



INTERNATIONAL JOURNAL OF RESEARCH IN COMMERCE, IT AND MANAGEMENT

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- Hunker, H.L. and A.J. Wright (1963), "Factors of Industrial Location in Ohio," Ohio State University.

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IDENTIFICATION OF IT GOVERNANCE PRACTICES & HUMAN RESOURCES IMPACTING BUSINESS - IT ALIGNMENT IN THE INDIAN IT CONTEXT

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ABSTRACT

In today's business environment, Information technology is playing a vital role. The role of IT is ranging from providing support to business to enabling the business strategy or part of Business strategy. As a result, lot of investment is being made in the area of IT and organizations are looking at how well Information technology is trying to address the needs of business thus focusing on the Business-IT alignment. The objective of this paper is to understand the IT Governance practices that impact the business-IT alignment in the Indian IT context and develop a research model/ framework to understand the relation between IT Governance practices and Business-IT alignment. In order to do this, we have performed the literature survey to understand IT Governance Practices that are impacting the Business-IT alignment, created a set of IT governance Practices from Indian IT perspective based on author's experience and Literature survey, surveyed the Subject matter experts in the area of IT in different segments Like System integrators, Product development organizations, captive IT organizations to validate if the articulated practices are relevant in the Indian IT context and applied the Statistical theory to see the validity of these results. The feedback from the Subject matter Experts (SMEs) is incorporated and a model was developed showing the relationship between various governance practices and Business-IT alignment. This model would be a basis to further research for quantifying the relationship between IT Governance factors and Business-IT alignment.

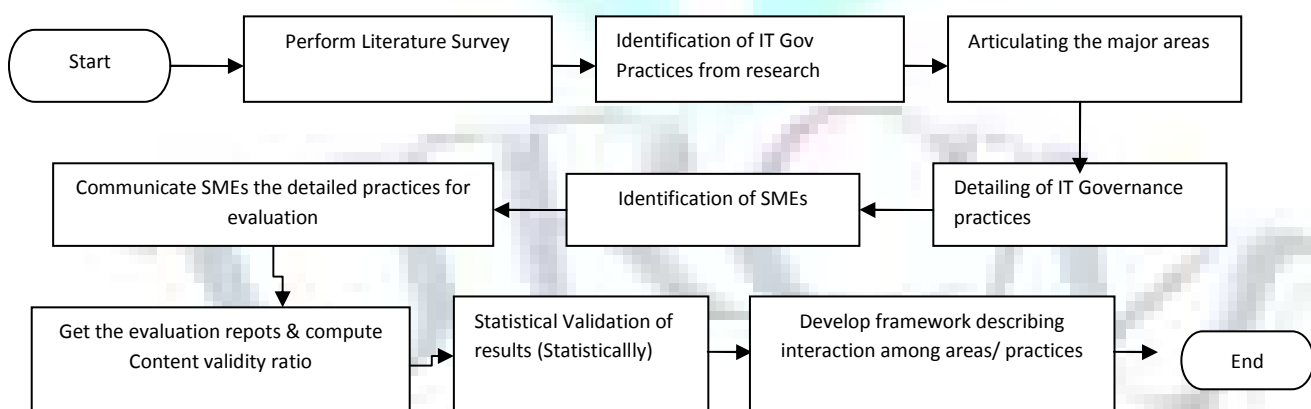
KEYWORDS

Business-IT Alignment, Human Resources, IT Governance, IT Governance Framework.

INTRODUCTION

Information technology (IT) alignment with business has been a significant management concern over the last two decades. Information systems (IS) strategic alignment is a nebulous concept that has engendered much debate and many definitions. In fact IT Governance is thought out in different organizations and High Level IT-Governance models were created. However developing the High Level IT Governance model to improve Business-IT alignment is only a first step. Much depends on the implementation of this model at the organization level. This paper is focusing on the identification of the IT Governance practices that impact the Business-IT alignment in the Indian context with different types of organizations like System integrators, Product development, Captive IT organizations.

