

Assignment 1: IT Strategy and Control (INFS701) Case Studies Report

In this assignment, I will be focusing on 3 case studies that me and my team (group 2) have discussed and focused on during the tutorial in IT Strategy and Control. The first will be the City Medical Partners case study which we have focused on in week 3 using the COBIT framework, the second will be Case A1 which we have focused on in week 1 using the ITIL framework, and lastly, Case 4 – Failed Software Solutions which we have focused on in week 5 which I chose to analyse using the COBIT framework. I will be particularly focusing on 4 main questions and concepts (presenting the case study in sequence):

- How can a control framework assist this business to improve their processes?
- What value(s) is gained from the planned management of IT resources?
- What advice would you give to structure an effective strategy and change management program for this business?
- I will also express what I have learnt while analysing the case study during these 6 weeks.

City Medical Partners is a non-profit health organisation that manages 5 operating units including life support, trauma care, and children's teaching facilities. Due to the recent health insurance legislation which was deemed expensive. An increase in service levels and pressure from income reduction and to make things worse, a disconnect between IT delivery services and business requirements resulted in a new CIO (Jim) to provide control framework solutions that can generate greater value and revenue for the business.

Five key problems: Income reduction, information management capacity, automation requirements, new leadership, and governance consistency.

City Medical Partners

How can a control framework assist this business to improve their processes?

Upon reading the case study, with respect to the COBIT control framework, we can identify major red flags within the company and areas lacking crucial activities and processes. Through this feedback, the business can improve their processes.

Plan & Organise

- **Define a Strategic IT Plan:** An IT plan is crucial as it is an integral part of City Medical Partners business strategy, this plan helps align technology and operations with business goals and for this case, the IT plan has not been defined. This would mean that other processes that rely on a Strategic IT Plan cannot function. This includes "Determine the IT Direction", "Manage the IT investment", "Define the IT Organisation & its Relationships", "Develop & maintain IT procedures", "Install & Accredite Systems", "Ensured continuous service", and "Assess the internal adequacy". Diving deeper into this activity, it has been noted that City Medical Partners operates in a decentralised organisational structure. This may be acceptable for an organisation with only just 1 operating unit, but in this case, City Medical Partners manages 5 operating units.
- **Communicate Management Aims & Direction:** This process requires outlining processes and procedures related to the goals of the department/team or organisation and where they are going. With City Medical Partners, following a decentralised organisational structure would mean there would be poor communication between departments and operating units due to the difficulty in keeping everyone in sync. They also do not have any transparency at all as different departments differ and are very competitive against each other (operate at a dysfunctional state).
- **Manage Human Resources:** This process requires decisions and actions that affect the relationship between the organisation and its employees. With City Medical Partners, they did not have a definite way of figuring out where the human resources and investments were going, this shows that there is an issue somewhere deeper within management.

- **Assess Risks:** This process requires identifying risk factors. With City Medical Partners, they have a form of assessing risk however there is no formal procedure, so all the information that can happen from time to time can change, which result in no consistency in their risk assessment whatsoever.
- **Manage Projects:** No evidence
- **Manage Quality:** No evidence
- **Ensure Compliance with External Requirements:** No evidence

Acquire & Implement

- **Identify automated solutions:** This process requires automated solutions that translate business functional and control requirements into solutions. City Medical Partners are transitioning to the use of automated medical records, but IT is not providing transparency as they implement solutions. This can relate to my second statement, a decentralised organisational structure with multiple operating units introduces difficulties in keeping key operating units in sync, therefore leading in poor communication.
- **Manage changes:** This process requires managing all changes in a controlled manner. City Medical Partners major changes have been either carried out or planned such as automating medical records, change in organisational dynamics, and change in how each unit handles budget but there is no official documentation of this action.

