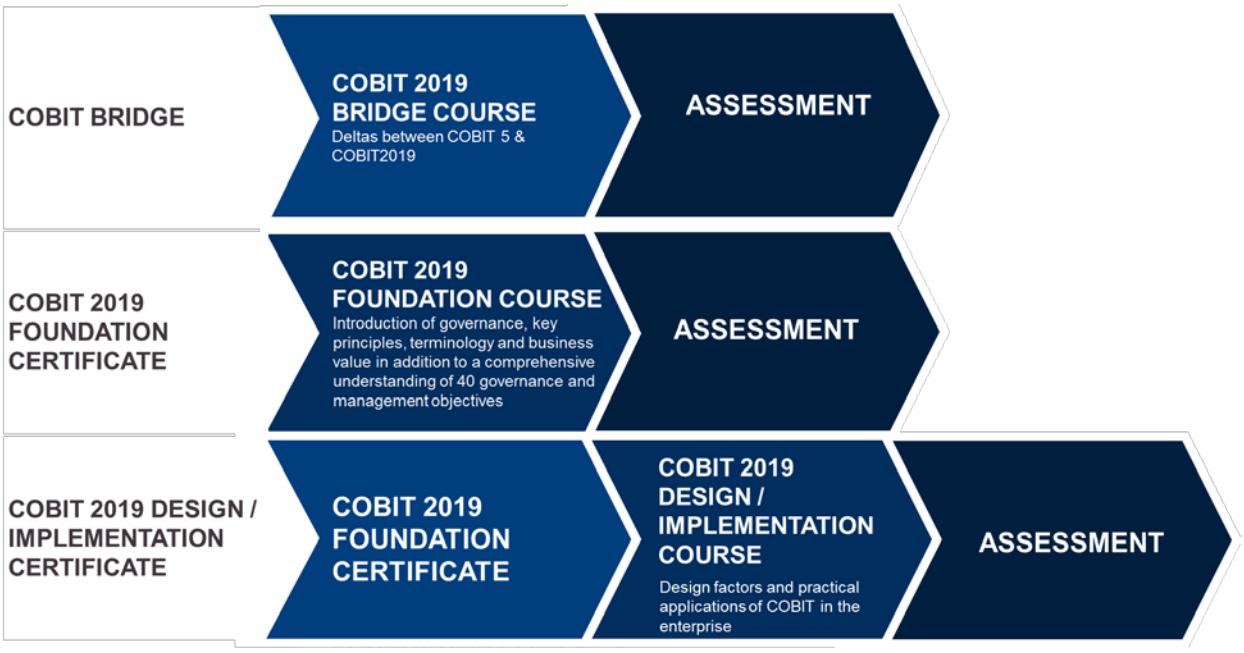
A. Course Positioning



B. Introductory remarks on course design choices

This course is based on two COBIT 2019 publications that are interlinked: the COBIT 2019 Design Guide and the COBIT 2019 Implementation Guide. The Implementation guide refers in its workflow to the design guide, which contains ample detail on how to execute these steps. Assuming that we want to closely follow this guidance, two different approaches for the course are possible, i.e.

Option 1: follow the publications order

In this option we would discuss each of the two publications in order, i.e. starting with the design guide and explaining the full design workflow and after that cover the implementation guide and the governance implementation road map.

Option 2: follow the implementation guide order

In this option we would use the Implementation Guide as main document and follow the governance improvement road map, and where we encounter governance design topics, refer to the design guide and elaborate.

Our choice for this course syllabus has been **Option 1**, for the following reasons:

- It will be more natural for course participants (and later users) of both guides if the two books are discussed in sequence
- The design guide is new, and deserves adequate attention
- Starting with the implementation guide and intersecting with design guide contents may become confusing for participants.

The remainder of this document contains the following parts:

- Section C: the syllabus for the COBIT 2019 Design & Implementation Course
- Section D: the exam blueprint for the COBIT 2019 Design & Implementation Certificate (to be completed)

C. COBIT 2019 Design & Implementation Course Syllabus

Introduction

Title

COBIT 2019 Design & Implementation Course

Course Description

COBIT 2019 is a framework for the governance and management of enterprise Information and Technology that supports enterprise goal achievement. This Design and Implementation course is intended for more experienced users to COBIT who are interested in more advanced use of the framework, i.e. designing governance systems and running governance improvement programs. This course requires the COBIT 2019 Foundation Certificate to be successfully achieved. This two-day course is structured around the COBIT 2019 Design Guide and the COBIT 2019 Implementation Guide.

