Designing a New Integrated IT Governance and IT Management Framework Based on Both Scientific and Practitioner Viewpoint

Ruben Pereira, Department of Computer Science, Instituto Superior Técnico/INOV, Universidade Técnica de Lisboa, Lisboa, Portugal
Miguel Mira da Silva, Department of Computer Science, Instituto Superior Técnico/INOV, Universidade Técnica de Lisboa, Lisboa, Portugal

ABSTRACT

IT Governance (ITG) has been recognized as a CIO top-10 issue for more than five years and has risen in priority between 2007 and 2009. There are several Frameworks to help organizations in ITG implementation but these lack scientific viewpoint, are complex, and also overlap each other. However, besides the existence of several frameworks to help organizations in ITG implementation, most organizations keep designing their own Framework. Such statements reinforce the possibility of improvements in the existing Frameworks. In this paper the authors make a literature review to leverage ITG Contingency factors, ITG general guidelines and main ITG and IT Management (ITM) areas in order to provide a scientific viewpoint validation. Therefore, they integrate their artefacts and propose a new integrated ITG framework. The authors then evaluate their artefacts with expert's interviews so as to provide practitioner viewpoint validation and also map the authors' artefacts with current theories. Finally, they conclude their research with main contributions and future work.

Keywords: Contingency Factors, Governance, Guidelines, Information Systems, Information Technology Areas, Information Technology Governance, Survey

INTRODUCTION

Since IT has become crucial to the support, sustainability and growth of the business (Law & Ngai, 2005; Quereshil et al., 2009), this pervasive use of technology has created a critical dependency on IT that calls for a specific focus on IT Governance (ITG) (De Haes & Grembergen, 2008). Some studies have shown that companies which have good ITG models generate higher returns on their IT investments than their competitors (Lunardi et al., 2009; Webb
et al., 2006). With IT investments making up a significant portion of corporate budgets and increased external pressure to control and monitor costs, effective ITG is seen as a vital way to ensure returns on IT investments and improved organizational performance (Jacobson, 2009).

ITG elevates information to a key organizational asset and treats governance of information at par with governance of other assets, such as human, financial, intellectual, and relationship assets (Fasanghari et al., 2008). Organizations can no longer afford to have ITG by default or bad ITG by design (Symons, 2005). ITG is not only designed to achieve internal efficiency in the IT organization, such as deploying good IT processes and making sure that means and goals are documented. The final goal of good ITG is rather to provide the business with the support needed to conduct business in a good manner (Simonsson et al., 2008a).

ITG has been a concern in the last 20 years. However, good ITG is no longer a “nice to have,” but a “must have” and can contribute to higher returns on assets at a time when business is increasing their technology investment (Webb et al., 2006). Indeed, Gartner states that ITG has been recognized as a CIO top-10 issue for more than five years and has risen in priority between 2007 and 2009 (Gerrard, 2009). Despite ITG relevance for business success, conceiving the ITG model is just the first step, implementing ITG as a sustainable solution is the next challenging step (Fasanghari et al., 2008), and, as we will see, it is not easy.

The purpose of this paper is to examine both the previous and the current research in ITG, and propose an integrated IT Governance and Management Framework based on literature and experts’ knowledge. To better understand where we are heading and where we currently stand, a review of where we started is needed.

In the next section we introduce the problem this research intends to contribute to solve. Afterwards we describe the research methodology we used in this research to support our proposal. We follow with a related work regarding ITG topic including ITG definition, ITG and ITM differences, and current ITG frameworks. Then we describe our proposal to help solve the problem and how we evaluated it. We finish with conclusion about the research as well as learnings and future work.

PROBLEM

There are studies that show the positive effect of good ITG in organizations, for example Weill and Ross (2004) and Lingyu et al. (2010). However, there are also evidences that IT keeps being badly managed and governed (Bernroider, 2008; Bingi et al., 1999; Buckhout et al., 1999; Gallagher & Worrel, 2008; Gao et al., 2009; Lunardi et al., 2009; Scott, 1999; Shpilberg et al., 2007). Such fact requires a deeper analysis.

Despite the existence of several frameworks to help organizations in ITG implementation, ITIL (Taylor et al., 2007a, 2007b, 2007c, 2007d, 2007e) and COBIT (Information Technology Governance Institute, 2007) are among the most used and adopted frameworks (Broussard & Tero, 2007), most organizations keep designing their own Framework (Broussard & Tero, 2007; Radovanovic et al., 2010; Ridley et al., 2004). Such fact is not surprising since most frameworks state that there is no single “best” IT organizational structure or governance arrangement because IT needs to respond to the unique environments within which it exists (Agarwal & Sambamurthy, 2002; Information Technology Governance Institute, 2007; Lunardi et al., 2009) but does not specify the factors that can influence each ITG implementation. Plus, frameworks are seen as complex (Pereira & Mira da Silva, 2010) (Appendix A), too general (Morimoto, 2009), lacking a theoretical foundation from a scientific viewpoint (Goeken & Alter, 2009), overlapping each other (Pereira & Mira da Silva, 2011; Sahibudin et al., 2008), and hard to implement (Nicewicz-Modrzewska & Stolarski, 2008). Such statements reinforce the possibility of improvements in the existing Frameworks.
National Enterprise Architecture Framework: Case Study of EA Development Experience in the Kingdom of Bahrain
www.igi-global.com/chapter/national-enterprise-architecture-framework/67021?camid=4v1a

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