Deliver & Support

- **Define Service Levels:** This process requires effective communication between IT management and business customers regarding services required and is enabled by a documented definition of an agreement on IT services. There is no evidence that any documentation has been carried out upon deploying IT services in this organisation. This also means that processes that depend on this cannot function, such as “Manage third party services”, “Manage performance & capacity” and “Manage Problems & Incidents” which all rely on clearly defined documentation, documentation of third-party agreements, and service level targets. The lack of communication between different departments can contribute to a dysfunctional working dynamic which is evident in this organisation.
- **Assist & advise IT customers:** No evidence.
- **Manage Data:** This process requires effective utilization of critical data assets to achieve enterprise goals and objectives. In this organisation, where they did utilise a research program and made the data available to other researchers, no evidence of a data management strategy exists.
- **Manage Facility:** No evidence.

Monitor & Evaluate

- **Obtain independent assurance:** No evidence.
- **Provide for independent audit:** No evidence.

What value(s) is gained from the planned management of IT resources?

Better management of IT direction and investments means for a more effective IT solution, improved communication across operating units which reduces the dysfunctional working dynamic, recording change for better backtracking, improved communication between IT management and staff leads to a better outcome.

What advice would you give to structure effective strategy and a change management program for this business?

- Suggest having the involvement of all senior staff and stakeholders and addressing the conflicting interests. This relates to COBIT assessment – plan and organise.
- Suggest separating the hospital and research centres into 2 separate centralised entities.
- David Stow needs to work out what the strategic process is. This includes where are they going and what are they trying to do.
- The entire organisation is a mix between a hospital and a research centre, so there is a disparity and concern of budget and cost which can be rectified by evaluating the future direction of the organisation.
- Process: Whether it is a business or IT process; the most important thing is to align them. The CIO must look at alignment procedures such as having a mediator, as this is one way to get the alignment problem solved.
- Relational mechanisms: Set up clear communication with everyone by using a weekly bulletin or a fortnightly team meeting.

If they do not have a strategic plan, they can't come up with a strategic IT plan and therefore nothing is going to work well. We can do this by instead of looking at the bottom up, we need to look at it from the top-bottom, we need to engage this new CEO and we need to have him define a strategic plan so that our CIO can then define a strategic IT plan within that. There is no mention anywhere of a vision, mission, and goals, they have a disjointed/dysfunctional workplace culture that is beyond our purview, however, we need to take this into account and get this all working. Therefore, we cannot define an information architecture without a strategic IT plan and certainly cannot determine the IT direction.

Case A1

Organisation A provides IT services to government agencies and commercial organisations. Due to a less than acceptable service delivery outcome, the ITIL framework was implemented through a self-study approach by the managers, and the staff was not given any allowance for adjusting to the new processes. Multiple structured processes that have been implemented are severely hindered by a “tack on” solution approach to ITIL implementation.

Five key problems: Incomplete implementation, the tension between managers and implementers, confusion between business and IT objectives, the manager is considered a customer and does not require the service, behavioural change has not been a focus.

How can a control framework assist this business to improve their processes?

Upon reading the case study, with respect to the ITIL control framework, we can identify major red flags within the company and areas lacking crucial activities and processes. Through this feedback, the business can improve their processes.

Service Strategy

- **Strategy Generation:** This process requires planning services strategically with a focus on delivering better value. In Organisation A1's case, they did not start with a solid strategy when implementing the ITIL framework, which will inevitably reduce the effectiveness and benefits of ITIL in the organisation. The lack of a solid strategy shows when staff was not given any allowance for adjusting to the new processes while doing their regular tasks.
- **Service Portfolio Management:** This process requires services that meet required business outcomes. In this organisation's case, this has not been done because services have either not been planned or not been planned strategically.

- **Financial Management:** This process requires budgeting, accounting, and charging requirements. In this organisation's case, with their approach to a "tack on solution", financial budgeting would not be a priority as the implementation was rushed and a long-term solution was not considered.
- **Demand Management:** This process requires understanding and predicting customer demand for services. In this organisation's case, there is no evidence of this being implemented. This is due to the organisations approach to ITIL as "a path for continuous improvement". This is also the reason why "supplier management" and "transition planning & support" do not exist which are also crucial parts of the ITIL framework.

