

<Introduction to the Minitrack “IT Governance and its Mechanisms”

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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.

1. *“Does inclusion of CIO in the top management team impact firm performance? Evidence from a long-term event analysis”*, by Qing Hu, Ali Alper Yayla, Yu Lei, Iowa State University & Binghamton University (USA). This study examines the performance effects of the CIOs membership in top management teams and finds that this membership elevates the role of IT in strategic decisions.
2. *“Middle management and information systems strategy: the role of awareness and involvement”*, by Dorothy Leidner and Michael Milovich, Baylor University (USA). The study discovers that the importance of middle management involvement and awareness depends on the underlying IS strategy. It is more important that they are aware of and involved in the IS strategy when it is innovative than rather when it is conservative.
3. *“IT governance patterns in the Portuguese financial industry”*, Ruben Pereira, Rafael Almeida, Miguel Mira da Silva, Instituto Superior Tecnico (Portugal). This paper addresses IT governance patterns in Portuguese financial services organizations and identifies the minimum baseline mechanisms for this industry.
4. *“The Board and CIO: the IT alignment challenge”*, by Jacques Coertze, Rossouw von Solms, Nelson Mandela Metropolitan University (South Africa). This paper is a conceptual analysis of the roles of the Board and CIO regarding the IT alignment challenge. It focuses on the composition of the Board, how the Board should communicate with IT, and where the CIO should be positioned.
5. *“A nomological network analysis of research on information security management systems”*, by Fernando Parra, Laura Hall, University of Texas at El Paso (USA). This study offers an examination of hypothetical concepts related to behaviors, attitudes, outcomes, processes, experiences, manifestations and indicators connected with an organization’s design, implementation of a coherent set of policies, processes and systems to manage risk to its information assets.
6. *“Evolution of business-IT alignment over time: a situated change perspective”*, by Heinz-Theo Wagner, German Graduate School of Management & Law (Germany). Based on a case study this paper shows how governance mechanisms influence the development of business-IT alignment over time. The study suggests that the development of business - IT alignment leads to an integrated business solution enhancing business value.
7. *“Towards an application life-cycle approach for selective outsourcing”*, by Saskia Zelt, Alexander Neff, Jochen Wulf, Falk Uebernickel, Walter Brenner, University of St. Gallen (Switzerland). Building on 37 cases this paper studies outsourcing decisions on applications based on an application life cycle model.
8. *“IT governance effectiveness and its antecedents: an empirical examination in Brazilian firms”*, by Guilherme Lunardi, Antonio Maçada, João Becker, Universidade Federal do Rio Grande & Universidade Federal do Rio Grande do Sul (Brazil). The study proposes and examines a nomological model that explains and predicts IT governance effectiveness. It is empirically tested on survey data gathered from 87 CIOs of large Brazilian companies.
9. *“On the relevance of the modularity concept for understanding outsourcing risk factors: a reinterpretation of the BSKyB outsourcing case”*, by Philip Huysmans, Peter De Bruyn, Shahzada Benazeer, Alain De Beuckelaer, Steven De Haes, Jan Verelst, University of Antwerp & HK Nijmegen (Belgium & The Netherlands). The paper present an alternative perspective to analyze risks related to outsourcing projects based on the concept of modularity.
10. *“E-business IT governance revisited: an attempt towards outlining a novel bi-directional business/IT alignment in COBIT 5”*, by Yannick Bartens, Frederik Schutte, Stefan Voss, University of Hamburg (Germany). Taking COBIT 5 as a benchmark, this study identifies characteristics of e-business and examines how IT governance frameworks can integrate these characteristics under consideration of a bi-directional business/IT alignment process.
11. *“On the need for evolvability assessment in value management”*, by Kim Maes, Peter De Bruyn, Gilles Oorts, Philip Huysmans, University of Antwerp (Belgium). The paper explores how the evolvability of an information technology application can be assessed and discusses which specific management guidelines may address this issue.
12. *“The influence of culture on IT governance: a literature review”*, by Parisa Aasi, Lazar Rusu, Shengnan Han, Stockholm University (Sweden). This paper provides a literature review investigating the impact of culture on IT governance. The results suggest that there is an influence from national and organizational culture on IT governance specifically on relational mechanisms.