Governance Models

MIS5801: Cali, Colombia

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Adapted from material by Munir Mandviwalla, Steven L. Johnson, and Sunil Wattal
Good IT Governance = Right Things, Done Right
Six IT Decisions That Your IT People Shouldn’t Make

Weill & Ross

1. How much should we spend on IT?
2. Which business processes should receive our IT dollars?
3. Which IT services should be firm wide?
4. How good do our services need to be?
5. What security and privacy risks are we willing to take?
6. Whom do we blame if an IT initiative goes wrong?
Enterprise Architecture

What’s an Enterprise Architecture and what’s it for?

EA “…is the organizing logic of business processes and IT infrastructure reflecting the integration and standardization requirements of the firms operating model”

MIT Center for Information Research

Alignment

Flexibility
Federal Enterprise Architecture Model

- **Business** processes and activities use ...
- **Data** that must be collected, organized, safeguarded, and distributed using ...
- **Applications** such as custom or off-the-shelf software tools that run on ...
- **Technology** such as computer system and telephone networks.
Politics

= 

Who gets what, when, where, why & how
Archetypes of IT Decision Making

1. Business Monarchy - high level exec’s make decisions

2. IT Monarchy – IT makes decisions

3. Feudal – business units make decisions independently

4. Federal – IT and business units make decisions

5. Duopoly – small team representing IT and business decisions

6. Anarchy – everyone can go their own way

Most commonly used for deciding how much to spend on IT.

Most commonly used for deciding technical issues. EA sometimes gets stuck here.

Very old school and hard to be successful.

Small mix of CIO and businesses, ISACA preferred position.

Often used for application decisions, ISACA also

Theoretical, never seen in real world.
A Representative IT Strategy Process

**Inputs**
- 6 Answers
- General Input
- Enterprise Architecture

**Strategy**
- Strategy Team approves
- Steering Team approves
- CIO Drafts

**Outputs**
- Vision
- Goals and Objectives
- Roadmap
- Budget Plans
- Resource Plans
- Performance Measures
- Balanced Scorecard
Strategic Themes

Business Value Creation & Investment Portfolio

Enabling IT Capabilities, Talent, and Enterprise Infrastructure

IT Operating Principles

IT Strategy

Alignment

The IT Strategy “filter”

1

Business Need

Business Need

Business Need
Project Portfolio View

Portfolio View (Pipeline + Approved Projects)

* Size of circles = Cost

Must-Do Projects

- HO E Upgrade
- EOL
- Middleware

Low

Value Index

High

Low

Risk

Price

Execution

Talent / SAP HR Upgrade

Elec Lab Notebooks

Shop floor Integration

S+M 2

Learning Program

Nrg

SmartOps Inv Optim

Agrofresh Rollout

LM

ECMR

FMP

APO

Apo

S+M 2

S+M Fixit

Shop floor Integration

Logistics Duty Mgmt

Logistics Dashboard

Lead Management

Formulation Mgmt Powder

ERP

Security Design

S+M Knowledge

Sales Reporting

CRM Portal Agrofresh

S+M Fixit

Nrg

Learning Program

Energy Dashboard

Low

Low

Risk

Service Business Support

Digital Rights Mgmt

SBS

SMK

CPA

Sec

S+M Fixit

Shop floor Integration

S+M 2

Learning Program

Nrg

SmartOps Inv Optim

Agrofresh Rollout

LM

ECMR

FMP

APO

Apo

S+M 2

S+M Fixit

Shop floor Integration

Logistics Duty Mgmt

Logistics Dashboard

Lead Management

Formulation Mgmt Powder

ERP

Security Design

S+M Knowledge

Sales Reporting

CRM Portal Agrofresh
## Portfolio Project Ranking

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### Project List

1. **Wow!**
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