

# EA and IT Governance – A Systemic Approach

Korhonen, J.J., Hiekkanen, K. & Lähteenmäki, J. (2009)

European Conference on Management, Leadership and  
Governance (ECMLG)

Athens, Greece, 5.-6.11.2009



## Theoretical Perspectives to Governance

- Agency Theory  
(Jensen & Meckling 1976)
- Resource Dependence Theory  
(Pfeffer & Salancik 1978)
- Stewardship Theory  
(Donaldson & Davis 1991; Davis et al. 1997)



## Corporate Governance Frameworks

- International Financial Reporting Standards (IFRS)
- Generally Accepted Accounting Principles (GAAP)
- OECD Principles of Corporate Governance



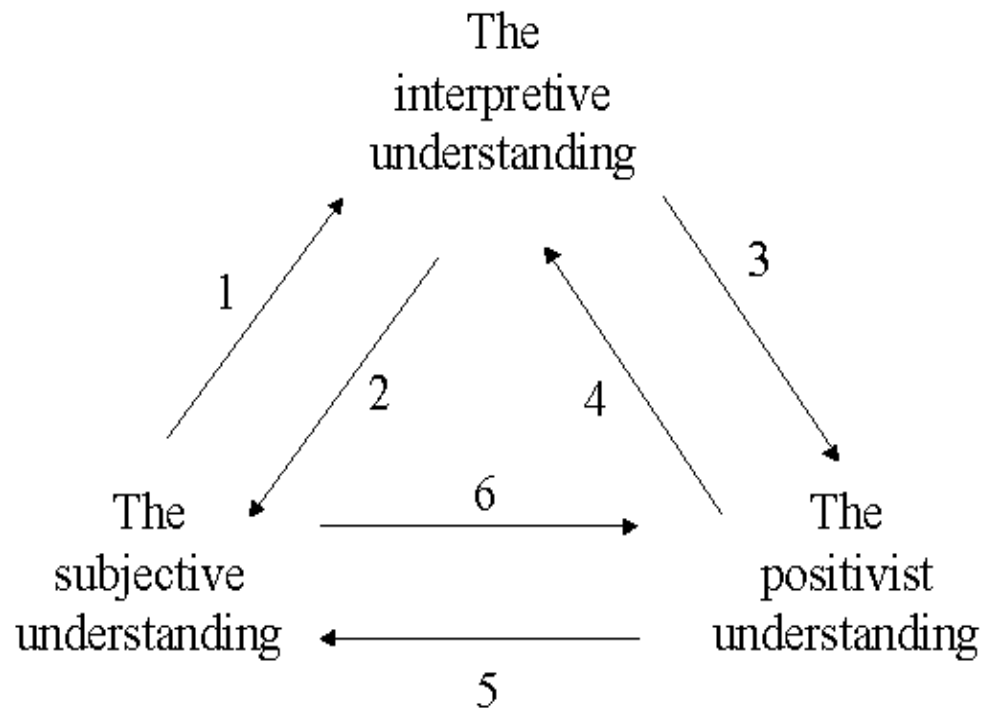
## Definitions: Enterprise Architecture and IT Governance

- IT Governance
  - A set of structures, processes and mechanisms which are used to manage and control the information technology and related assets inside an organizational context.
- Enterprise Architecture
  - A holistic, high-level approach to organizational design description and prescription.



## Our Research Framework Integrated Positivist and Interpretive Approaches

- Three Levels of Understanding (Lee 1991):