ITIL Service Delivery - Service Design

- An effective **Service Delivery strategy** is comprised of "Service Level Management", "Capacity Management", "Availability Management", and "IT service continuity management" which all focus on the delivery of an IT service to the customer. In this organisation, these service-related processes do exist but are being revised, which means a delay in deploying the process, potentially due to the poor service delivery outcomes which include "Service Catalogue Management".
- **Information Security Management:** This process requires ensuring the confidentiality of an organisation's information and data. In this organisation, this does not exist due to a confusion of IT objectives.

Service Translation

- **Configuration management:** This process requires maintaining information about configuration items. In this organisation, the process does exist, but it is unclear how this is used.
- **Release and Deployment Management:** This process requires planning, scheduling, and controlling the movement of releases to test in live environments. In this organisation, this process does not exist which means processes that depend on this, such as "Service Validation" and "Testing" cannot function.
- **Evaluation:** No evidence.
- **Knowledge management:** No evidence.

What value(s) is gained from the planned management of IT resources?

Better effectiveness of ITIL through a better strategy, services will meet required business outcome resulting in higher profits, implementation of financial management means better budgeting and more funds available for investment in other areas of the organisation, implementation of demand management will result in better customer satisfaction, implementing ITIL service delivery (and release & deployment management) means a higher quality product, implementing information security management results in organisations information and data being secured.

What advice would you give to structure effective strategy and a change management program for this business?

Organisation A needs to focus on a complete ITIL implementation which includes addressing the missing processes which are all considered crucial. Managers need to get the correct ITIL training and qualifications to deploy this framework in a corporate environment and need to invest in adequate training for staff when transitioning to a new framework including additional workshops if needed. Staff needs to be more supported when challenges become evident during ITIL adoption, as a staff's behaviour towards ITIL can affect work outcome. The organisation also needs a clear vision about the uses of ITIL as it is apparent that there is confusion between business and IT objectives.

Case 4 – Failed Software Solutions

Plexipave is a long-established company that is implementing digital services to improve competitiveness in the new age. The loss of experienced staff has emphasised the requirement for timely and relevant information, but the new software solutions are failing and disrupting the business which requires immediate attention. The current director's withdrawal from the implementation will only accelerate the company's downfall.

Five key problems: Lack of experience, no IT plan, technology that is not up for the task, bad advice, and governance breakdown.

How can a control framework assist this business to improve their processes?

Upon reading the case study, with respect to the COBIT control framework, we can identify major red flags within the company and areas lacking crucial activities and processes. Through this feedback, the business can improve their processes.

Plan & Organise:

- **Define a Strategic IT Plan.** In this organisations case, the director did not have an IT strategic plan or a business case to start with. This is evident as he just purchased or tried to acquire a CRM system that he hasn't even detected the positives or negatives it will bring to the company. It looks like he was sold something from a salesperson.
- **Define the information architecture:** This process requires planning and researching the foundation of IT. In this organisations case, very minimal research was done when implementing a CRM system, therefore it is expected that the newly acquired CRM system will not completely satisfy the organisation's needs.
- **Determine the IT direction:** In this organisations case, it is hard to determine the organisations IT direction without a proper IT strategic plan. The organisation has taken a reactive/ad hoc approach to implement a CRM system which can lead to potential issues further down the line which is evident in this organisation.
- **Define the IT Organisation & its Relationships:** This is not implemented in the organisation, as there is a major disconnect in what the software can offer, to time of development and performance of the software once deployed.
- **Manage the IT investment:** This process requires understanding the organisations IT requirements, getting options from vendors, and generating a cost-benefit plan. In this organisation case, the manager accepted the CRM system without considering the risk. They are just reacting instead of investigating what they need from a CRM, how much it cost and what are the benefits. There is no strategic analysis of the cost and benefits.
- **Communicate Management Aims & Direction:** In this organisation, an effort to communicate management aims was shown where the director of Plexipave division was in search of a better way to capture customer data, but no strategy or direction was implemented when considering different CRM systems.
- **Manage Human Resources:** In this organisation, there is a lack of human resource management which is evident when the director is also getting too involved, too engaged, and is micromanaging the organization. He should be maintaining a strategic overview and getting/compiling reports and feedback from people rather than getting involved himself. There is also no definite way of finding out where their investments are going.
- **Ensure Compliance with External Requirements:** No evidence.
- **Assess Risks:** The organisation presents no evidence of identifying risk factors and this is evident when the director purchased the CRM software, he did not think of the risks involved at all.

