The Role of IT Steering Committees in Attaining Effective IT Governance

TREO Talk Paper

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Abstract

Information Technology Steering Committees (ITSCs) serve to lead, coordinate and provide direction regarding specific IT-related projects through the formation of forums involving stakeholders representing different interests and perspectives from within the organization. While the topic has been studied for more than two decades (e.g., Karimi et al., 2000; Kappelman et al., 2013; Luftman et al., 2017), academics and practitioners continue to report mixed results concerning the ability of these committees in enabling effective information technology (IT) governance. In order to contribute to this debate, we aim to identify specific areas where ITSCs can most effectively leverage the processes of IT governance. Specifically, a structured literature review exploring how ITSCs enable effective IT governance in organizations was conducted as an initial phase of this research-in-progress. This review revealed that 1) improvements in communication and collaboration, 2) service and process improvements, and 3) IT portfolio management are commonly mentioned as traits of effective ITSCs. Specific factors that could moderate the process of achieving effective IT governance were also revealed. These factors include 1) developing a shared understanding between the IT and business units, 2) achieving business operational efficiency through IT initiatives, and 3) realizing higher IT project successes through a systematic process of project prioritization and selection.

Preliminary findings informed the development of research propositions and a conceptual research model that will be discussed during the TREO talk. Ultimately, this study aims to develop measures for assessing the efficacy of ITSCs to improve the business value of organizational IT.

References

