

## Contents

---

iv

## Contents

<b>CONTENTS .....</b>	<b>IV</b>
<b>FIGURES .....</b>	<b>VIII</b>
<b>TABLES .....</b>	<b>X</b>
<b>ABOUT THE EXAM .....</b>	<b>11</b>
<b>HOW TO USE THIS BOOK .....</b>	<b>12</b>
<b>SECTION 1: THE BASICS.....</b>	<b>14</b>
<b>CHAPTER 1: SECURITY CONCEPTS .....</b>	<b>15</b>
<b>CHAPTER 2: GOVERNANCE, GOALS, STRATEGIES, POLICIES, STANDARDS AND PROCEDURES .....</b>	<b>17</b>
<b>CHAPTER 3: STRATEGY .....</b>	<b>23</b>
<b>CHAPTER 4: RISK APPETITE, TOLERANCE AND CAPACITY .....</b>	<b>27</b>
<b>CHAPTER 5: ANALYSIS OF RISK .....</b>	<b>31</b>
<b>CHAPTER 6: CONTROLLING THREATS AND RISK.....</b>	<b>36</b>
<b>CHAPTER 7: CONTROLS AND COUNTERMEASURES .....</b>	<b>47</b>
<b>CHAPTER 8: ALE, RTO, RPO, SDO, MTO, MTD AND AIW.....</b>	<b>59</b>
<b>CHAPTER 9: BCP, DRP AND BIA.....</b>	<b>64</b>
<b>CHAPTER 10: BUSINESS CONTINUITY AND DISASTER RECOVERY .....</b>	<b>67</b>
<b>CHAPTER 11: TESTING INCIDENT RESPONSE, BUSINESS CONTINUITY PLANS AND DISASTER RECOVERY PLANS.....</b>	<b>78</b>
<b>CHAPTER 12: ROLES, RESPONSIBILITIES, RACI AND SKILLS .....</b>	<b>81</b>
<b>CHAPTER 13: DUE DILIGENCE AND DUE CARE .....</b>	<b>83</b>
<b>CHAPTER 14: SECURITY PRINCIPLES.....</b>	<b>85</b>
<b>CHAPTER 15: KGIS, KPIS, KRIS AND CSFS.....</b>	<b>87</b>
<b>CHAPTER 16: TECHNOLOGIES .....</b>	<b>88</b>
<b>CHAPTER 17: STANDARDS AND FRAMEWORKS .....</b>	<b>90</b>

## Contents

---

v

CHAPTER 18: CULTURE.....	100
CHAPTER 19: METRICS .....	102
CHAPTER 20: CURRENT STATE, DESIRED STATE AND THE GAP IN-BETWEEN .....	103
CHAPTER 21: INFORMATION SECURITY INFRASTRUCTURE AND ARCHITECTURE.....	106
CHAPTER 22: CLOUD COMPUTING .....	109
CHAPTER 23: METRICS DEVELOPMENT .....	116
CHAPTER 24: BUSINESS MODEL FOR INFORMATION SECURITY (BMIS) .....	118
SECTION 2: THE FOUR DOMAINS .....	123
CHAPTER 25: INFORMATION SECURITY GOVERNANCE – OVERVIEW.....	125
CHAPTER 26: INFORMATION SECURITY GOVERNANCE – THE GOAL .....	128
CHAPTER 27: INFORMATION SECURITY GOVERNANCE – THE STRATEGY.....	130
CHAPTER 28: INFORMATION SECURITY GOVERNANCE – WHO DOES WHAT .....	134
CHAPTER 29: INFORMATION SECURITY GOVERNANCE – RESOURCES THAT HELP .....	140
CHAPTER 30: INFORMATION SECURITY GOVERNANCE – CONSTRAINTS THAT HURT.....	154
CHAPTER 31: INFORMATION SECURITY GOVERNANCE – THE ACTION PLAN .....	158
CHAPTER 32: INFORMATION SECURITY GOVERNANCE – METRICS AND MONITORING .....	162
CHAPTER 33: INFORMATION SECURITY GOVERNANCE – WHAT SUCCESS LOOKS LIKE .....	170
CHAPTER 34: INFORMATION RISK MANAGEMENT – OVERVIEW.....	172
CHAPTER 35: INFORMATION RISK MANAGEMENT – THE GOAL .....	189
CHAPTER 36: INFORMATION RISK MANAGEMENT – THE STRATEGY .....	192
CHAPTER 37: INFORMATION RISK MANAGEMENT – WHO DOES WHAT .....	194
CHAPTER 38: INFORMATION RISK MANAGEMENT – RESOURCES THAT HELP.....	200
CHAPTER 39: INFORMATION RISK MANAGEMENT – CONSTRAINTS THAT HURT.....	214
CHAPTER 40: INFORMATION RISK MANAGEMENT – THE ACTION PLAN.....	219
CHAPTER 41: INFORMATION RISK MANAGEMENT – METRICS, MONITORING AND REPORTING .....	245