PROCESS APPROACH FOR THE STUDY



LITERATURE SURVEY

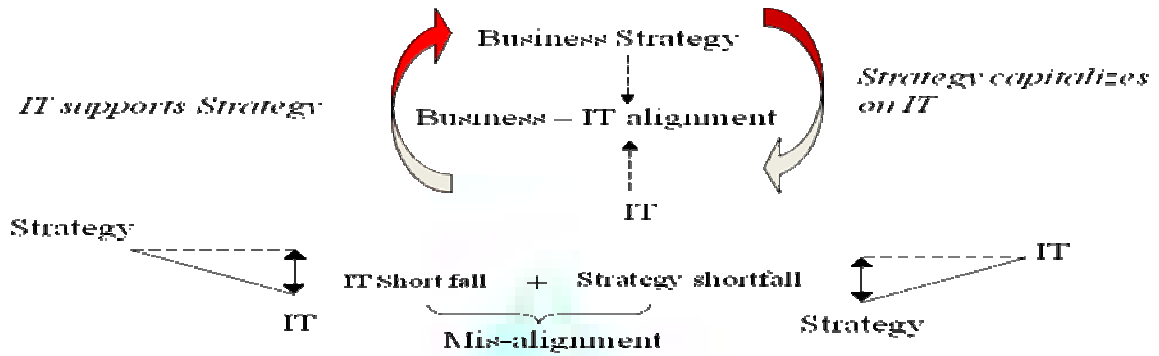
During the Literature survey phase, lot of Journals, on line databases have been referred to understand the IT Governance Practices that are impacting the Business IT alignment.

DEFINITION OF IT GOVERNANCE AND BUSINESS – IT ALIGNMENT

IT Governance is the responsibility of the Board of Directors and executive management. It is an integral part of enterprise governance and consists of the leadership and organizational structures and processes that ensure that the organization's IT sustains and extends the organization's strategy and Objectives. IT Governance Institute, [4]

IT governance is the organizational capacity exercised by the board, executive management and IT management to control the formulation and implementation of IT strategy and in this way ensure the fusion of business and IT,(Van Grem- bergen, 2000)[10].

FIGURE-1: VISUAL REPRESENTATION OF BUSINESS - IT ALIGNMENT CONCEPT



Strategic alignment is the extent to which the IT strategy supports, and is supported by, the business strategy

