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Corporate Informatics and Strategic Management

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Abstract

Paper provides information about the most important international standards regarding corporate informatics and strategic management, i.e. ISO/IEC 38500, ISO 20000, IT Governance. Paper provides the most important information about these standards and try to make a link among them and map it to the management levels in the company. The final result of this paper is a new visualization of links among standards and finding, that the international standard ISO/IEC for IT Governance represents an effective tool of corporate informatics management on the strategic level. To make it usable for corporate informatics management as a whole, it is useful to integrate its processes with those of tactical and operational management.

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1. Introduction

The current situation in the world of ICT (information and communication technology) standards and standards in general that more or less influence ICT can be described as a huge number of documents and methods that are very different yet trying to manage the very same thing in different ways and manners. A typical example can be the standards ISO/IEC 38500, CobiT Framework and ITIL that approach corporate informatics management differently but try to achieve the same goal, i.e. a purposeful and effective provision of corporate informatics services to the organization's principal and secondary processes (Kalina, Smutny and Reznicek, 2013).

What is important in this context is that corporate informatics management is very much influenced not only by the aforesaid standards directly created for, or at least remotely connected with, IT but also by many other standards

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that seemingly have nothing in common with ICT management. Such as e.g. financial management standards and methods applied in ICT management - ABC (Activity Based Costing) or EVA and ESA for ICT project management and many others (Maryska and Novotny, 2013; Maryska and Doucek, 2014).

In general, we can say that the importance of standards and their best practices keeps growing, which is proven e.g. by:

- the creation of new standards;
- the formalization of existing informal methods well-proven in practice that give rise to generally adopted standards (e.g. the history of ISO/IEC 20000);
- the formalization of existing standards in multinational institutions, such as e.g. ISO/IEC (International Organization for Standardization/International Electrotechnical Commission).

The objective of this article is to present the basic relationships between Corporate Governance, IT Governance and “ISO/IEC 38500 – IT Governance“ and to mainly focus in detail on the second one.

2. Methodologies and Standards

The premise of the company’s satisfaction with corporate informatics is that it provides services in the volume and quality required by end users, i.e. the company’s individual departments and employees (Dorcak Delina, 2011).

In the introduction we mentioned several standards that differ e.g. as to:

- level of management where ISO/IEC 38500 – IT Governance focuses on the highest, i.e. strategic, level of solutions, while CobiT focuses primarily on the tactical level but with an overlap to the operational level and ITIL v3 focuses mainly on the operational level with an overlap to the tactical level;
- approach to management where ISO/IEC 38500 includes mainly described processes without any indicators and metrics; CobiT also describes processes, but recommends specific indicators. ITIL takes a different approach; it focuses on management from the perspective of services and similarly to CobiT includes recommended indicators but does not specify how to achieve them.

The authors of the article then focus on individual standards and analyze in detail the relationship between IT Governance and ISO/IEC 38500 and their link to Corporate Governance.

3. Corporate Governance

The important characteristic feature of Corporate Governance is its legal regulation; one of its last regulations concerned statutory audits as a response to the crisis in 2008 and in particular as a response to auditors’ mistakes. The importance of codifying Corporate Governance was then reinforced by many other mistakes of auditors that came to light in previous years when major losses of financial institutions were discovered even though these financial institutions had been audited on a yearly basis.

One of the legal frameworks, which regulates general Corporate Governance and in this case audit, is the 8th Directive on Statutory Audits of Annual and Consolidated Accounts (2006/43/EC) approved by the European Parliament on 3 April 2014.

IT Governance is going through a similar consolidation and formalization and is gradually becoming the focus of normalization institutions. It is only a matter of time when this area will be regulated as well although the first codification attempts have already come in effect on the American continent as the famous SOX (Sarbanes-Oxley Act).

4. IT Governance

IT Governance can be described as a systematic structured approach to corporate informatics management as to all its management levels and areas, i.e. from the perspective of IT and its strategy as well as from the perspective of the corporate strategy, including their mutual consolidation, monitoring and verification that the current implemented measures at the level of corporate informatics management lead to, and achieve, the set objective in a purposeful and effective manner.

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