



**FACULTY OF MANAGEMENT
FINAL EXAMINATION JUNE 2014**

DEPARTMENT OF BUSINESS MANAGEMENT

<u>MODULE</u>	:	IT GOVERNANCE
<u>CODE</u>	:	BMI9X03 FINAL EXAM
<u>DATE</u>	:	2 JUNE 2014 FINAL EXAMINATION
<u>DURATION</u>	:	3 HOURS
<u>TIME</u>	:	08:30 – 11:30
<u>TOTAL MARKS</u>	:	100

<u>EXAMINER(S)</u>	:	PROF B VON SOLMS
<u>(EXTERNAL) MODERATOR:</u>		PROF S FLOWERDAY (UFH) PROF R VON SOLMS (NMMU)
<u>NUMBER OF PAGES</u>	:	FIVE PAGES

1. This examination is 'open book' and the student can bring along and use any material chosen.
2. Answer any 4 questions. All questions count 25 marks.
3. Marks will be assigned for the presentation, structure, readability etc. of your answer. All your answers must be well structured, logical and easy to read and understand.

Question 1

The paper 'Business-IT alignment is dead ... whatever it was', by Joe McKendrick, makes the following statement :

"How do we achieve 'business-IT alignment'? Perhaps it's time to put this tired argument to rest.

IT folks not only 'get' the business, they are the business'. The business of IT is business. None of you are in IT; all of you are in business.' "

Critically evaluated this statement as far as the concept of 'Business-IT alignment' is concerned'

[25]

Question 2

The Figure below (from Cobit 5's 'A Business Framework for the Governance and Management of Enterprise IT'), provides a mapping from 17 Enterprise Goals to 17 IT Goals.

Critically discuss how this mapping can be used in implementing IT Governance in a company.

[25]