- **Manage Projects:** This process requires improving communication and involving end-users in the business. There is evidence to support that our organisation is trying to involve end-users by capturing customer data, which would enable the organisation to provide better tailored or improved services to customers in the future, but the implementation of the CRM software that performs these actions are poorly executed.
- **Manage Quality:** This process requires consistent delivery of technology solutions and services to meet the quality requirements of the enterprise and satisfy stakeholder needs. The organisation presents no evidence of quality management, and it is evident when they deployed the CRM service without lag for development.

Acquire & implement

- **Identify automated solutions:** In this organisation, automated solutions have not been implemented and are evident as the CRM software requires user intervention and relies heavily on sales representatives' data entries.
- **Acquire & maintain application software:** This process requires applications to be made available in line with business requirements. In this organisation, the director has acquired a CRM solution to meet business requirements but due to a lack of an IT strategic plan, the CRM created more work for staff.
- **Acquire & maintain IT infrastructure:** The CRM was acquired by the director, but no time was invested in maintaining it.
- **Develop & Maintain IT Procedures:** No evidence.
- **Install & Accredite Systems:** This process requires proper testing of systems in a dedicated environment. This has not happened at all in our organisation.
- **Manage changes:** No evidence.
- **Define service levels:** No evidence.
- **Manage third party services:** 5 seats were purchased alongside the CRM service. The last seat (given to the director) could have been used far better by another customer service person which would have halved the work, also the salespersons barely need 3 seats since they are not entering information, all they need to do is read the information.
- **Manage Performance & Capacity:** No evidence, this is backed up by the fact that the CRM system slowed work down for staff.
- **Ensure Continuous Service:** No evidence.
- **Identify & Contribute Costs:** No evidence.
- **Assist & Advise IT Customers:** Unnecessary to train all the internal users since this is just a test, this would result in a waste of resources.
- **Manage Problems & Incidents:** No evidence, CRM issue arise with the sales team but no solution
- **Manage Data:** Data is managed through CRM service, but problems exist with the system that is not solved.
- **Manage Facilities:** No evidence.
- **Manage Operations:** Exists but is insufficient.
 - **Canned capability presentation:** a capability presentation using fake data (made up). It is essentially presenting the CRM in the best possible light using fake data (sales pitch)
 - A trained representative trained internal users with the CRM instead of a software support person.
- **Assess the internal control adequacy:** No evidence.
- **Obtain independent assurance:** No evidence, the CRM trainer does not seem confident about delivering his information about software, and no action was taken regarding this.
- **Provide for independent audit:** No evidence.

What value(s) is gained from the planned management of IT resources?