Course Details

Classroom setting, maximum recommended # participants 15, recommended duration (excl. exam time) two day

Course Prerequisites

COBIT 2019 Foundation successfully passed

Course Learning Outcomes.

Appendix, Learning Outcomes Model

The learning outcomes model is based on the Anderson and Krathwohl Revised Bloom's Taxonomy. The ordering of cognitive skills migrates from simple to more complex and challenging types of thinking. The following table represents these levels and are used in the course to determine the level of cognition required for each COBIT learning objective:

Taxonomy Domain		Description
1	**Remembering**	Recognizing or recalling knowledge from memory. remembering is when memory is used to produce or retrieve definitions, facts, or lists, or to recite previously learned information.
2	**Understanding**	Constructing meaning from different types of functions be they written or graphic messages or activities like interpreting, exemplifying, classifying, summarizing, inferring, comparing, or explaining.
3	**Applying**	Carrying out or using a procedure through executing or implementing. Applying relates to or refers to situations where learned material is used through products like models, presentations, interviews or simulations.
4	**Analyzing**	Breaking materials or concepts into parts, determining how the parts relate to one another or how they interrelate, or how the parts relate to an overall structure or purpose. Mental actions included in this function are differentiating, organizing, and attributing, as well as being able to distinguish between the components or parts. When one is analyzing, he/she can illustrate this mental function by creating spreadsheets, surveys, charts, or diagrams, or graphic representations.
5	**Evaluating**	Making judgments based on criteria and standards through checking and critiquing. Critiques, recommendations, and reports are some of the products that can be created to demonstrate the processes of evaluation. In the newer taxonomy, evaluating comes before creating as it is often a necessary part of the precursory behavior before one creates something.
6	**Creating**	Putting elements together to form a coherent or functional whole; reorganizing elements into a new pattern or structure through generating, planning, or producing. Creating requires users to put parts together in a new way, or synthesize parts into something new and different creating a new form or product. This process is the most difficult mental function in the new taxonomy.

Course Learning Outcomes

The following table lists the identified course learning outcomes, with the corresponding learning outcome levels.

REF	DESCRIPTION	LEARNING OUTCOME LEVEL					
		1	2	3	4	5	6
1.	Describe the key concepts of COBIT 2019 as taught in the COBIT Foundation course.	✓	✓				
2.	Describe the benefits of the COBIT 2019 Design Guide for its target audience.		✓				
3.	Describe the current design factors in COBIT 2019.		✓	✓			
4.	Apply the design factor concept to identify relevant values.			✓	✓		
5.	Describe the impact design factors can have on the design of a governance system.		✓	✓			
6.	Describe the design workflow of a governance system.		✓				
7.	Use the steps in the design workflow for governance systems.	✓	✓				
8.	Apply the design workflow to a concrete situation in order to obtain a governance system design.			✓	✓	✓	
9.	Describe and use the design guide toolkit in a concrete situation.		✓	✓	✓		
10.	Use the mapping tables between design factors and governance/management objectives pragmatically.		✓	✓	✓	✓	
11.	Describe purpose and scope of the COBIT 2019 Implementation Guide.		✓				
12.	Apply the implementation methodology and approach for a governance implementation program.		✓	✓			
13.	Combine the process from both the COBIT 2019 Implementation Guide and the COBIT 2019 Design Guide to use in concrete situations.		✓	✓			
14.	Apply the objectives, descriptions and tasks of the seven implementation phases in concrete situations.			✓	✓	✓	✓
15.	Apply the challenges, root causes and critical success factors of the seven implementation phases to concrete situations.			✓	✓	✓	✓
16.	Apply the key decision topics and related responsibilities for governance implementation to concrete situations.			✓	✓	✓	✓

Course Syllabus

Introduction

This section describes the modules for the COBIT 2019 Design & Implementation Course. For each module described in the detailed syllabus, the following information is provided:

- Header
- Description
- Approach (Lecture, Group Discussion, Exercises, Case study or any combination thereof)
- Required Learning Materials
- Sections in which the module is divided, with for each section
    - A reference number
    - Title
    - Description
    - Allotted time during the course, expressed in minutes
    - Course outcome: reference to which of the course outcomes, as defined on page 3, are supported by this section
    - Reference: reference in the COBIT 2019 publications to which this section relates. The following abbreviations are used: COBIT 2019 Framework (FW), COBIT 2019 Design Guide (DG), COBIT 2019 Implementation Guide (IG), Chapter (Ch), Section (Sec), Figure (Fig)
    - The learning outcome level as explained on page 2.

