFORMATION	Information used for evaluating, directing and monitoring enterprise IT is exchanged between governance and management as described in the process model inputs and outputs.
ORGANISATIONAL STRUCTURES	In the scope of organisational structures the interaction takes place between the decisions taken by the governance structures and the decisions and operations implementing the former.
PRINCIPLES, POLICIES AND FRAMEWORKS	Principles, policies and frameworks are the vehicle by which governance decisions are institutionalized within the enterprise, and for that reason are an interaction between governance decisions and management.
CULTURE, ETHICS AND BEHAVIOUR	Behaviour is a key enabler of good governance and management of the enterprise
PEOPLE, SKILLS AND COMPETENCIES	Governance and management activities require different skill sets, but an essential skill for both governance body members and management is to understand both tasks and how they are different.
SERVICES, INFRASTRUCTURE AND APPLICATIONS	Services are required, supported by applications and infrastructure to provide the governance body with adequate information and to support governance activities of evaluating, setting direction and monitoring.

PROCESS REFERENCE MODEL WITHIN GOVERNANCE AND MANAGEMENT KEY AREAS