Decreased risk of implementing CRM service in the organisation, more effective CRM system that can satisfy organisation's needs, determining IT direction allows for better use of the CRM. Higher expectation versus reality of the CRM service when deployed. The cost and benefit plan allows the director to choose the best CRM service for his needs while reducing cost. Having a strategy allows the director to find a CRM service tailored to his needs and wants. Keeping track of where investments are going allows the director to be strategic about where the money is going, with the potential to save money. Identifying risk factors ensure that the director is prepared when an issue does occur with the CRM service, which results in less downtime. Service quality is increased as we meet company demands with development. Automated solutions allow staff to work on other tasks, which lowers cost and increases performance. CRM service will be regularly tested using a dedicated testing environment and maintained ensuring long-term usability. Performance & Capacity management will allow staff to stay productive and understand how to use the new system resulting in better service. Staff would also be trained properly using proper procedures, problems, and incidents related to the CRM system will be made a priority. Operation management will ensure that the correct people are training the staff using realistic information/data.

What advice would you give to structure effective strategy and a change management program for this business?

<p><u>Step 1 (Planning and organising, most important)</u> Get executive strategy from upper management</p> <ul style="list-style-type: none"> - Engagement <ul style="list-style-type: none"> o Director involvement/Help or hinder (Director involved at what level?) - Business Objectives - Clearly defined vision, missions, and goals (passed on from top to bottom) - Define IT wants and needs (Director did not realise that we needed internet connectivity worldwide. Big disconnect from director vision and reality. Definition needs to come from upper management.) (Very strategic) 	<p><u>Step 2 (Acquire and implement)</u> New role – IT director (Would have direct contact to upper management)</p> <ul style="list-style-type: none"> - Create new IT department - Chief Transformation Director (Main preliminary role) <ul style="list-style-type: none"> o Collaborate o Liaise o Change Management o Not internal (because they already tried to implement something that didn't work. o Treat feedback constructively (director perceives it as complaints from salespeople rather than constructive criticism) - Modernise <ul style="list-style-type: none"> o Change management o Implementation plan - Align with IT wants and needs (midline strategic)
<p><u>Step 3 (More implementation)</u> External Audit of entire organisation (We suggest what things to do including areas to address for improvement)</p> <ul style="list-style-type: none"> - Director key questions (Querying the IT director about his involvement) - IT Director key questions for the organisation (what questions we should be asking the rest of the staff) - Interview current staff - COBIT implementation analysis - Align with IT wants and needs (lowline strategic) - Define IT strategy - Plan IT Direction - Implement an IT plan 	<p><u>Step 4 (Delivery, support and Final implementation)</u> Rework database (achievable outcomes)</p> <ul style="list-style-type: none"> - Integration - Project aspects <ul style="list-style-type: none"> o Bids o Construction reports

The director needs to come up with a robust strategic plan and business case for the organisation.

Purchasing a CRM service from salespeople without a plan is a recipe for disaster especially if there is no positive reinforcement from management and staff, in IT there is no “one size fits all” solution. Services need to be tailored to an organisation’s specific needs; therefore, we need an IT strategic plan, which will also fix our expectation vs reality issue and allows for consideration of other services. Having a questioner that people can fill out to see what worked and what didn’t work also helps. I recommend implementing historical data analysis to create a baseline to see if the organisation is working better with the CRM service in place. Risk analysis needs to be put in place to prepare for issues that will occur with the CRM. Time also needs to be dedicated to developing the CRM to cater to organisation requirements, which is part of the IT strategic plan. The director needs to be more aware of early warning signs from the CRM service, as this could be an indication of problems moving forward. An IT director needs to be employed to report to the director about IT performance.

what I learnt regarding learning outcomes 3

This learning outcome consists of critically evaluating operational IT organisations and their processes against the studied models.

The models we studied were the COBIT and ITIL framework and through these frameworks, I was able to look at a given case study, take notes, highlight important facts and underline key issues and using the framework check sheet, identify issues that arise.