Summary

The table below summarizes the COBIT 2019 Design & Implementation Course

Module	Description	Duration
Module 1, Introduction	General introduction to the course and to the exam.	**20'**
Module 2, COBIT 2019 Basic Concepts (Optional Section – removed if taught following the Foundation Course)	Refresher on the basic concepts of COBIT 2019	**40'**
Module 3, Design Factors for a Governance System	Definition of the concept design factors and elaborated coverage of design factors, and identification of design factors and their values.	**90'**
Module 4, Impact of Design Factors	Based on the acquired understanding of the design factors, learn about the impact design factors can have on the design a tailored governance system.	**30'**
Module 5, The Governance System Design Workflow	Description of the governance design workflow, elaboration on each stage and applying the workflow.	**215'**
Day 2		
Module 6, The Governance Design Toolkit	Demonstration of the governance design toolkit and applying it in practice.	**70'**
Module 7, Implementing and Optimizing I&T Governance Overview	Introduce the COBIT 2019 Implementation Guide, its relation to the Design Guide and setting the scene for a governance improvement program	**70'**
Module 8, Governance Implementation Lifecycle	Detailed description of each of the seven phases of the governance improvement road map, and application of the road map guidance.	**240'**
Module 9, Key Topics Decision Matrix	Explain key decision topics for governance system implementations.	**30'**
Module 10, Closing Remarks	Closing of the course with review of the learning objectives and final Q&A	**10'**
		775 (815 with optional material)

Detailed Syllabus

MODULE 1, INTRODUCTION						
Description		General introduction to the course and to the exam.				
Approach		N/A				
Required Learning Materials		Course Slides				
Section		**Description**	**Time**	**Course Outcome**	**Reference**	**Learning Level**
1.1	Welcome	Welcome to the training Introductions of instructor and participants	10	N/A	N/A	N/A
1.2	Course Introduction	Learning objectives Target audience Structure and outline of the course	5	N/A	N/A	N/A
1.3	Exam Introduction	COBIT 2019 Certificates Exam requirements Exam approach and structure Workshop Schedule	5	N/A	N/A	N/A
		Time	**20**			

MODULE 2, COBIT 2019 BASIC CONCEPTS (OPTIONAL – NOT NEEDED IF TAUGHT IN CONJUNCTION WITH FOUNDATION)						
Description		Refresher[1] on the basic concepts of COBIT 2019				
Approach		Lecture				
Required Learning Materials		COBIT 2019 Design Guide, COBIT 2019 Implementation Guide, Course Slides				
Section		**Description**	**Time**	**Course Outcome**	**Reference**	**Learning Level**
2.1	COBIT 2019 Architecture	Explain the COBIT 2019 Architecture and purpose: tailored governance systems	5	1	DG, Ch1, Sec1.1 DG, Ch2, Fig 2.1	1-2
2.2	COBIT 2019 Architecture and Products	Describe the current main COBIT 2019 Publications Explain the purpose of the COBIT 2019 Design Guide Explain the target audience of the COBIT 2019 Design Guide and how each target group can benefit Explain the purpose of the COBIT 2019 Implementation Guide Explain the target audience of the COBIT 2019 Implementation Guide and how each target group can benefit	10	1	DG, Ch2, Sec2.1, p17	1-2
2.3	Governance & Management Objectives	Explain the concept governance and management objectives Walkthrough of the COBIT Core Model with the 40 governance/management objectives	7	1	DG, Ch2, Sec2.2 DG, Ch2, Fig2.2	1-2
2.4	Components of the Governance System	Explain the concept components of a governance system. Remind the different types of components	3	1	DG, Ch2, Sec2.3	1-2
2.5	Design Factors	Explain the concept of design factors.	3	1	DG, Ch2, Sec 2.6	1.-2
Section		**Description**	**Time**	**Course Outcome**	**Reference**	**Learning Level**

[1] Since it is a requirement for participants to have successfully completed COBIT 2019 Foundation, only a refresher is required and therefore included in this course