## Contents

---

vi

CHAPTER 42: INFORMATION RISK MANAGEMENT – WHAT SUCCESS LOOKS LIKE .....	250
CHAPTER 43: INFORMATION SECURITY PROGRAM DEVELOPMENT AND MANAGEMENT – OVERVIEW	251
CHAPTER 44: INFORMATION SECURITY PROGRAM DEVELOPMENT AND MANAGEMENT – THE GOAL .	252
CHAPTER 45: INFORMATION SECURITY PROGRAM DEVELOPMENT AND MANAGEMENT – THE STRATEGY .....	253
CHAPTER 46: INFORMATION SECURITY PROGRAM DEVELOPMENT AND MANAGEMENT – WHO DOES WHAT .....	255
CHAPTER 47: INFORMATION SECURITY PROGRAM DEVELOPMENT AND MANAGEMENT – RESOURCES THAT HELP .....	256
CHAPTER 48: INFORMATION SECURITY PROGRAM DEVELOPMENT AND MANAGEMENT – CONSTRAINTS THAT HURT.....	257
CHAPTER 49: INFORMATION SECURITY PROGRAM DEVELOPMENT AND MANAGEMENT – THE ACTION PLAN .....	261
CHAPTER 50: INFORMATION SECURITY PROGRAM DEVELOPMENT AND MANAGEMENT – METRICS AND MONITORING .....	264
CHAPTER 51: INFORMATION SECURITY PROGRAM DEVELOPMENT AND MANAGEMENT – WHAT SUCCESS LOOKS LIKE .....	271
CHAPTER 52: INFORMATION SECURITY INCIDENT MANAGEMENT – OVERVIEW .....	274
CHAPTER 53: INFORMATION SECURITY INCIDENT MANAGEMENT – THE GOAL.....	277
CHAPTER 54: INFORMATION SECURITY INCIDENT MANAGEMENT – THE STRATEGY .....	279
CHAPTER 55: INFORMATION SECURITY INCIDENT MANAGEMENT – WHO DOES WHAT .....	280
CHAPTER 56: INFORMATION SECURITY INCIDENT MANAGEMENT – RESOURCES THAT HELP .....	287
CHAPTER 57: INFORMATION SECURITY INCIDENT MANAGEMENT – CONSTRAINTS THAT HURT .....	289
CHAPTER 58: INFORMATION SECURITY INCIDENT MANAGEMENT – THE ACTION PLAN .....	290
CHAPTER 59: INFORMATION SECURITY INCIDENT MANAGEMENT – METRICS AND MONITORING .....	291
CHAPTER 60: INFORMATION SECURITY INCIDENT MANAGEMENT – WHAT SUCCESS LOOKS LIKE .....	292
ACRONYMS .....	293

