

**Introduction to the Minitrack  
“IT Governance and its Mechanisms”  
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IT governance is the organizational capacity exercised by the board, executive management and IT management to control the formulation and implementation of IT strategy and in this way ensuring the fusion of business and IT. The three crucial IT governance questions are concerned with effectiveness, efficiency and control of IT. The effectiveness question refers to the business/IT alignment processes.

The Minitrack “IT Governance and its Mechanisms” within the “Organizational Systems and Technology” Track is this year for the first time introduced in the HICSS conference. The goal of this new Minitrack is to enhance publications on the issue of IT governance and its mechanisms. It was expected to get submissions from academics and practitioners involved in research on IT governance, Business/IT alignment, IT Balanced Scorecard, COBIT implementations, ITIL implementations, applications of the Capability Maturity Model for IT processes, and typical IT governance mechanisms such as IT steering committees. Submissions on IT audit issues were also solicited. Manuscripts were solicited for this IT Governance Minitrack through the ISACA network, the HICSS website, and e-mails to colleagues that I know have an interest in this subject. 12 submissions were received of which 6 were accepted:

1. “The Chief Information Officer: a study of managerial roles in Norway” by Peter Gottschalk of the Norwegian School of Management (Norway).  
This paper presents some empirical insights into managerial roles of information officers based on Mintzberg’s classic managerial role model and CSC’s information systems leadership roles.
2. “Designing IT governance processes: diagnosing contemporary practices and competing theories” by Pieter Ribbers, Ryan Peterson and Marilyn Parker of the Tilburg University (The Netherlands).  
Rooted in competing theories of organizational decision-making, and based on a case study investigation of large complex organizations, this paper examines the design and effectiveness of IT governance processes from both rational and social perspectives.
3. “Towards a conceptual framework for understanding strategic alliances in E-commerce” by Chandrasekaran Ranganathan and Nongkran Lertpittayapoom of the University of Illinois at Chicago (US)  
Combining resource based view of firm and contingency perspectives, this paper offers a framework to understand why firms form strategic IT alliances and what influences the nature of their alliance mode.
4. “Global Ebusiness IT Governance: radical re-directions” by Nandish Patel of the Burnel University (UK)  
A framework for global Ebusiness IT governance is developed in this paper. This framework applies to companies that seek to integrate Internet, Intranet and WWW technologies into their business activities in some form of an Ebusiness model.
5. “Knowledge management metrics via a Balanced Scorecard methodology” by Alea Fairchild of Greiner International, Inc. (Belgium)  
This paper addresses the problem of developing measurement models for Knowledge Management metrics and discusses what current KM metrics are in use, and examines their sustainability and soundness in assessing knowledge utilization and retention of generating revenue.
6. “A comprehensive and cohesive IT value management capability: case studies in the North American life insurance industry” by Christine Lentz, Janis Gogan and John Henderson of the Boston University School of Management (US)  
This study examines how companies achieve business value from IT-intensive business initiatives over time through a series of adaptive, ongoing processes.