**31-1-2017 | Strategic Management of Information Technology | Elective of TOM and SCM**  
This is a very short summary of the articles of Strategic Management of Information Technologies. It takes the essential of all articles and is intended to be supplementary to reading the articles. Hopefully it enables you to put the articles in context of each other. Without prior deeper understanding of the articles this document probably means nothing to you

# Lecture 1

## Carr (2003)

Information Technology (IT) is a commodity; therefore no competitive advantage is gained.  
IT management should:

* Spend less
* Follow, don’t lead
* Focus on vulnerabilities, not opportunities

# Wade (2015)

Digital transformation

Digital business  
 agility

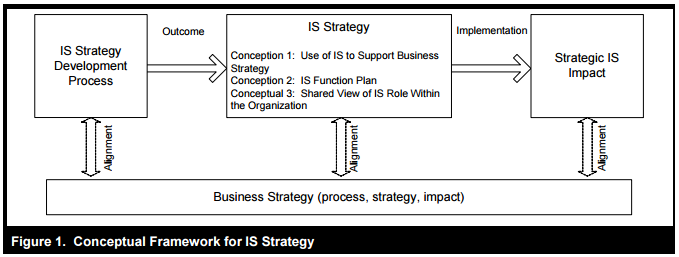
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# Lecture 2

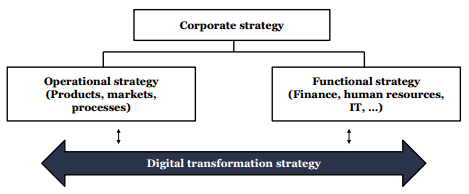
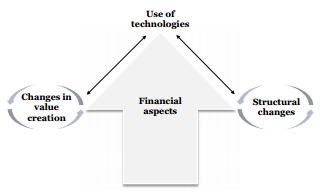
## Porter (1996)

* Operational effectiveness is not a strategy
* Strategy rests on unique activities
* A sustainable strategic position requires trade-offs
* Fit drives both competitive advantage and sustainability
* Rediscovering strategy

## Chen et al. (2010)



## Matt et al. (2015)



# Lecture 3

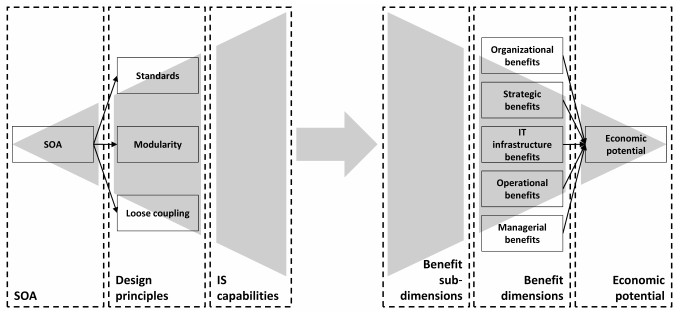
## Luftman & Kampaiah (2007)

Maturity of IT business criteria:

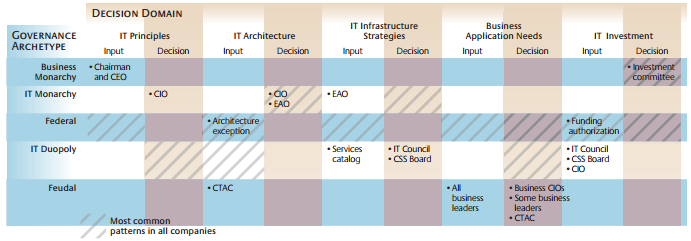
* Communications
* Value
* Governance
* Partnership
* Scope and architecture
* Skills

Business can fall in 5 different levels of maturity based on the criteria above.

## Mueller (2010)



## Weill & Ross (2005)



# Lecture 4

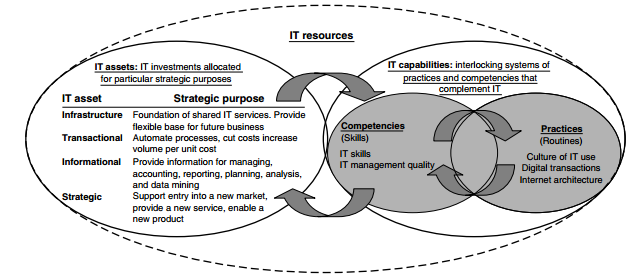
## Bharadja (2000)

RBV extension

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IT capabilities Firm performance (based on empirical evidence)

## Aral & Weill (2007)



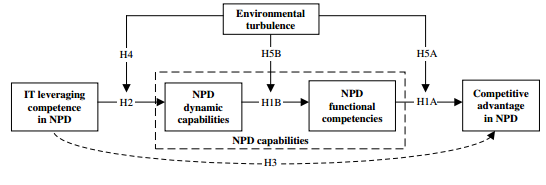
## Nevo & Wade (2011)

Firm performance by IT when (based on empirical evidence):

* IT asset combined with an organizational resource
* Outside-in IT enable resources

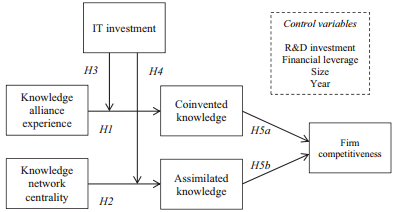
# Lecture 5

## Pavlou & El Sawy



## Dong & Yang (2015)

Company absorptive capacity



## Dong & Wu (2015)

Online user innovation communities have:

* Potential for increased firm performance when there is idea generation
* But only give actual firm performance if it also includes idea implementation

# Lecture 6

## Ray et al. (2013)

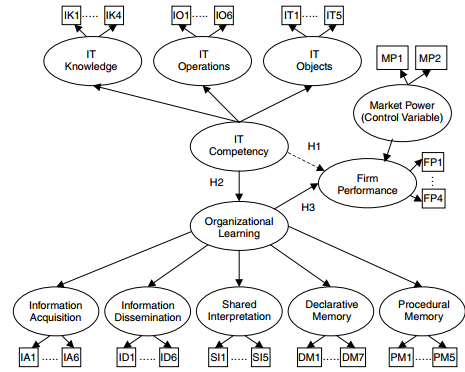
IT Capital

Assets

Firm scope  
-Vertical integration  
-Diversification

## Tippins & Sohi (2003)

IT Competency > Organizational Learning > Firm Performance



## Ho et al. (2011)

Empirical evidence from emerging markets show board independency and foreign shareholders have a positive moderating effect on the IT investments/firm performance relation

Corporate governance

IT investments

Firm performance