MODULE 2, COBIT 2019 BASIC CONCEPTS (OPTIONAL – NOT NEEDED IF TAUGHT IN CONJUNCTION WITH FOUNDATION)						
2.5	Focus Areas	Explain the focus area concept. Give some examples and explain how the first available focus areas (SME, DevOps, Risk, Security) will be structured.	3	1	DG, Ch2, Sec2.4	1-2
2.6	Performance Management	Explain the capability levels for COBIT 2°019 processes. Explain how the guidance in the COBIT 2019 Governance and Management Objectives guide includes capability levels for all process activities.	7	1	DG, Ch2, Sec2.5 DG, Ch2, Fig2.3	1-2
2.7	Designing and Implementing a Tailored Governance System	Illustrate the proposed flow for designing a tailored governance system.	3	1	Introduction and Framework, Ch7, Sec1	1-2
2.8	Conclusion and Module Summary	Q&A on COBIT 2019 concepts	5	1	-	1-2
		Time	46			

MODULE 3, DESIGN FACTORS FOR A GOVERNANCE SYSTEM						
Description		Definition of the concept design factors and elaborated coverage of design factors, and identification of design factors and their values.				
Approach		Lecture, Exercise, Case				
Required Learning Materials		COBIT 2019 Design Guide, Course Slides, Caselets text				
Section		**Description**	**Time**	**Course Outcome**	**Reference**	**Learning Level**
3.1	Definition and Overview	Define the concept design factor Explain overview and currently identified design factors.	5	1,2, 3	DG, Ch1, Sec1.2 DG, Ch1, Sec1.3 DG, Ch2, Sec2.6, p21 DG, Ch2, Fig2.4	1-2
3.2	Design Factor 'Enterprise Strategy'	Define the design factor **enterprise strategy**. Explain the different values this factor can have. Learn how to translate different enterprise strategies into the correct values for this design factor through some examples.	5	3, 4	DG, Ch2, Sec2.6.(1) DG, Ch2, Sec2.6, Fig 2.5	2-3
3.3	Design Factor 'Enterprise Goals'	Define the design factor **enterprise goals**. Explain the different values this factor can have. Explain the relationship to the COBIT Goals Cascade and the BSC dimensions.	5	3, 4	DG, Ch2, Sec2.6.(2) DG, Ch2, Sec2.6, Fig 2.6	2-4
3.4	Design Factor 'Risk Profile'	Define the design factor **risk profile**. Explain the risk categories and generic risk scenarios that can be analyzed. Explain the different values this factor can have.	10	3, 4	DG, Ch2, Sec2.6.(3) DG, Ch2, Sec2.6, Fig 2.7	2-4

Section		Description	Time	Course Outcome	Reference	Learning Level
3.5	Design Factor 'I&T Related Issues'	Define the design factor **I&T related issues**. Explain the different values this factor can have.	5	3, 4	DG, Ch2, Sec2.6.(4) DG, Ch2, Sec2.6, Fig 2.8	2-4
3.6	Design Factor 'Threat Landscape'	Define the design factor **threat landscape**. Explain the different values this factor can have Learn how to translate different situations into the correct values for this design factor.	3	3, 4	DG, Ch2, Sec2.6.(5) DG, Ch2, Sec2.6, Fig 2.9	2-4
3.7	Design Factor 'Compliance Requirements'	Define the design factor **compliance requirements.** Explain the different values this factor can have Learn how to translate different situations into the correct values for this design factor.	2	3, 4	DG, Ch2, Sec2.6.(6) DG, Ch2, Sec2.6, Fig 2.10	2-4
3.8	Design Factor 'Role of IT'	Define the design factor **role of IT**. Explain the different values this factor can have. Learn how to translate different situations into the correct values for this design factor.	5	3, 4	DG, Ch2, Sec2.6.(7) DG, Ch2, Sec2.6, Fig 2.11	2-4
3.9	Design factor 'Sourcing model for IT'	Define the design factor **sourcing model for IT**. Explain the different values this factor can have Learn how to translate different situations into the correct values for this design factor.	3	3, 4	DG, Ch2, Sec2.6.(8) DG, Ch2, Sec2.6, Fig 2.12	2-4
3.10	Design Factor 'IT Implementation Methods'	Define the design factor **IT implementation methods**. Explain the different values this factor can have Learn how to translate different situations into the correct values for this design factor.	3	3, 4	DG, Ch2, Sec2.6.(9) DG, Ch2, Sec2.6, Fig 2.13	2-4
3.11	Design Factor 'Technology Adoption'	Define the design factor **technology adoption.** Explain the different values this factor can have Learn how to translate different situations into the correct values for this design factor.	3	3, 4	DG, Ch2, Sec2.6.(10) DG, Ch2, Sec2.6, Fig 2.14	2-4
3.12	Design factor 'Enterprise Size'	Define the design factor **enterprise size**. Explain the different values this factor can have.	3	3, 4	DG, Ch2, Sec2.6.(11) DG, Ch2, Sec2.6, Fig 2.15	2-4
3.13	Industry dimension	Explain why there is no industry design factor	3	3, 4	DG, Ch2, Sec2.6.1	2-4
3.14	Case Study and Exercises	For a given set of caselets (3), identify which design factors are relevant and which values they would take. Group discussion of caselet solutions.	30 5	4	-	3-4
		Time	**90**			