1. Reading multiple case studies, this learning outcome made me accustomed to identifying management issues more quickly, and it allowed me to predict an organisations direction just from the initial analysis. An example of this is if an organisation does not have an IT strategic plan, which is one of the first processes in the COBIT analysis, then a lot of the COBIT processes that rely on this plan cannot function, hence I can predict that I am dealing with a company with major IT issues or if management decisions are not coming from the top down, then there are issues deeper in management that needs to be addressed.
2. I have also learnt how to identify the impact an issue has (risk management) on an organisation and prioritising the most major issues. For example, based on Week 2, Case B, there was no continuous service improvement plan which is a risk because they don’t have anything to make informed decisions on.
3. I have learnt how to identify key areas of an organisation that the ITIL and COBIT framework relied on for the framework to be successful. An example is in the week 5 case study, having a development plan in the first place will help.
4. This learning outcome also taught me how to implement a function that allows for the effective governance of IT. In the case studies that I have analyse, structures, processes, and relational mechanisms pop up often, which the CIO would use to determine the interrelation between management and operation, the alignment of businesses and IT processes, and communication channels.
5. I learnt how to identify the methods and assumptions an organised has adopted to guide the organisational change management plan. In a case study I have done in week 2, I identified that Organisation B2 used ITIL methodology to try to prevent problems from happening. Instead of reacting to problems, they analyse the problem, see why they are happening which results in managing incidents and changes better.
6. I have learnt how to identify the business impacts of organizational change. An example of an impact is cost not being quantified. The impact would be that they are not able to find out whether the service was effective or not. This is an impact that I have identified in case B2, which was done in week 2.

7. Lastly, I have learnt how to identify issues in an organisations control framework and the factors that cause this. For example, in the week 3 case study, the organisation suffered project management problems and financial management problems as AL stated, “we are going over budget in the project and it will be implemented way later than they have had planned.” I have identified the factors that caused this in terms of control frameworks is 1 or 2 controls are missing including project management and financial management which don’t seem to be quite where they should be. Controls may not be put into policies and actions.

What I learnt regarding learning outcomes 4

This learning outcome consists of analysing problems and current issues arising from the implementation of the framework, communicate this analysis and make recommendations solving any problems.

Through this learning outcome, I have learnt how to analyse an organisations existing service framework, and critically analyse the issues that exist.

1. In the week 5 case study, I have identified that Plexipave’s CRM strategy had issues related to their strategy being bad because the director focused on only one management tool without considering others before deployment, there is no specialized IT person or who is trained to deploy this CRM service and again, there does not seem to be a strategy for CRM in the first place.
2. I have also learnt how to reorganise the IT function; this includes thinking about the organisations units and seeing how we can rearrange or improve the current setup. In the case studies that I have analysed in week 4, I recommended having a person acting as a mediator between the different units (silos) and the CIO to know what they want.
3. I learnt how to provide recommendations for continuous improvement of Organisation management practices. For example, in Week 2, case B2 I recommended having more workshops to develop ITIL, having new and current employees working together, and allow for anonymous feedback.
4. I also learnt how to analyse an existing IT operation and present my viewpoints on recommending another service. For example, in Week 2, case B1, I had to decide whether to advise the large government department to stick to their existing IT operation or adopt cloud services. My recommendation was I don’t think most cloud services have standards that government needs in terms of privacy and security. It doesn’t seem viable to use cloud services to store this data, especially sensitive data. Government data must remain locally. If they want to include cloud services, they can use a hybrid approach.
5. Alongside finding possible solutions and changes needed in an organisation and looking at ITIL and COBIT for possible strategic solutions, I learnt how to find the best solutions and the best way to solve them. For example, in week 4 I suggested having the involvement of all senior staff and stakeholders and to address the conflicting interests. This relates to COBIT assessment – plan and organise. I also suggested separating the hospital and research centres into 2 separate centralised entities.
6. Alongside analysing the case study and checking for issues against the COBIT and ITIL framework, I learnt how to determine what should happen first based on the 4 domains/knowledge of ITIL or in COBIT. An example of this is in week 3, I recommended that “Strategy” should happen first in ITIL and for COBIT, “Criteria and IT Resources” or “Plan and Organise” should happen first based on my analysis of the City Medical Kids Centre case study.

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