Enterprise Governance of IT (ML3FU07), 7.5 hp

The Enterprise Governance of IT is a course at the Ph.D. level. The course will run in the spring semester 2022 (February-May) through a number of seminars. The course schedule will be communicated in time before the course will start to the students registered in the course.

Course responsible
Professor Lazar Rusu

Prerequisite of the course
Only PhD students can participate in the course.

Aim of the course
Today in many organizations IT is playing a very important role for the business that requires a special focus on the IT Governance. According to IT Governance Institute (2003, p. 10) "*IT Governance is the responsibility of the board of directors and executive management. It is an integral part of enterprise governance and consists of the leadership and organisational structures and processes that ensure that the organisation's IT sustains and extends the organisation's strategies and objectives*". In opinion of Weill and Ross (2004) top performing companies succeed "by implementing effective IT governance to support their strategies" (Weill and Ross, 2004, p.2). Where by effective IT governance the authors means "*an actively designed set of IT governance mechanisms (e.g., committees, budgeting processes, approvals, IT organizational structure, chargeback, etc.) that encourage behavior consistent with the organization's mission, strategy, values, norms and culture*" (Weill and Ross, 2004, p.2-3). Moreover according to Weill and Ross (2004, p.3-4) "*effective IT governance is the single most important predictor of the value an organization generates from IT*". Last but not the least, IT governance plays an important role in supporting digital initiatives in organizations and in opinion of Tannou and Westerman (2012, p.13) "*The right governance model provides appropriate levels of coordination and sharing for digital initiatives, in line with the company's structure, culture, and strategic priorities*". Furthermore, IT governance is among those IT capabilities that is required to succeed in digital transformation (Whalen, 2017).

The aim of this course is to provide an overview of the main concepts and trends in IT Governance research and allow the students to discuss their papers in light of some of the most important research developments in this area.

Learning Objectives
After following the course, students should be able to:
- Explain the main concepts and trends in IT Governance research.
- Analyze the application of IT Governance concepts to empirical problems.
- Relate the latest research developments to his/her own research work.

Syllabus
- How Top-Performing Firms Govern IT (Weill, 2004)
- The IT Engagement Model (Fonstad and Robertson, 2006)
- IT Governance Implementations and its Impact on Business/IT Alignment (De Haes and Van Grembergen, 2009)
- Influencing the Effectiveness of IT Governance Practices Through Steering Committees and Communication Policies (Huang et al., 2010)
- Exploring IT Governance Arrangements in Practice (Satidularn et al., 2011)

- IT Governance and Business Performance (Lazic et al., 2011)
- A Multi-Theoretic Approach to IT Governance: The Need for Commitment as well as Alignment (Newell and Clark Williams, 2011)
- IT Governance Processes and IT Alignment (Kuruzovich et al., 2012)
- The Influence of Organizational Culture on IT Governance (Janssen et al., 2013)
- IT Governance and Organizational Agility (Sun and Wang, 2013)
- Business Value through Controlled IT – Towards an Integrated Model of IT Governance Success and its Impact (Buchwald et al., 2014)
- How Information Technology Governance Mechanisms and Strategic Alignment Influence Organizational Performance: Insights From a Matched Survey of Business and IT Managers (Wu et al., 2015)
- Achieving social alignment between business and IT – an empirical evaluation of the efficacy of IT governance mechanisms (Schlosser et al., 2015)
- Board Level IT Governance: A Scoping Review to Set the Research Agenda (Caluwe and De Haes, 2019)
- Agility matters! Agile Mechanisms in IT Governance and their Impact on Firm Performance (Vejseli et al., 2020)

Teaching methods

The course will include a number of seminars focusing on the presentation and discussion of research in IT Governance and of PhD students' papers.

Examination

The course requires the submission of a paper that applies IT governance concepts to empirical problems in a variety of domains. The length of the paper should be 10-12 pages. Papers must be written in English and submitted to the course responsible according to a deadline that will be communicated at the beginning of the course. To receive a grade of Pass the students are required to develop a research paper that will be evaluated based on the following criteria: clarity of writing, research importance; research problem; research methodology; findings and contribution. Moreover, to receive a grade of Pass the students will need to make a presentation of a number of research papers (that are included in the syllabus) in IT governance area and offer feedback to students' research papers. The grading scale used in this PhD course is "Pass" or "Fail".

