Comprehensive objective evaluation of IT process management based on COBIT and Balanced Scorecard

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ABSTRACT

Given the role of IT processes to enable business processes and achieve organizational objectives and in order to achieve optimal results from information technology investments and avoid waste of resources and the elimination of added activities and processes in the field of information technologies that have not added value in achieving the goals of information technology, the need to determine and prioritize comprehensive goal management processes and information technology is evident. In this regard, according to the alignment of goals with the objectives of comprehensive business processes and information technology, as well as balance the goals of information technology in all aspects of the organization will be of great importance. For this purpose in this article the COBIT and the Balanced Scorecard were used to set goals and to prioritize the importance of goals, of the survey was carried out among experts and consultants certified by Iranian ICT guild organization and Friedman test was used. finally, comprehensive objectives of IT processes management were ranked within four perspectives "corporate", "customer"," internal", "learning and growth , and were used in a case study of a Internet service provider company as a part of the evaluation model .

INTRODUCTION

Nowadays using information and its associated technology (IT) in organizations business activity enabling is crucial. Rapid changes in technology, cause to difficulty in planning and control of information resources and technologies that will lead to increase critical risks to the business.

During the past decade, information technology has played an important role for organizations to achieve their objectives, so the role of IT Processes Management to enabling business processes and achieve organizational objectives is clear and obvious.

To obtain the desire result of using information technology, information technology and related processes must be good managed, and to determine the degree of good managing, IT management processes must be evaluated properly, which it will case to eliminate excess activities and processes in the field of information technology which have not any added value.

Any assessment needs to determine indicator, measure of the indicators, indicator weights, standard desire level and also needs to monitoring and measuring and comparing actual performance against desire standard level and analyzes its results.

In this regard, needs to an evaluation model that has special features to evaluate the strategic alignment of IT processes goals with the business goals in balance manner in main organization perspective and based on proper indicators of each IT processes performance, in order to improve the quality and increase organizational maturity in the use of IT in a organization will be much needed.

So for providing a model to assess the management of IT processes with the aim of mentioned purpose , combining the Balanced Scorecard (BSC) for balance and alignment with organizational goals and measured results and use of COBIT (for measurement and control of IT processes in order to achieve the IT objectives, which have been used combined, is intended.

IT performance management is often one aspect of achieving the strategic goals of organization and also is as a critical controls aspect of organization. (Kang, Bradley, 2002) However, investment in information technology often leads to unexpected, unintended and undesirable results.. (Van Grembergen, Van Bruggen, 1997; Turban, McLean, Wetherbe, 2001; Tuten, 2009,) Therefore, it is necessary to take appropriate action in order to identify and establish indicator to measure IT contribution in value chain of the organization. (Lomerson and Tuten, 2005)

Nowadays, Business processes are the key to the success of any organization. Thus, having a strong business process management approach is important in organizations, and organizations learned by their experiences that business process management, is a strong investment in facing to rapid environmental changes. Business process management with having multiple models necessary for organization, provides an integrated and systematic approach to the