## Criteria for governance model

The governance model shall allow for both efficiency and effectiveness

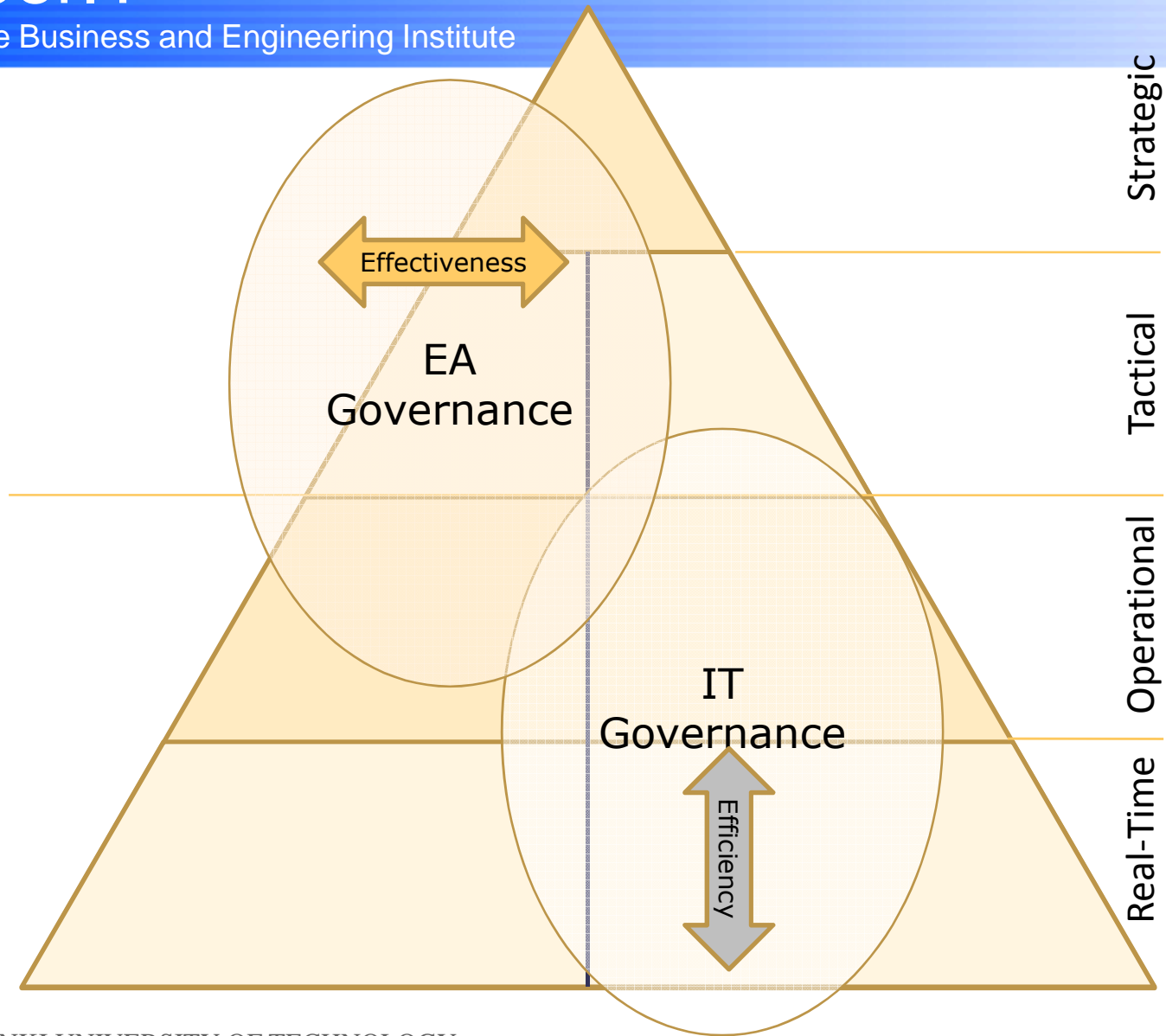
The governance model shall specify decision-making levels