Figure 22—Mapping COBIT 5 Enterprise Goals to IT-related Goals

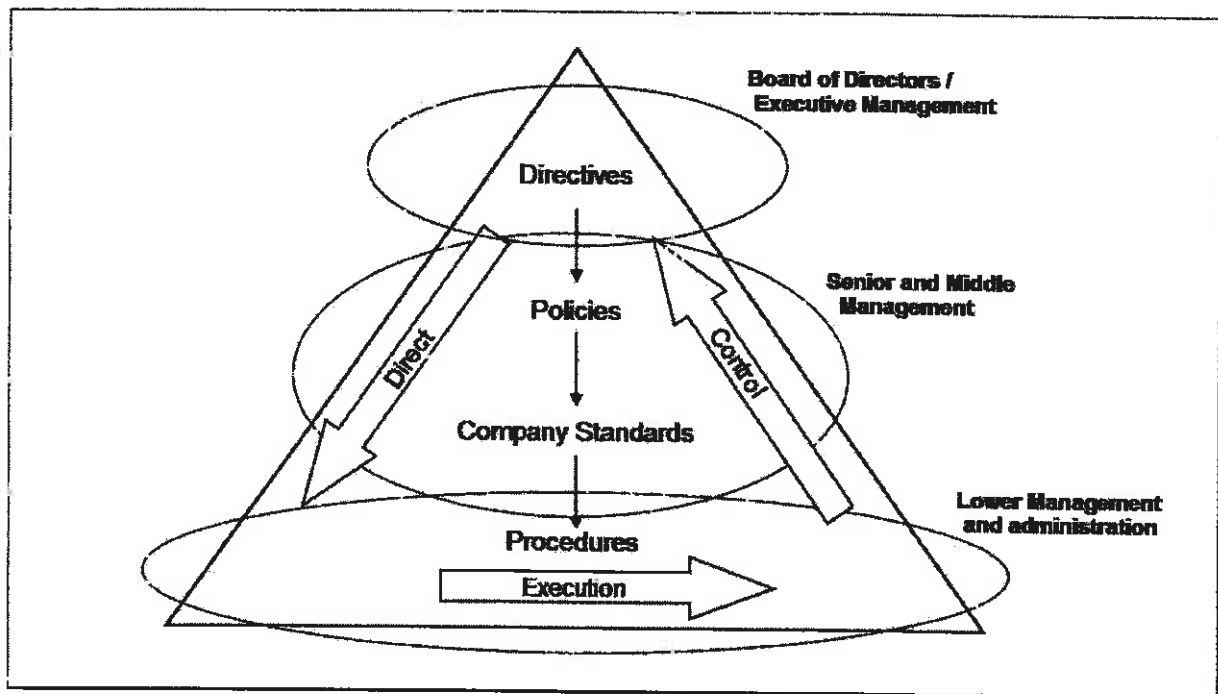
			Enterprise Goal																
			Stakeholder value of business investments	Portfolio of competitive products and services	Managed business risk (safeguarding of assets)	Compliance with external laws and regulations	Financial transparency	Customer-oriented service culture	Business service continuity and availability	Agile responses to a changing business environment	Information-based strategic decision making	Optimisation of service delivery costs	Optimisation of business process efficiency	Optimisation of business process costs	Managed business change programmes	Operational and client productivity	Compliance with internal policies	Skilled and motivated people	Product and business innovation culture
			1.	2.	3.	4.	5.	6.	7.	8.	9.	10.	11.	12.	13.	14.	15.	16.	17.
IT-related Goal			Financial			Customer			Internal			Learning and Growth							
Financial	01	Alignment of IT and business strategy	P	P	S			P	S	P	P	S	P	S	P			S	S
	02	IT compliance and support for business compliance with external laws and regulations			S	P											P		
	03	Commitment of executive management for making IT-related decisions	P	S	S				S	S		S		P				S	S
	04	Managed IT-related business risk			P	S		P	S		P			S		S	S		
	05	Realised benefits from IT-enabled investments and services portfolio	P	P			S		S		S	S	P		S			S	
	06	Transparency of IT costs, benefits and risk	S		S		P			S	P		P						
Customer	07	Delivery of IT services in line with business requirements	P	P	S	S		P	S	P	S		P	S	S			S	S
	08	Adequate use of applications, information and technology solutions	S	S	S			S	S		S	S	P	S		P		S	S
Internal	09	IT agility	S	P	S			S		P			P		S	S		S	P
	10	Security of information, processing infrastructure and applications			P	P		P									P		
	11	Optimisation of IT assets, resources and capabilities	P	S					S		P	S	P	S	S				S
	12	Enablement and support of business processes by integrating applications and technology into business processes	S	P	S			S		S		S	P	S	S	S			S
	13	Delivery of programmes delivering benefits, on time, on budget, and meeting requirements and quality standards	P	S	S			S			S		S	P					
	14	Availability of reliable and useful information for decision making	S	S	S	S		P		P		S							
	15	IT compliance with internal policies			S	S											P		
Learning and Growth	16	Competent and motivated business and IT personnel	S	S	P			S		S					P			P	S
	17	Knowledge, expertise and initiatives for business innovation	S	P				S		P	S		S		S			S	P

Question 3

The diagram below depicts the basic 'Direct-Control' cycle inherent in all forms of governance, including IT Governance.

Discuss ways and means how the 'Control' part of this cycle can be implemented for IT Governance.

[25]



Question 4

The King 3 document on Corporate Governance, the ISO 38500 standard and COBIT 5 are Best Practice guidelines related to, amongst other, IT Governance.

Critically compare these 3 documents as far as their role and usability in IT Governance is concerned.

[25]

Question 5

'Information Security Governance is a technical matter which should be left totally to the IT Department in a company'.

Critically discuss this statement with reference to

- Whether you agree with the statement or not – comprehensively motivate your position
- Discuss a plan of action to implement and maintain Information Security Governance in a company. Refer amongst other aspects which international Best Practices you would consider in your plan.

[25]