MODULE 4, IMPACT OF DESIGN FACTORS						
Description		Based on the acquired understanding of the design factors, learn about the impact design factors can have on the design a tailored governance system.				
Approach		Lecture, Discussion				
Required Learning Materials		COBIT 2019 Design Guide, Course Slides				
Section		**Description**	**Time**	**Course Outcome**	**Reference**	**Learning Level**
4.1	Introduction	Explain the overview figure with the different types of impact design factors can have Explain how the remaining guidance, esp. the design workflow, uses this division	2	5	DG, Ch3, Fig 3.1	3-4
4.2	Management Objective Selection	Explain how design factors can influence the importance (and target capability level) of governance/management objectives Illustrate with some examples	8	5	DG, Ch3, Sec3.1.1	3-4
4.3	Component Variations	Explain how design factors can influence the component variants to be applied in the tailored governance system Illustrate with some examples	5	5	DG, Ch3, Sec3.1.1	3-4
4.4	Specific Focus Areas	Explain how design factors can influence the importance (and target capability level) of governance/management objectives Illustrate with some examples	5	5	DG, Ch3, Sec3.1.1	3-4
4.5	Module Summary	Group discussion: participants take from their own experience and deduce the impact on their actual on desired governance systems Q&A	10	5	-	3-4
		Time	**30**			

MODULE 5, THE GOVERNANCE SYSTEM DESIGN WORKFLOW						
Description		Description of the governance design workflow, elaboration on each stage and applying the workflow				
Approach		Lecture, Discussion, Exercise on case				
Required Learning Materials		COBIT 2019 Design Guide, Course Slides, Case study text				
Section		**Description**	**Time**	**Course Outcome**	**Reference**	**Learning Level**
5.1	Introduction	Explain the governance system design flow and its four steps Explain the intended use of the design flow, i.e. the optional character of substeps within stages Discuss the use of the design workflow and how it can benefit various stakeholders Explain the outcome of the design workflow – the governance system – and what this looks like	15	6	DG, Ch4, Sec4.1 DG, Ch4, Fig4.1 DG, Ch1, Sec1.3	2-3
5.2	Step 1: Understand enterprise context and strategy	Describe the four design factors to consider for the understanding of context and strategy	10	7	DG, Ch4, Sec4.2	1-3