IDENTIFICATION OF IT GOVERNANCE PRACTICES FROM RESEARCH

Name of the article	IT Governance practices
LUFTMAN J, 2000, Assessing Business-IT alignment Maturity, Communications of AIS, vol. 4 [5]	Business Strategy: Business Scope, distinctive competencies, Business governance Organization Infrastructure & Processes: Administrative structure, Processes, Skills IT Strategy: Technology Scope, Systemic competencies, IT Governance
Dr. Gad J. Selig, PMP, Pete Waterhouse, (2006), IT Governance-an Integrated Framework and Roadmap: How to Plan, Deploy and Sustain for Competitive Advantage, Business Service Optimization, Computer Associates [2]	1. Leadership, Organization and Decision Rights 2. Flexible and Scalable Processes. 3. Enabling Technology
LUFTMAN J. AND BRIER T., 1999, Achieving and Sustaining Business-IT alignment, California Management Review, vol. 42, no. 1, pp. 109-122 [6]	Enablers of Business-IT alignment : Senior executive support for IT IT involved in strategy development IT understands the business Well-prioritised IT projects IT demonstrates leadership
Masa'deh, Ra'ed, Kuk, George,(2007), A CAUSAL MODEL OF STRATEGIC ALIGNMENT AND FIRM PERFORMANCE (2007)Nottingham University Business School [7]	Communication between business and IT executives. Connection between business and IT Planning. Shared domain knowledge between business and IT executive Prior IS success Environmental uncertainty Organizational size IT-business managerial resources Rationality and adaptation in the SISP process IT Flexibility
Eric Bartholet, Mark Budd and Fran Turisco, (2009), GETTING VALUE FROM IT BEGINS WITH AGILE, RESULTS-ORIENTED IT GOVERNANCE, Computer Science Corporation [1]	Governance starting at the top Business direction and IT initiative alignment IT resource alignment partnership and alignment between IT and the clinical communities, business communities and research Accountability Transparent project request and prioritization processes. Effective budget and project management Board-Level IT Executive Committee IT Steering Committee (ITSC)
Ivor Jonathan Farrell Dip.Tech., (2003) , Aligning IT to Corporate Objectives: Organisational Factors in Use [3]	1. Management & Planning: o CEO Attitude, CEO / CIO Relationship and Reporting Structure, CIO Management Style o Strategic Planning Quality, and o IT Planning Methodology 2. Business: o Standards & Policies, Information Management, IT Services Management, Sourcing Methodology, Program Management, Stakeholder Management 3. Technology: o IT Infrastructure Management, Intranet Usage, Integrated Information System, Data warehousing, Information Modelling , Reporting & Analysis Tools, E-Mail Usage, Standard Service Definitions, SLAs
Peter Weill, Jeanne W. Ross, (2004)IT Governance on one Page, ,Center for Information Management Research, Sloan School of Management. [8]	IT Principles : High level decisions about the strategic role of IT in the Business IT architecture : an integrated set of technical choices to guide the organization in satisfying the business needs IT infrastructure: Business application needs Prioritization and investment
Why business needs should shape IT architecture(2010) – Mekinsey on Business Technology [10]	Business Model: Business operations, Business capabilities Application land scape: Applications and data, IT integration platform Infrastructure: Infrastructure services, Information and communications technology

ARTICULATING THE MAJOR AREAS

The practices described in the above table were analyzed and 10 major areas were articulated. They are as follows:

1. Vision for IT department/understanding the Vision for IT
2. Build Enabling Mechanisms
3. Business Value Planning
4. Build and Implement Communication Strategy
5. Enabling Technology
6. Build Partnership
7. Develop Scope and Implement architecture
8. Develop & Implement Portfolio Management Practices
9. Develop and Implement IT (Project) Investment management
10. Human resource skills
11. Business – IT Alignment

DETAILING OF THE AREAS INTO DETAILED GOVERNANCE PRACTICES

These areas are further broken down and details of each area are described based on author’s 23 years of international and domestic experience in the area of IT in fortune 500 organizations.