Course literature

Buchwald, A., Urbach, N. and Ahlemann, F. (2014) Business Value through Controlled IT – Towards an Integrated Model of IT Governance Success and its Impact, *Journal of Information Technology*, 29(2), 128-147

Caluwe, L., and De Haes, S. (2019) Board Level IT Governance: A Scoping Review to Set the Research Agenda, *Information Systems Management*, 36(3), 262-283

De Haes, S., and Van Grembergen, W. (2009) An Exploratory Study into IT Governance Implementations and its Impact on Business/IT Alignment, *Information Systems Management*, 26(2), 123-137

Fonstad, N. O., and D. Robertson (2006) Transforming a Company, Project by Project: The IT Engagement Model, *MIS Quarterly Executive*, 5(1), 1-14

Huang, R., Zmud, R.W., and Leon Price, R. (2010) Influencing the Effectiveness of IT Governance Practices Through Steering Committees and Communication Policies, *European Journal of Information Systems*, 19(3), 288-302

Kuruzovich, J., Bassellier, B. and Sambamurthy, V. (2012) IT Governance Processes and IT Alignment: Viewpoints from the Board of Directors, *Proceedings of the 45th Hawaii International Conference on System Sciences*, IEEE Computer Society

Janssen, L.A., Luciano, E.M., and Testa, M.G. (2013) The Influence of Organizational Culture on IT Governance: Perception of a Group of IT Managers from Latin American Companies, *Proceedings of the 46th Hawaii International Conference on System Sciences*, IEEE Computer Society

Lazic, M., Groth, M., Schillinger, C., and Heinzl, A. (2011) The Impact of IT Governance on Business Performance, *Proceedings of the Seventeenth Americas Conference on Information Systems (AMCIS 2011)*, Association for Information Systems

Newell, S., and Clark Williams, C. (2011) A Multi-Theoretic Approach to IT Governance: The Need for Commitment as well as Alignment. In Galliers, R.D. and Currie, W. L. (Editors) *The Oxford Handbook of Management Information Systems: Critical Perspectives and New Directions*, Oxford University Press, US: New York, 415-443

Satidularn, C., Tanner, K., and Wilkin, C. (2011) Exploring IT Governance Arrangements In Practice: The Case of a Utility Organisation in Thailand, *Proceedings of Pacific Asia Conference on Information Systems (PACIS 2011)*, Association for Information Systems

Sun, C.-M., and Wang, Y.-Y. (2013) IT Governance and Organizational Agility: A Study based on Platform Organizing Logic Perspectives, *Proceedings of the Nineteenth Americas Conference on Information Systems (AMCIS 2013)*, Association for Information Systems

Schlosser, F., Beimborn, D., Weitzel, T., and Wagner, H-T. (2015) Achieving social alignment between business and IT – an empirical evaluation of the efficacy of IT governance mechanisms, *Journal of Information Technology*, 30(2), 119-135

Vejseli, S., Rossmann, A., and Connolly, T. (2020) Agility matters! Agile Mechanisms in IT Governance and their Impact on Firm Performance, *Proceedings of the 53rd Hawaii International Conference on System Sciences 2020 (HICSS 53)*, pp. 5633-5642

Weill, P. (2004) Don't Just Lead, Govern: How Top-Performing Firms Govern IT, *MIS Quarterly Executive*, 3(1), 1-17

Wu, S.P.J., Straub, D.W., and Liang, T.P. (2015) How Information Technology Governance Mechanisms and Strategic Alignment Influence Organizational Performance: Insights From a Matched Survey of Business and IT Managers, *MIS Quarterly*, 39(2), 497-518

Recommended literature

De Haes, S., Van Grembergen, W., Joshi, A., and Huygh, T. (2020) *Enterprise Governance of Information Technology: Achieving Alignment and Value in Digital Organizations, 3rd* ed., Springer Nature Switzerland AG

IT Governance Institute (2003) Board briefing on IT governance (2nd ed.). Retrieved on February 5, 2015 from http://www.isaca.org/restricted/Documents/26904_Board_Briefing_final.pdf

Rusu, L., and Viscusi, G. (Eds.) (2017) *Information Technology Governance in Public Organizations - Theory and Practice*, Springer International Publishing AG

Tannou, M., and Westerman, G. (2012) *Governance: A Central Component of Successful Digital Transformation*, CapGemini Consulting, Retrieved on February 17, 2019 from https://www.capgemini.com/resources/governance-a-central-component-of-successful-digital-transformation

Weill, P., and Ross, J.W. (2004) *IT Governance: How Top Performers Manage IT Decision Rights for Superior Results*, Harvard Business School Press, Boston, MA, USA

Whalen, M. (2017) Lead Digital Transformation (DX) with New IT Capabilities, Retrieved on February 17, 2019 from https://www.idc-community.com/2017/07/10/lead-digital-transformation-dx-with-new-it-capabilities/

Enrolment in the course
To apply for this course please contact the course responsible (lrusu@dsv.su.se).