Section		Description	Time	Reference	Learning Level	Course Outcome
5.3	Step 2: Determine initial scope of the governance system	Describe how design factor 'enterprise strategy' influences the governance system design and illustrate with an example. Describe how design factor 'enterprise goals' influences the governance system design and illustrate with an example Describe how design factor 'risk profile' influences the governance system design and illustrate with an example Describe how design factor 'I&T related issues' influences the governance system design and illustrate with an example Explain how to conclude on this step and to develop an initial scope of the governance system	25	7	DG, Ch4, Sec4.3.2 DG, Ch4, Fig4.2 DG, Ch4, Sec4.3.3 DG, Ch4, Sec4.3.4 DG, Ch4, Sec4.3.2 DG, Ch4, Sec4.3.6	2-3
5.4	Exercises	Based on a case description, obtain the initial understanding of the enterprise's context, strategy and initial scope of the governance system. Group discussion of exercise	30 5	8	-	3-5
5.5	Step 3: Refine the scope of the governance system	Describe the meaning and intent of scope refinement for the governance system Describe how design factor 'threat landscape' influences the governance system design and illustrate with an example Describe how design factor 'Compliance Requirements' influences the governance system design and illustrate with an example Describe how design factor 'Role of IT' influences the governance system design and illustrate with an example Describe how design factor 'Sourcing Model for IT' influences the governance system design and illustrate with an example Describe how design factor 'IT Implementation Methods' influences the governance system design and illustrate with an example Describe how design factor 'Technology Adoption' influences the governance system design and illustrate with an example Describe how design factor 'Enterprise Size' influences the governance system design and illustrate with an example Explain how to conclude on this step and to develop a refined scope of the governance system	30	7	DG, Ch4, Sec4.4 DG, Ch4, Sec4.4.1 DG, Ch4, Fig4.3 DG, Ch4, Sec4.4.2 DG, Ch4, Fig4.4 DG, Ch4, Sec4.4.3 DG, Ch4, Fig4.5 DG, Ch4, Sec4.4.4 DG, Ch4, Fig4.6 DG, Ch4, Sec4.4.5 DG, Ch4, Fig4.7 DG, Ch4, Sec4.4.6 DG, Ch4, Fig4.8 DG, Ch4, Sec4.4.7 DG, Ch4, Fig4.9 DG, Ch4, Sec4.4.8	2-3
Section		**Description**	**Time**	**Reference**	**Learning Level**	**Course Outcome**
5.6	Step 4 – Resolve conflicts and conclude	Describe the meaning and intent of this step Describe potential conflicts in the governance system design	15	7	DG, Ch4, Sec4.5.1	2-3

	governance system design	Describe strategies to resolve conflicts in the governance system design Describe how to conclude the governance system design				
5.7	Exercise	Based on the exercises in 5.4, develop a refined scope for the governance system and resolve any apparent conflicts for the governance system design. Group discussion of exercise	20, 40 5, 10	8	-	3-5
5.8	Module Summary	Final Q&A on the governance design workflow Group Discussion on perceived value and potential obstacles of this approach.	10 10	7-8	-	3-5
		Time	**215**			

MODULE 6, THE GOVERNANCE DESIGN TOOLKIT						
Description		Demonstration of the governance design toolkit and applying it in practice.				
Approach		Lecture, Demonstration, Exercise				
Required Learning Materials		COBIT 2019 Design Guide, Course Slides, COBIT Design Toolkit				
Section		**Description**	**Time**	**Course Outcome**	**Reference**	**Learning Level**
6.1	Introduction	Introduction to the Governance Design Toolkit Explain the toolkit basics to ensure understanding of the structure and functionality of the toolkit	10	9	DG, Ch6, Sec6.1 DG, Ch6, Sec6.2	2-4
6.2	Walkthrough	Explanation of the four steps in the Governance Design Toolkit. Review of each design factor and the resulting chart generated when inputting values for these factors within the toolkit Explanation of the Governance and Management Objectives Importance chart generated after using the toolkit	15	9	DG, Ch6, Sec6.3	2-4
6.3	Example	Walk through an additional example of governance system design	10	9	DG, Ch7, Sec7.2[2]	2-4
6.4	Exercise	Using the case of module 5, use the design toolkit to design a governance system Group discussion of exercise	20 5	9	-	2-4
6.5	Module Summary	Q&A on the Governance Design Toolkit Group discussion on toolkit benefits and drawbacks	5 5	9	-	2-4
		Time	**70**			

MODULE 7, IMPLEMENTING AND OPTIMIZING I&T GOVERNANCE OVERVIEW						
Description		Introduce the COBIT 2019 Implementation Guide, its relation to the Design Guide and setting the scene for a governance improvement program.				
Approach		Lecture, Discussion				
Required Learning Materials		COBIT 2019 Implementation Guide, Course slides				
Section		**Description**	**Time**	**Course Outcome**	**Reference**	**Learning Level**

[2] The COBIT 2019 Design Guide contains three examples. Any of the three can be used – we selected the first one, but the instructor is free to use others.

