

UNIVERSIDAD DEL SAGRADO CORAZÓN
BUSINESS ADMINISTRATION DEPARTMENT
POSTGRADUATE PROGRAM

SYLLABUS

COURSE TITLE: IT Governance

CODIFICATION: GSI 615

CREDIT HOURS: Three (3) credits, three (3) hours a week, one academic session

DESCRIPTION

All organizations need to make sure Information Technology (IT) investments and infrastructures are aligned with business strategy, sustaining key functions and contributing to achieve strategic goals and objectives. The course focuses on how IT Governance collaborates with organizational leadership in providing critical management information, integrating appropriate control mechanisms within information system as to reduce risk and to ensure compliance with industry standards and regulations.

The approach in the course follows the Governance, Risk Management, Compliance and Ethics Model as proposed by the Open Compliance and Ethics Group (OCEG), the IT Governance Institute (ITGI) and the International Risk Governance Council (IRGC), as well as other international organizations standards.

JUSTIFICATION

Since the adoption of Sarbanes-Oxley legislation in the United States Governance has become the main trend associated with organizational accountability. IT Governance follows this trend inserting into technology adoption, use & management policies, procedures, controls and metrics that comply with generally accepted standards.

The Role of the IT manager (CIO/CTO) evolves and becomes inserted into the administrative structure as key collaborator in the Strategic Planning Process, Business Process Reengineering and Business Architecting, Compliance, Change and Innovation Management within the organization. IT Governance requires ample participation of managerial personnel at all levels to assure that technology provides added value and supports critical functions that enhance operations in a physical/virtual environment and optimize resource allocation.

CORE COURSE COMPETENCIES

The course will contribute to achieve core competencies in the following areas:

1. Written and oral communication in both English and Spanish.
2. Applied critical thinking in: IT Governance content areas; and Leadership skills for Change Management and promoting a Culture of Innovation based upon IT Infrastructure
3. Applied Ethical values in an IT Governance context

OBJECTIVES

At the end of this course, students will be capable of:

1. Identifying different types of IT Resources and pondering its relevance as critical elements in contributing to achieve the organization's strategic goals, as well as essential in the successful implementation of Business Process Innovation.
2. Applying the concepts associated with: Governance, Risk Management, Compliance, Strategic Planning, Strategic Planning of Information Resources and the Systems' Approach to business scenarios of global dimension.
3. Comparing different approaches to IT Governance in order to promote the adoption of the best fit for each type of organization and its culture.
4. Assessing Risks associated with investment, use and management of Information Technology within an organization.
5. Acknowledging the areas of compliance related to IT Governance in several dimensions: national & international broad based regulations; those specific to industry type, and Best Practices/Standards.
6. Promoting and supporting the ethical use of IT and IT infrastructures.

COURSE OUTLINE

- I. Governance and Accountability
 - A. IT Infrastructure:
 1. Information Resources
 2. Communications Resources
 3. ITC Value
 - B. Why Governance?
 1. Definitions
 2. Origins – Sarbanes-Oxley (SOX Rules)
 3. Benefits
 4. Models/Frameworks

- a. ISO /IEC 38500:9001
- b. CobiT & Val IT – (IT Governance Institute)
- c. Capability Maturity Model (CMM) – OCEG
- d. Capability Maturity Framework (CMF) - IVI
- e. Balanced Score Card (BSC)

C. How IT Governance?

- 1. Management responsibility
- 2. Governance Objectives
- 3. Strategic Metrics and Controls
- 4. IT Governance Outcomes and IT Security Outcomes

D. Accountability:

- 1. Roles and Responsibilities
- 2. Performance measurement
- 3. Compliance metrics
- 4. Audit Committee's IT Role
- 5. Transparency and Communication

II. Risk Management

A. Risk Definition:

- 1. Components
- 2. Threats, Vulnerabilities and Impact
- 3. Scenarios

B. Risk Management Responsibilities:

- 1. Profitability and Survivability
- 2. Risk Management Techniques
- 3. Perception vs. Reality
- 4. Cost-Benefit Analysis

