

## **Introduction to the Minitrack “IT Governance and its Mechanisms” HICSS 2004**

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IT governance is the organizational capacity exercised by the board, executive management and IT management to control the formulation and implementation of IT strategy and in this way ensuring the fusion of business and IT. The three crucial IT governance questions are concerned with effectiveness, efficiency and control of IT. The effectiveness question refers to the business/IT alignment processes.

The Minitrack “IT Governance and its Mechanisms” within the “Organizational Systems and Technology” Track is this year for since 2002 introduced in the HICSS conference. The goal of this new Minitrack is to enhance publications on the issue of IT governance and its mechanisms. It was expected to get submissions from academics and practitioners involved in research on IT governance, Business/IT alignment, IT Balanced Scorecard, COBIT implementations, ITIL implementations, applications of the Capability Maturity Model for IT processes, and typical IT governance mechanisms such as IT steering committees. Submissions on IT audit issues were also solicited. Manuscripts were solicited for this IT Governance Minitrack through the ISACA network, the HICSS website, and e-mails to colleagues that I know have an interest in this subject.

1. “Strategic alignment revisited: connecting organizational architecture and IT infrastructure” by Chris Sauer and Leslie Willcocks respectively of the University of Oxford and Warwick Business School (UK).  
Companies often find the rigidity of information technology infrastructures a barrier to change. In the absence of a clearly defined long-term strategic plan, the IT infrastructure platform needs to be designed and managed in concert with organizational design to achieve the degrees of flexibility the executive team most expects to need. The paper combines IT architecture with multivariate theories of organizational fit into an activity that creates a joint architecture of IT and organization.
2. “IS project selection: the role of strategic vision and IT governance” by Susan Sherer of the Lehigh University (PA).

The prioritization of information systems projects is a function of the strategic vision of the organization. In this paper a model of the IT selection is developed that is based upon the influence of strategic vision. Strategic vision influences both the type of projects considered: the resources allocated to information systems, and the processes and mechanisms for justifying IT investments.

3. “Information technology outsourcing governance: an examination of the outsourcing management maturity model” by Alea Fairchild of the Tilburg University (The Netherlands).  
Given the lack of experience in outsourcing contractual management, firms involved in IT outsourcing can encounter unexpectedly poor service quality improvement. As a guidance for better IT outsourcing activities, an Outsourcing Management Maturity model was introduced in the literature. This framework established to create effective vendor management structure, create measurable and enforceable service level agreements, implement formal processes, and drive vendors to improve service quality. This paper questions if one or more aspects of this outsourcing model may be considered necessary success factors when applied in practice.
4. “COBIT and its utilization: a framework from the literature” by Gail Ridley, Judy Young and Peter Carroll of the University of Tasmania (Australia).  
IT control frameworks such as the Control Objectives for Information and Related Technology (COBIT), are designed to promote effective IT governance. This paper reports on a classification of the published literature on COBIT, using a framework developed for the purpose in order to highlight some of the features of that literature. The findings suggest that few academically-focused publications on COBIT were available, particularly literature that reported on organizational implementations of COBIT. However, practitioner publications in a number of categories were found, revealing an interest in COBIT.