MODULE 6, THE GOVERNANCE DESIGN TOOLKIT						
7.1	COBIT 2019 Implementation Guide	Purpose and scope of the Implementation Guide (repeat) Dependencies between Implementation Guide and Design Guide and how to use both guides together.	10	11, 13	DG, Ch5	2-4
7.2	Positioning I&T governance	Understanding the context of a governance system Refresher of the definitions of governance and management Understanding the importance and outcomes of a governance system COBIT as a governance framework (versus other choices)	7	11	IG, Ch2, Sec2.1 IG, Ch2, Sec2.2	2
7.3	Creating Appropriate Environment	Describe the appropriate environment for a governance improvement program Describe roles in creating appropriate environment	8	11-12	IG, Ch3, Sec3.1 IG, Ch3, Fig3.1	2-3
7.4	Governance Implementation Roadmap	Explain the three layers of the Implementation Road Map Explain the high-level descriptions of the seven phases of the Implementation Roadmap	15	12	IG, Ch3, Sec3.2 IG, Ch3, Fig3.3 IG, Ch3, Fig3.4	2-3
7.5	Trigger events for governance improvement	Explain the trigger events in internal and external environment for a governance improvement project Group discussion: ask participants for additional trigger events (if any) and/or ask about which of these events apply to their organizations	10 10	12	IG, Ch3, Sec3.3.2	2-4
7.6	Stakeholder stakes and roles	Identify internal stakeholders for a governance improvement program, their stakes (interests) and their accountability and responsibility Identify external stakeholders for a governance improvement program, their stakes (interests) and their accountability and responsibility Role of Assurance professionals	10	12	IG, Ch3, Sec3.4.1 IG, Ch3, Sec3.4.2 IG, Ch3, Sec3.4.3	2-314
7.7	Module Summary					
		Time	**70**			

MODULE 8, GOVERNANCE IMPLEMENTATION LIFECYCLE						
Description		Detailed description of each of the seven phases of the governance improvement road map, and application of the road map guidance.				
Approach		Lecture, Discussion, Exercise on Case				
Required Learning Materials		COBIT 2019 Implementation Guide, Course Slides, Case study text				
Section		**Description**	**Time**	**Course Outcome**	**Reference**	**Learning Level**
8.1	Phase 1 – What are the drivers?	Description of the phase and objectives Understand Roles for the key stakeholders Understand Continual Improvement (CI) tasks and their further detailed elaboration within the design guide Understand Change Enablement (CE) tasks Understand Program Management (PM tasks) Understand inputs and outputs Understand RACI chart Understand challenges, their root causes and success factors (solutions) Understand available resources	20	14,15	IG, Ch6, Sec6.2 IG, Ch6, Fig6.1 IG, Ch6, Fig3-4	2-3
8.2	Phase 2 – Where are we now?	Description of the phase and objectives Understand Roles for the key stakeholders Understand Continual Improvement (CI) tasks and their further detailed elaboration within the design guide Understand Change Enablement (CE) tasks Understand Program Management (PM tasks) Understand inputs and outputs Understand RACI chart Understand challenges, their root causes and success factors (solutions) Understand available resources	20	14,15	IG, Ch6, Sec6.3 IG, Ch6, Fig6.5 IG, Ch6, Fig7-8	2-3
8.3	Phase 3 – Where do we want to be?	Description of the phase and objectives Understand Roles for the key stakeholders Understand Continual Improvement (CI) tasks and their further detailed elaboration within the design guide Understand Change Enablement (CE) tasks Understand Program Management (PM tasks) Understand inputs and outputs Understand RACI chart Understand challenges, their root causes and success factors (solutions) Understand available resources	20	14,15	IG, Ch6, Sec6.4 IG, Ch6, Fig6.9 IG, Ch6, Fig11-12	2-3
8.4	Exercise	Create a formal implementation program that uses the information gathered from previous exercises. The goal is to understand how to use the Implementation and Design guides to create an implementation program.	60	14,15		3-5

