

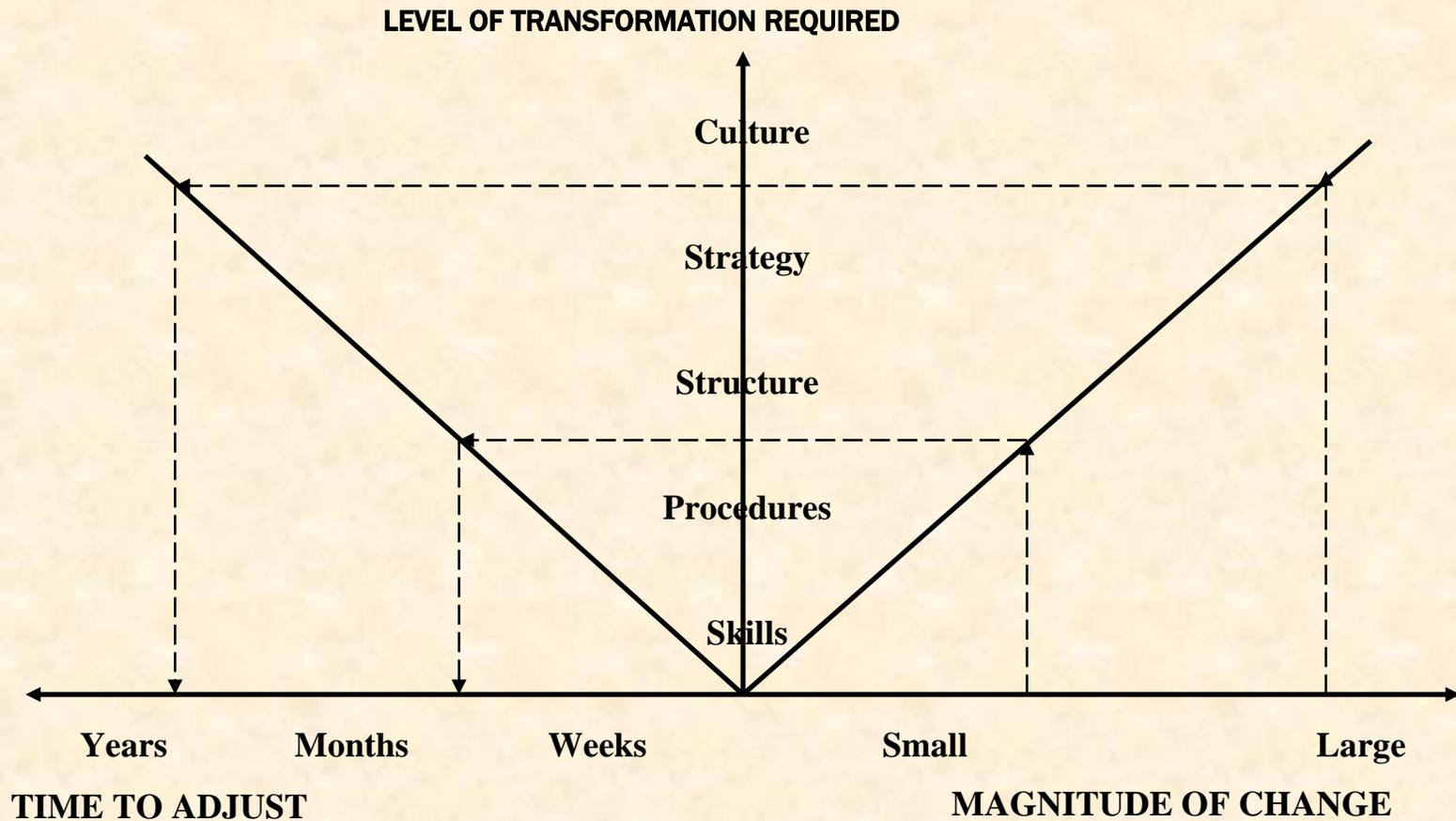
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# 15.568 PRACTICAL IT MANAGEMENT