## Contents

---

vii

<b>DEFINITIONS .....</b>	<b>298</b>
<b>INDEX .....</b>	<b>334</b>

## Figures

---

viii

## Figures

Figure 1: Goals, Strategies, Policies, Standards, Procedures and Guidelines .....	17
Figure 2: Optimizing Risk Costs .....	28
Figure 3: Qualitative Impact Matrix .....	32
Figure 4: Semiquantitative Matrix .....	33
Figure 5: Information Security Relationships .....	36
Figure 6: Control Types and Effect .....	49
Figure 7: Techniques Implemented in Relation to RTOs and RPOs .....	75
Figure 8: COBIT 5 Principles .....	91
Figure 9: COBIT 5 Enterprise Enablers .....	93
Figure 10: Overview of the Process Assessment Model .....	94
Figure 11: TOGAF Architecture Development Cycle .....	96
Figure 12: Characteristics of CMMI Maturity Levels .....	97
Figure 13: Balanced Scorecard Dimensions .....	98
Figure 14: How Cultures are Created .....	101
Figure 15: Common Framework Layers .....	108
Figure 16: Enterprise Architecture Domains .....	107
Figure 17: Classic Architecture vs. Cloud Computing .....	109
Figure 18: Cloud Computing Deployment Models .....	110
Figure 19: 'as a Service' Offerings .....	111
Figure 20: Cloud Computing Risk Map .....	114
Figure 21: Business Model for Information Security .....	118
Figure 22: Governance Relationships .....	126
Figure 23: Information Security Strategy Development Participants .....	130
Figure 24: Prevalent Standards and Frameworks .....	133
Figure 25: Relationship of Governance Elements .....	159
Figure 26: Components of Security Metrics .....	165
Figure 27: The IT Risk Management Life Cycle .....	176
Figure 28: Top Layer of Business Risk Structure .....	201
Figure 29: Critical Function Layer of Business Risk Structure .....	201
Figure 30: Aligning Assets to the Critical Layer Function .....	202
Figure 31: Asset Vulnerabilities .....	202
Figure 32: Combined Impact Risk Structure .....	203
Figure 33: Risk Analysis Framework .....	204

## Figures

---

ix

Figure 34: Factor analysis of information risk (FAIR) .....	207
Figure 35: Risk Scenario Structure .....	211
Figure 36: PDCA Methodology.....	212
Figure 37: Strategic Goals, CSFs, KPIs and Key Actions.....	213
Figure 38: Disconnect of Responsibilities with Outsourced Providers .....	214
Figure 39: Continuous Risk Management Steps .....	225
Figure 40: Steps to Information Security Program Development .....	254
Figure 41: Incident Response Plan Process Flow .....	261
Figure 42: Incident Management Life Cycle Phases .....	278

## Tables

---

x

## Tables

Table 1: Basic Recovery Tests and Categories .....	79
Table 2: A RACI Example .....	82
Table 3: Roles and Responsibilities RACI Matrix.....	138
Table 4: Security Content and Application .....	222
Table 5: Security Incident Roles and Responsibilities.....	283

## About the Exam

The CISM, or Certified Information Security Manager Certification, is one of the most recognized credentials for information security managers and has been awarded to more than 27,000 professionals to-date.

Beyond passing the exam, a CISM Certification requires a minimum of five years of experience in information security, and a minimum of two years of experience as an information security manager. If you have a CISA or CISSP certification, or a post-graduate degree in information security or other related field, then you are eligible to substitute two years of work experience. Finally, you will be required to and agree and comply with the ISACA's Code of Professional Ethics and the CISM Continuing Education Policy.

The exam cost between \$625 and \$750. If you pay to register as a member with ISACA, you can receive a discount. ISACA offers a free self-assessment exam with 50 questions to test your readiness for the actual exam. You can register for the CISM exam on the ISACA website. The day of the test you must bring a photo ID and the admissions ticket provided after you register.

The CISM exam is given twice per year in June and December. The test will take four hours and includes 200 total questions, giving you just over one minute per question. You are awarded 4 points per each correctly answered question, and a minimum score of 450, or roughly 113 correct questions, is required to pass the test.

Once you pass the test and have the score in-hand, you can submit your CISM application to get your certification. This requires proof of five years of experience of work, with signed verification from your employers.

There is only a 50-60% first time pass rate, so study the material repeatedly and take multiple assessment tests prior to taking the plunge.