Section		Description	Time	Course Outcome	Reference	Learning Level
8.5	Phase 4 – What needs to be done?	Description of the phase and objectives Understand Roles for the key stakeholders Understand Continual Improvement (CI) tasks Understand Change Enablement (CE) tasks Understand Program Management (PM tasks) Understand inputs and outputs Understand RACI chart Understand challenges, their root causes and success factors (solutions) Understand available resources	15	14,15	IG, Ch6, Sec6.5 IG, Ch6, Fig6.13 IG, Ch6, Fig15-16	2-3
8.6	Phase 5 – How do we get there?	Description of the phase and objectives Understand Roles for the key stakeholders Understand Continual Improvement (CI) tasks Understand Change Enablement (CE) tasks Understand Program Management (PM tasks) Understand inputs and outputs Understand RACI chart Understand challenges, their root causes and success factors (solutions) Understand available resources	15	14,15	IG, Ch6, Sec6.6 IG, Ch6, Fig6.17 IG, Ch6, Fig19-20	2-3
8.7	Phase 6 – Did we get there?	Description of the phase and objectives Understand Roles for the key stakeholders Understand Continual Improvement (CI) tasks Understand Change Enablement (CE) tasks Understand Program Management (PM tasks) Understand inputs and outputs Understand RACI chart Understand challenges, their root causes and success factors (solutions) Understand available resources	15	14,15	IG, Ch6, Sec6.7 IG, Ch6, Fig6.21 IG, Ch6, Fig23-24	2-3
8.8	Phase 7 – How do we keep the momentum going?	Description of the phase and objectives Understand Roles for the key stakeholders Understand Continual Improvement (CI) tasks Understand Change Enablement (CE) tasks Understand Program Management (PM tasks) Understand inputs and outputs Understand RACI chart Understand challenges, their root causes and success factors (solutions) Understand available resources	15	14,15	IG, Ch6, Sec6.8 IG, Ch6, Fig6.25 IG, Ch6, Fig27-28	2-3
8.9	Exercise	The purpose of this exercise is to use information from previous exercises and your assumptions from the case study to understand how to complete a cycle of the implementation lifecycle.	45	14,15	-	3-5
8.10	Module Summary	Q&A Group discussion – sharing experience with previous governance improvement projects and how that related to current guidance	15	14,15	*	3-5
		Time	**240**			

MODULE 9, KEY TOPICS DECISION MATRIX						
Description		Explain key decision topics for governance system implementations.				
Approach		Lecture, Discussion				
Required Learning Materials		COBIT 2019 Implementation Guide, Course Slides				
Section		**Description**	**Time**	**Course Outcome**	**Reference**	**Learning Level**
9.1	Decision Matrix	Explain key decision topics for governance system implementation Explain RACI chart	15	16	IG, App A	3-4
9.2	Group Discussion	Group discussion on the completeness of the governance decision topics Group discussion on the assignment of responsibilities for decision topics Group discussion on comparison with candidate's own experience and organizations	15	16	-	3-4
		Time	**30**			

MODULE 10, CLOSING REMARKS						
Description		Closing of the course with review of the learning objectives and final Q&A				
Approach		Lecture				
Required Learning Materials		Course Slides				
Section		**Description**	**Time**	**Course Outcome**	**Reference**	**Learning Level**
10.1	Review of learning objectives	Review of learning objectives of the course	5	-	-	-
10.2	Q&A	Final Q&A Session	5	-	-	-
		Time	**10**			

Required Course materials

In order to support the course as described in the syllabus, the following materials need to be available/developed, in addition to the standard COBIT 2019 publications mentioned in the syllabus:

A. Course Slides for use in all modules
B. Examples, for use throughout different modules/sections
C. Discussion notes, preparing and listing a number of discussion points for group discussions
D. Caselets (3), for use in module/section 3.14 on identification of design factor (values); a caselet is a small case, typically between ½-1 page of text, describing a fictitious enterprise
E. Case studies (2), for use in:
    a. Module/section 5&6: throughout module 5 and 6 a case will be used to perform the different steps of the design workflow during a series of exercises; the case text will probably require 2½-4 pages of text, providing a quite comprehensive description of a fictitious case
    b. Module/section 8.4 & 8.9 – this is preferably the same case for both assignments; the case text will typically consist of 1½-2½ pages of text, providing a quite comprehensive description of a fictitious case

D. COBIT 2019 Design & Implementation Exam

Exam Purpose, Approach and Format

The exam tests the degree to which the candidates have understood the COBIT 2019 key concepts, the COBIT 2019 Design Guide and the COBIT 2019 Implementation Guide, and the degree to which the candidates can apply these concepts in (simulated) practice, how they analyze a governance related problem and propose COBIT 2019 based solutions:

- The exam is an online-proctored exam.
- The exam contains 60 multiple-choice questions for a total of 60 points.
- The candidates have three hours (180 min) to complete the exam.

Exam Requirement

Passing grade is 60% or 36 points.