15.568 – Practical Information Technology Management – Spring 2005

Class 16: Tuesday, April 5, 2005

This will be a special class on getting business value from IT management frameworks.

Read:

> Weill, P. & Ross, J., "Stages of IT Architecture: Pursuing Alignment and Agility", CISR Research Briefings, Vol II, No. 2A, July 2002.*

> Weill, P. & Broadbent, M., "Describing and Assessing IT Governance – the Governance Arrangements Matrix", CISR Research Briefings, Vol II, No. 3E, October 2002.*

> Bensaou, M. and Earl, M. "The Right Mind-set for Managing Information Technology", HBR, Sep-Oct 1998, pp 119-128, reprint 98502

(*Note: The first two readings are posted on MIT Server. The case originally shown for this class, "United Parcel Service", will not be posted or discussed in this class.)

Come to class prepared to begin class and discuss answers to the following questions:

1. Understand and be prepared to briefly describe the three following frameworks: The IT asset portfolio (see reading by Weill and Broadbent, "The Evidence for Business Value" in the coursebook), the stages of architecture maturity, and the IT governance matrix.

2. How could an understanding of each framework and its associated practices by the senior managers of a company contribute to business value? That is, if those managers were familiar with each of the frameworks and successfully introduced them to their company, how could they be used to improve any particular business results?

3. How should senior managers implement each of these three frameworks and the associated practices? Pick one of the following case situations and one of the three frameworks and illustrate your answer with reference to how you would recommend it be implemented there: "Baker University", Dow Corning Corporation, Lifeline Systems.

4. How would you describe the "mind set" and the behavior most appropriate for senior managers to have to best take advantage of IT for business value in general? Of IT for operational (day-to-day, repeated work and processes) business value? Of IT for competitive (new, innovative, transformational) business value?