MIT SLOAN SCHOOL  
SPRING 2005

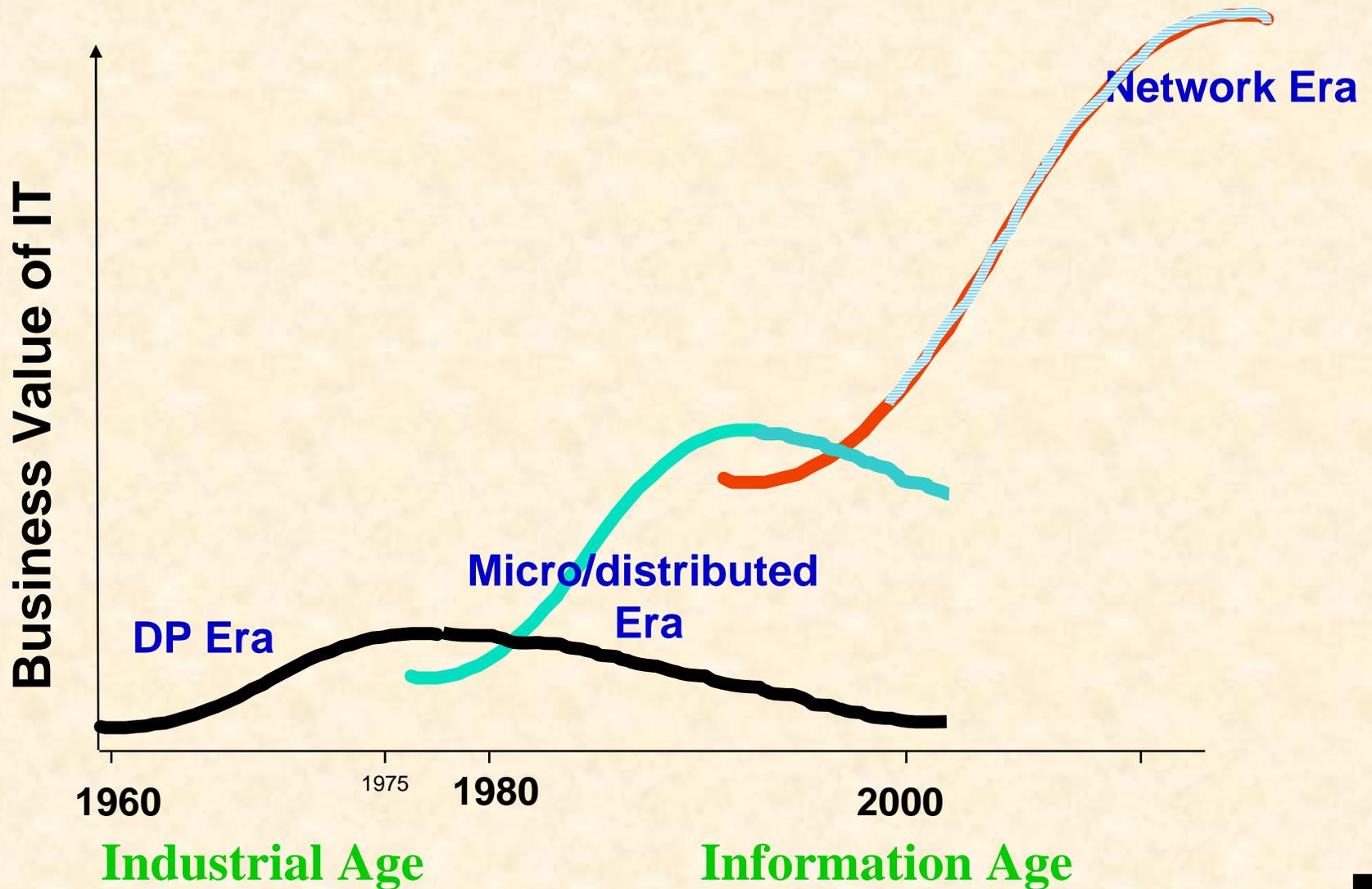
Cyrus F. Gibson, Sr. Lecturer 1 Feb 05

# BT AS A DRIVER OF ISSUES: WHY “TRANSFORMING” IS NOT EASY



Source: Adler, P.S., Shenbar, A, “Adapting Your Technological Base: The Organizational Challenge”, *SMR*, Fall 1990

# 3 ERAS OF IT CONTEXT



# THE ROLES FOR IT IN AN ORGANIZATION

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**OPERATIONAL  
IMPORTANCE  
OF IT**

HIGH

*THE IT  
“FACTORY”*

*INFORMATION  
BUSINESS*

LOW

*NON-CRITICAL  
SUPPORT*

*TRANSITION OR  
“VIRTUAL ORG’N”*

LOW HIGH  
**COMPETITIVE IMPORTANCE OF IT**

Adapted from Cash, J.I., McFarlan, F.W., & Mckenney, J.L., Corporate Information Systems Management. 2nd ed., Irwin, 1992, p 125; and also from Lacity, M.C., Willcocks, L.P., & Feeny, D.F. “The Value of Selective IT Outsourcing”, Sloan Management Review., Spring 1996, p.19.

# GETTING BUSINESS VALUE FROM IT: THE BENEFIT-BENEFICIARY MATRIX TO TARGET CHANGE

<b>Beneficiary</b>	<b>Individual</b>	<b>Functional Unit</b>	<b>Whole Organization</b>
<b>Benefit</b>			
<b>Efficiency</b>	<i>Task Mechanization</i>	<i>Process Automation</i>	<i>Boundary Extension</i>
<b>Effectiveness</b>	<i>Work Improvement</i>	<i>Functional Enhancement</i>	<i>Service Enhancement</i>
<b>Transformation</b>	<i>Role Expansion</i>	<i>Functional Redefinition</i>	<i>Product Innovation</i>

Source: Gibson, C.F., & Hammer, M., "Now That the Dust Has Settled, A Clear View of the Terrain". CSC Index, *Indications*, 2:5, July 1985