

Contents

List of figures	XIII
List of tables	XV
List of symbols	XVII
Acronyms	XIX
Abstract	XXI
Zusammenfassung	XXIII
1 Introduction	1
1.1 Motivation	1
1.2 Research objectives	3
1.3 Outline	5
2 IT governance – Structures, processes, and relationships in IT decision-making	7
2.1 Historical developments in corporate IS functions	7
2.2 Centralization and decentralization	10
2.2.1 Definitions	11
2.2.2 Comparison of centralized, decentralized, and federal arrangements	17
2.3 From centralization and decentralization to IT governance	21
2.4 IT governance	24
2.4.1 Emergence of the IT governance concept	25
2.4.2 Definitions	25
2.4.3 The IT governance framework of Weill and Ross	27
2.4.4 Structural, procedural, and relational mechanisms	29
2.4.5 The difference between governance and management	30
2.5 Business/IT alignment	31

3	IT project portfolio management – Evaluating, selecting, and staffing IT projects	35
3.1	Research approach	35
3.1.1	Definition of the review scope	37
3.1.2	Conceptualization	39
3.1.3	Literature search	42
3.2	Literature analysis and synthesis	45
3.2.1	Definitions	46
3.2.2	Modern portfolio theory	54
3.2.3	Key characteristics of IT projects	56
3.2.4	Theoretical backgrounds of IT project portfolio management research	64
3.2.5	Classification of the identified contributions	66
3.2.6	Mathematical approaches and decision support systems	68
3.2.7	Empirical findings and concepts	75
3.2.8	Convergence of empirical and mathematical contributions	81
3.3	Research agenda and implications for future research	83
4	Governance arrangements for IT project portfolio management – A case study in ten companies	87
4.1	Purpose of the investigation	88
4.2	Research questions	88
4.3	Conceptual framework	89
4.4	Research approach	90
4.4.1	Research design	90
4.4.2	Data collection	92
4.4.3	Data analysis	95

Contents	XI
4.5 Findings	96
4.5.1 Fields of activities	96
4.5.2 Governance arrangements for IT budget allocation	97
4.5.3 Governance arrangements for IT demand management	101
4.5.4 Governance arrangements for IT project portfolio selection	108
4.5.5 Governance arrangements for IT resource management	115
4.5.6 Contingency factors	122
4.5.7 Consequences	141
4.6 Integration of findings	151
4.7 Summary and limitations	152
5 The impact of different governance arrangements on IT project portfolio selection outcomes – A quantitative modeling approach and simulation studies	157
5.1 Motivation	157
5.2 Problem background	158
5.2.1 Centralized, decentralized, and federal arrangements for IT project portfolio selection	158
5.2.2 IT project interdependencies and synergies	160
5.3 Related contributions	163
5.4 Conception and model development	166
5.4.1 Conception	166
5.4.2 Assumptions	169
5.4.3 Model parameters	170
5.4.4 Model formulation	173
5.4.5 Illustration	175
5.5 A computational study based on a 2 ^k -factorial simulation design	183

5.5.1 Simulation design	183
5.5.2 Results	188
5.5.3 Discussion and limitations	195
5.6 A visual comparison approach based on a risk/return perspective	198
5.6.1 Data input and visualization	199
5.6.2 Problem solving process	201
5.6.3 Presentation of results	204
5.6.4 Comparison of centralized and decentralized perspectives	206
5.6.5 Discussion and limitations	208
5.7 Final discussion	210
6 Practical implications	213
7 Summary and outlook	217
Appendices	223
Appendix A – Contributions identified based on the structured literature search	223
Appendix B – Concept matrix for mathematical approaches	224
Appendix C – Success factor descriptions	228
Appendix D – Propositions for future research	229
Appendix E – Interview guideline	232
Appendix F – Case descriptions	234
Appendix G – Impacts of contingency factors on governance arrangements	244
Appendix H – Theoretical integration of the identified contingency factors	246
Appendix I – Theoretical integration of the identified outcome categories	247
Appendix J – Simulation statistics	248
Bibliography	251