The governance model shall specify a proper communication structure



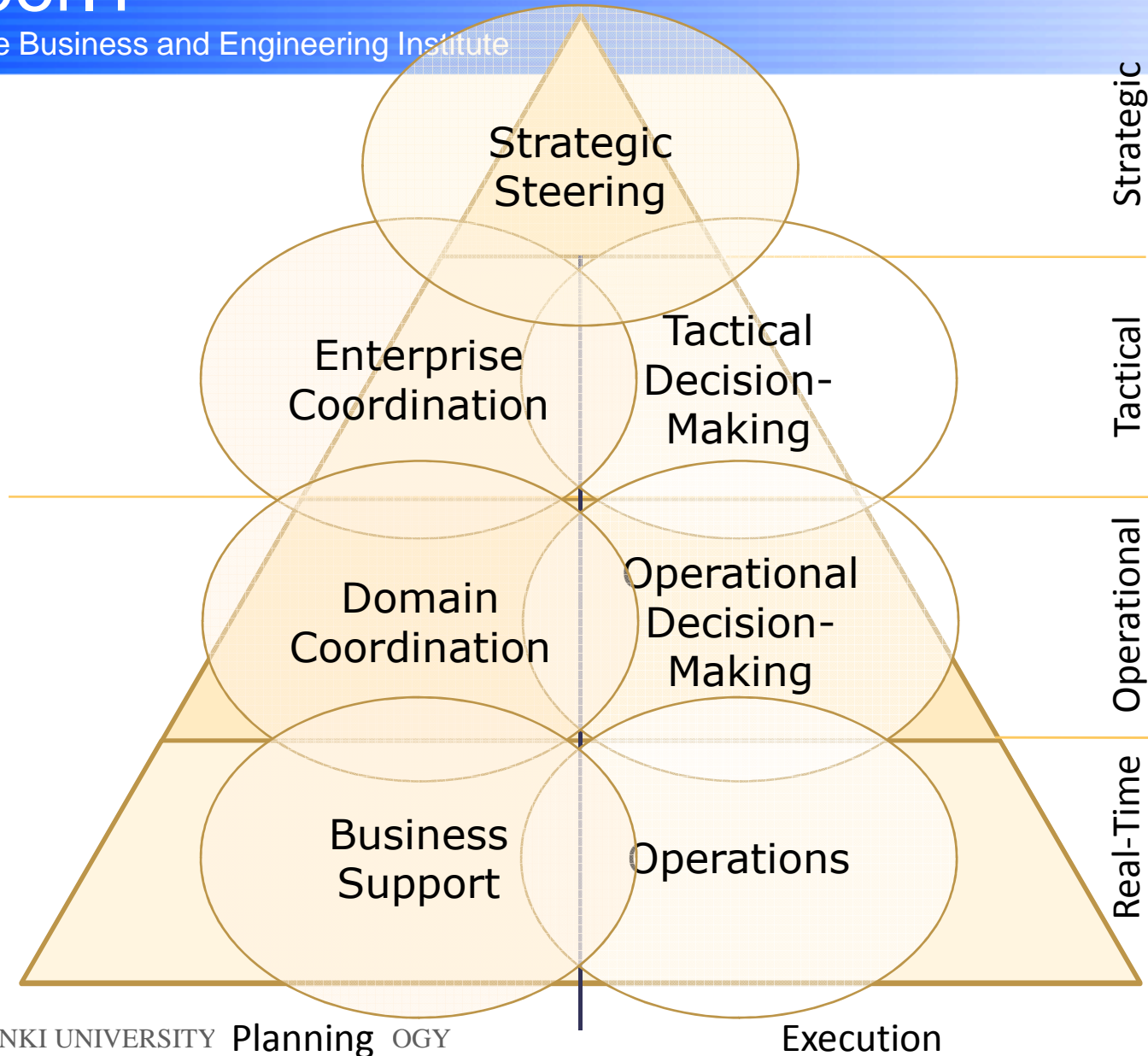
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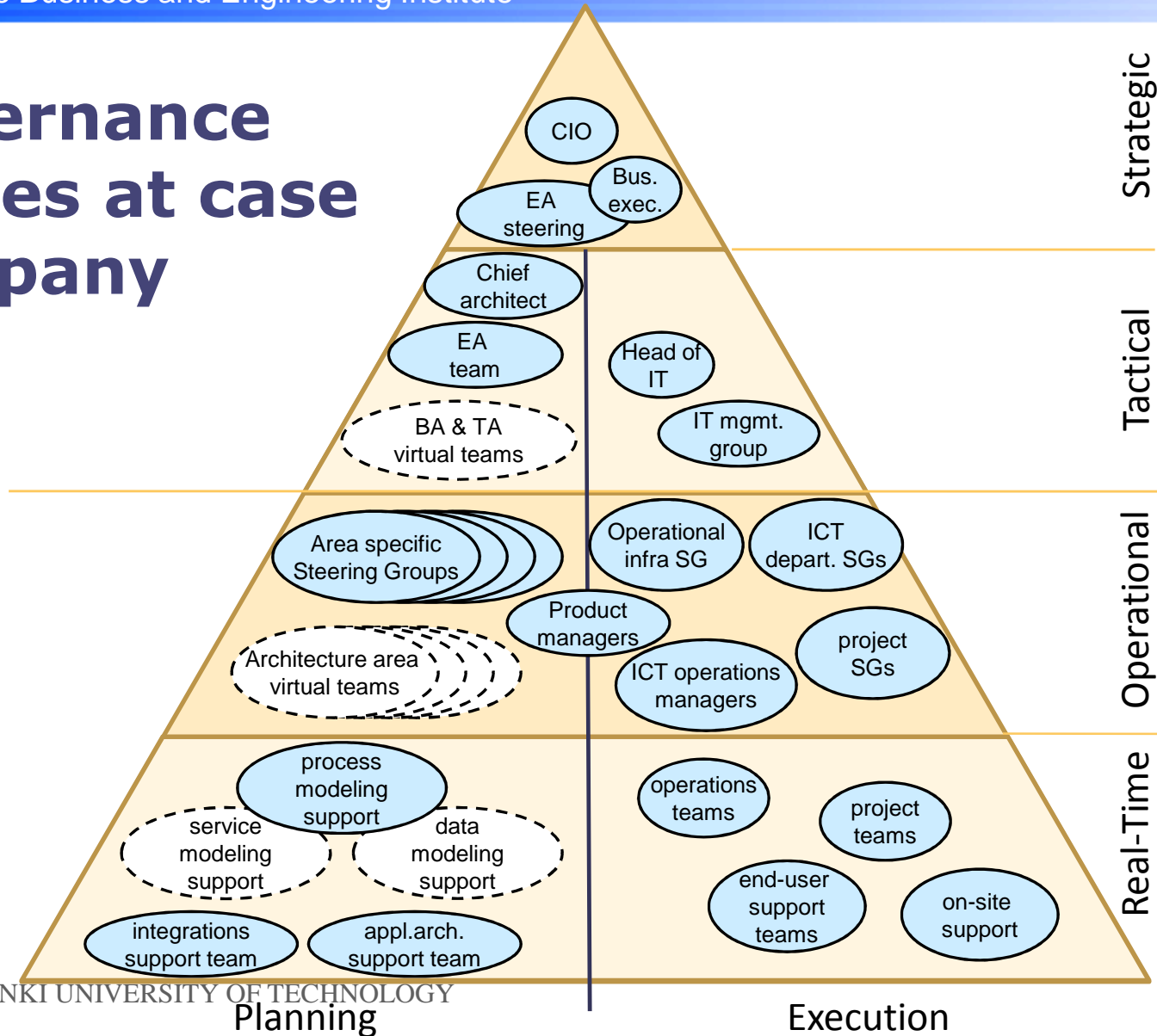
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## Governance bodies at case company



## Observations in the case study

The governance model shall allow for both efficiency and effectiveness.

- Several mismatches identified in Planning vs. Execution

The governance model shall specify decision-making levels.

- EA work positioned at a wrong decision-making level

The governance model shall specify a proper communication structure.

- Communication structure informal and undocumented