C. Risk Management Process:

- 1. Risk Objectives – COSO ERM Framework
- 2. Risk Assessment – OCEG GRC Red Book
- 3. Key Risks associated with IT – Secure use of IT
- 4. GAP Analysis and Impact analysis
- 5. Risk Management Strategy
- 6. Risk Mitigation and Control

- 7. Risk Management Plan
- D. Business Continuity and Resilience:
 - 1. Disaster Recovery
 - 2. Business Continuity
 - 3. Incident Response
 - 4. Organizational Resilience

III. Compliance

- A. Legislation (National- Regional)
- B. International Agreements and Standards
- C. Regulatory compliance by industry
- D. Organizational Policies for compliance
- E. Trans border Flow and International (Global) Transactional Issues
 - 1. Technology
 - 2. Data
 - 3. People
 - 4. Other Resources
 - 5. Cloud services

IV. IT Resources Management

- A. Business Strategy Framework
 - 1. IT Strategic Triangle: Business, Organization & IT
 - 2. Strategic Planning
 - 3. Resource Value
- B. Strategic use of IT Resources
 - 1. Strategic Goals, Business Requirements and Business Architecture
 - 2. IT Resources and Business processes
 - 3. Performance Measurement, Decision Support and Control
 - 4. IT and Culture – Organizational, National, International levels
- C. Strategic Planning of Information Resources:
 - 1. Business Process Reengineering and Management (BPM)
 - 2. Enterprise Resources Management (ERM)
 - 3. Strategic Alignment (SPIR)
- B. Application Systems Implementation
 - 1. Systems Approach (Systemic)

2. Systems Development Life Cycle (SDLC)
3. Agile and Rapid Development techniques
4. Project Management Process:
 - a. PMBOK Standards
 - b. PRINCE2
 - c. PMO & IT Governance

V. IT Leadership/IT Governance

A. IT Service:

1. IT Operations and Value Added
2. IT Service Catalog Management
3. IT Service Oriented Architecture
4. Service Level Agreements

B. IT Configuration & Portfolio Management:

1. Best Practices – ITIL
2. IT Portfolio Management

C. Maximizing IT Investments:

1. Val IT: Enhancing IT Investments
2. Enterprise Content Management

D. Change Management and Culture

1. Change Management
2. Innovation processes support

D. IT Leadership and Disruptive Technologies

VI. Governance and Ethics

A. Ethical Workplace Structure:

1. Mission & Codes of Conduct
2. Whistle blower
3. Ethics Program and Governance Practices

B. Ethical use of Technologies

C. Responsible Use of Information Technologies

INSTRUCTIONAL STRATEGIES

The course is developed based upon the approach of flipping the classroom whereas the participant focuses on researching a content concept and works a case or exercise where the researched subject is applicable. Part of the cases/exercises is done in teams and the rest on an individual basis. In both cases, an essay and/or an oral presentation follow that is then discussed in class. A final project is required that integrates the core concepts and applies the systemic approach in order to provide recommended solution(s).

LEARNING ASSESSMENT

Essays and Case Studies	35%
Written and Oral Evaluations	20%
IT Governance & SPIR	20%
Final Project	25%
Total	100%

REFERENCES

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REASONABLE ACCOMMODATION

Students who need special assistance or auxiliary services shall apply to the Associate Dean of Student Affairs at the beginning of the course or as soon as acquiring knowledge thereof, but not later than the third week of classes.

ACADEMIC HONESTY, CHEATING AND PLAGIARISM

Any student who fails to follow the dishonesty, fraud and plagiarism policy is exposed to the following sanctions: receive grade of zero on the assessment and / or rework on the course, note F (*) in the course: suspension or expulsion as defined in the document Academic Honesty Policy, number: 205-001 DAEE dated effective August 2005.

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