Introduction to IT Governance and Its Mechanisms Minitrack

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IT governance or enterprise governance of IT is an integral part of corporate governance and addresses the definition and implementation of processes, structures and relational mechanisms in the organization that enable both business and IT people to execute their responsibilities in support of business/IT alignment and the creation of business value from IT-enabled business investments. The Minitrack is introduced in 2002. The goal is to enhance publications on the issue of IT governance and its mechanisms. This year 26 submissions were received of which 12 were accepted.

1. "IT governance processes and IT alignment: viewpoints from the board of directors", by Jason Kuruzovich, Geneviève Bassellier, Y. Sambamurthy, Rensselaer Polytechnic Institute, McGill University, and Michigan State University (US and Canada). This research empirically examines the role of the board of directors in driving IT alignment. The paper provides insights into the role of the board finding that the board of directors can facilitate the alignment of IT with business strategy.

2. "The CIO and CFO dyad – How an effective relationship impacts individual effectiveness and strategic alignment", by James Denford and Kurt Schobel, Royal Military College of Canada (Canada). In this study it is proposed that within publicly funded and not-for-profit organizations, the specific relationship between the CIO and the CFO is a critical pairing that impacts both individual effectiveness and strategic alignment.

3. "Resource-based view in empirical IT business value research – An evidence-based literature review", by Janusch Patas, Jens Bartenschlager, and Matthias Goeken, Frankfurt School of Finance & Management (Germany). This research conducts an evidence-based literature review to structure and consolidate empirical evidence from studies using the RBV as a theoretical foundation. It is illustrated how different IT resources can be distinguished and classified by considering their operationalization.

4. "Aligning multiple definitions of alignment – A literature review", by Katja Walentowitz, University of Bamberg (Germany). Based on a review of alignment articles published since 2000, this paper presents a comprehensive framework of alignment definitions based on the Strategic Alignment Model.

5. "Reconsidering the dimensions of business-IT alignment", by Frank Schlosser and Heinz-Theo Wagner, University of Bamberg and German Graduate School of Management and Law (Germany). In this paper the authors critically compare and reflect the existing dimensions of alignment and synthesize what has been researched about alignment and guide future research by revealing gaps in alignment research suggesting an agenda for future research.

6. "Extending BITA maturity model from organizational culture perspective", by Mohamed El-Mekawy, Ehsan Kaboudvand, and Lazar Rusu, Stockholm University and Royal Institute of Technology (Sweden). The purpose of this paper is to investigate the impact of organizational culture on achieving BITA. The research was carried out through an in-depth literature survey followed by an empirical study of Swedish multinational organizations.

7. "Email governance: are companies in financial industries more mature?", by Gerhard Knolmayer, Lukas Helfenstein, Gabriela Loosli, and Georg Disterer, University of Bern and University of Applied Sciences and Arts Hannover (Swiss and Germany). In this paper the authors describe indicators for good email practices and develop a maturity model by weighting the indicators. It was found that for many indicators companies belonging to the financial sector look more mature from an descriptive point of view.

8. "Cloudrise: opportunities and challenges for IT governance at the dawn of cloud computing", by Hauke Heier, Hans Borgman and Bouchaib Bahli, Accenture and ESC Rennes School of Business (Germany and France). This article presents and discusses a conceptual and operational research model combining research in IT governance, cloud computing and business/IT alignment. The model is applied to a quantitative study across various industries.


10. "IT governance mechanisms in multisourcing – A business group perspective", by Thomas Herz, Florian Hamel, Falk Uebernickel and Walter Brenner, University of St. Gallen (Swiss). This paper provides insights into a real-life case of a leading financial services provider that utilizes multisourcing, and analyzes how multisourcing governance mechanisms can be mapped in a business group.

11. "Finding the right balanced scorecard for business-driven IT management: A literature review", by Andreas György, Walter Brenner and Falk Uebernickel, University of St.Gallen (Swiss). With this article the authors investigate the state of the art of IT BSC use through a comprehensive literature analysis. The findings suggest that two new scorecards need to be developed: scorecards for services and service portfolios.

12. "An IT balanced scorecard design under service management philosophy", by Antonio Folgueras, Carlos III University of Madrid (Spain). This study proposes a design for an information technology balanced scorecard that integrates with business and environment, balancing and optimizing, deployment and control of the IT strategy.