

Technology Management in the Knowledge Based Economy

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This mini-track focuses on the management of technology in a changing business environment: the transition from value chains to value-creating networks and new organisational forms. To enable innovation in the variety of business environments different approaches of technology management may be applied. Also, different business environments may need different approaches. For instance, SMEs have different needs and develop different systems for managing technology than do large organizations.

The scope of the minitrack includes both issues of managing technology and the social and psychological factors, models, and processes of organizational change and technology implementation and management.

In order to cover the full cycle for technology management papers cover (some of) the following phases of the cycle:

- Planning for the use of technology,
- Implementing technology and the organizational changes that are enabled or necessitated by it,
- Evaluating the use of technology, using control frameworks like CMM, ITIL, COSO or COBIT,
- Evaluating the outcomes of technology management as a start for a new management cycle.

The minitrack consists of six papers in two sessions (see table). Four papers (1, 2, 3, and 5) are mainly based on literature, the other 2 are also based on cases. Three papers (2, 3, and 5) address planning of technology. Two papers (5 and 6) address implementation of technology. Two papers (1 and 3) focus on 'how can we measure or evaluate' technology in a business perspective.

Author(s)	literature based	case based	Planning oriented	Implementation oriented	Evaluation oriented
Van Grembergen, Amelinck	*				*
Fairchild	*		*		
Bielowski, Walczuch, Lemminck	*				*
Hoogeveen, Oppeland		*	*		
Huysman, Leonard, Nicolle	*		*	*	
Abrahamsson		*		*	

The first session starts with '*Measuring and managing e-business projects through the Balanced Scorecard*'. The authors (Van Grembergen and Amelinck) propose a scorecard approach tailored to evaluate e-business projects. In the second paper '*Coding standards benefiting product and service information in e-commerce*' Fairchild describes two coding standards and their consequences for the costs and benefits of business to business e-procurement relationships. In the third paper '*Conceptualisation and Measurement of the impact of Information Technology on service process efficiency*' Bielowski, Walczuch, and Lemminck develop a two step methodology to identify efficient service units in organisations. The method combines quantitative and qualitative analysis of business processes.

The second session starts with the paper by Hoogeveen and Oppeland '*A sociopolitical model of the relationship between IT investments and business performance*'. Case studies were used to investigate whether the relationship between IT investments and business performance is influenced by the attitude towards the value of IT, destructive conflict, and level of trust. Huysman, Leonard, and Nicolle present their literature review based paper '*Towards a learning perspective on knowledge and technology transfer through corporate acquisitions*', addressing two questions: (1) what enables knowledge transfer in acquisitions', and (2) what can be done to make transfer more successful? Finally, Abrahamsson presents his paper '*Commitment in Software Process Improvement*' based on the analysis of four software projects that vary considerably in size and scope. He argues that success of implementation is influenced by commitment, concerns and related actions.