Chapter IV

Maintaining the Own Responsibility: Selected Information Systems Architecture, Selective Outsourcing and Organizational Learning as a Base for a Sustainably Positioned Information Technology Service

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ABSTRACT

This chapter introduces an alternative concept against the dominating trend of a complete outsourcing of IT services, especially in small and medium-sized enterprises (SME). It argues that the undiscriminating adoption of this trend tends to reduce IT on a cost factor and neglects the importance of specific IT
knowledge for the continuous improvement of business processes. Also, it
neglects the importance of a “communication interface” between the IS users
on the one hand and the software development and IT production on the other
hand.

In opposition to leading management trends, this chapter will present
an approach that bases on an internal competence centre for IS and that
demands a steady communication between the IT staff and the various
departments. In this approach, only selected IT services are externalized and
the continuing growth of specific IS knowledge is essential.

This approach was developed since the end of the 1990s at the
building society, with about 100 employees, in which the author is working.
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