Vision for IT department/understanding the Vision for IT		Section :2 -- Captive IT organization (for eg IT department of VODAFONE)	
Section 1: For System Integration or Product development organization		21	Having a IT strategic committee at the board level to assist the board in governing and overseeing the enterprise's IT-related matters.
1	Understanding the vision of our customer's Business/IT department/function	22	The Chief of IT Department (for eg CIO) is involved in the business strategy development
2	setting the direction for its Business based on the Vision of our Customer Business/IT department/function	23	Articulation of clear business strategy
3	involving the stakeholders in setting the direction	24	Understanding the Business processes that support the Business strategy
4	Communicates this direction to all the stakeholders	25	Understanding the critical business processes(including the parameters/value indicators that are needed for the success of these processes)
5	Ensures the understanding of this direction by all the stakeholders	26	Preparation of the Business case for the IT Applications / Software Products involving the relevant people from IT
Section :2 -- Captive IT organization (for eg IT department of VODAFONE)		27	Evaluation of the Business case involving appropriate stake holders and approval of the business case
6	Defining the vision for the IT	28	Creation of Service Level agreements (SLAs) with the system integrating organizations or product development organizations
7	Involving the stakeholders in defining the vision for IT	29	Building the approach for computing the the value indicators (the metrics that quantify the business expectations. For eg "billing accuracy" in case of telecom billing products)
8	Communicating this Vision to all the stakeholders	30	Assigning accountability to roles to ensure the success of the IT Applications/Software Product Initiatives
9	Ensuring the understanding of this vision by all the stakeholders	31	Tracking the success of the IT initiatives
Business Value Planning		32	Making the people accountable for the success/failure of IT applications/software products
Section :1 -- System Integration or Product Development organization)		Build and Implement Communication Strategy	
10	Understanding the strategy of my customer organization	33	Building a communication strategy that describes the elements of close interaction with the customers
11	Understanding of the Business processes that support the Business strategy of my customer organization	34	Tracking the effectiveness of the interaction with the customer on a periodic basis
12	Understanding the critical business processes(including the parameters that are needed for the success of these processes) of my customer organization	35	Addressing the corporate internal communication about IT application initiatives and their success on regular basis.
13	Understanding Business case (including the vlaue indicators)prepared for the IT Initiatives	Enabling Technology	
14	Establishing mechanisms or formal organizational roles to perform the above activities	36	The operating processes for supporting the delivery of IT initiatives are automated (e.g. planning and budgeting, portfolio investment management, project management, risk and change management, IT service management and delivery, etc.).
15	Understanding of the business expectations of the software products/ Applications to be delivered to the customer	37	Tools provide governance, communications and effectiveness metrics to facilitate decision support.
16	Creating Service Level agreements (SLAs)	Build Partnership	
17	Building approach for computing the value indicators (the metrics that quantify the business expectations. For eg "billing accuracy" in case of telecom billing products)	38	Establishing the Connection between people from business side and people involved in Planning of IT applications/ Software products
18	Assigning accountability to roles to ensure the success of the IT Applications/Software Product Initiatives	39	Ensuring sharing the domain knowledge between business and IT executive leading to understanding of business by people involved in IT application/software products planning and development
19	Tracking the success of the IT initiatives	40	Ensuring Close interaction between people involved in IT application planning & Dev and customers/end users to understand the expectations and issues
20	Making the people accountable for the success/failure of IT applications/software products	41	Having processes/practices in place for account Management (by customer)

	Develop Scope and Implement architecture	55	the metrics are consolidated at the Program level and are translated in to Program level metrics
42	Availability of Mapping between the business process architecture and technical architecture	56	The program level metrics are mapped to the business benefits
43	The Scope of IT architecture encompasses the entire organization wherever the Business strategy is applicable	57	Updating the business case and compares actual benefits with the planned benefits
	Develop & Implement Portfolio Management Practices		Human resource skills
44	Collects the list of Projects related to each of IT Application Initiatives/software products	58	Having people who are working in the IT are Business Savvy
45	Classification of all projects related to each of IT project Initiatives/software products in to different Portfolios based on criteria (for eg. Transformational, operational and informational)	59	Having people who are on the business side are familiar with the aspects of IT
46	Assess the value add to the Business from each portfolio based on the value indicators (for eg dollars saved due to "billing accuracy" incase of Telecom billing products) identified during Business value Planning state	60	Having people working in both IT and business side have strong communication skills
47	Prioritization of Projects and allocation of resources is based on the business priorities	61	Having people who are good at working at local and virtual teams
48	Building the infrastructure needed for the portfolio management in terms of experienced human resources , tools and processes	62	Having people who have the adaptability to move between Business and Application/Product development requirements effectively
49	Assessing the risk with respect to each portfolio on a regular basis and takes appropriate course of actions		Business- IT Alignment
	Develop and Implement IT (Project) Investment management	63	the Business and IT are aligned
50	Building the required metrics (for eg based on balanced score card) based on the business objectives		
51	Collecting the metrics related to cost, Quality and schedule including the performance indicators (for eg Billing accuracy in case of telecom billing products)		
52	Building required governance processes for project/Program/Account Management and Software development based on the models like CMMI/ITIL/ISO 9001/ISMS/proprietary model		
53	Building the needed Operational level agreements (OLAs) with the appropriate stakeholders within the organization to meet the SLAs		
54	Periodical verification of process compliance through external and internal audits to see if the processes are implemented in the intended manner		

IDENTIFICATION OF SUBJECT MATTER EXPERTS (SMEs)

In IT industry, the core areas that are considered in this paper are System Integrating organizations (Eg. Infosys, WIPRO) , Product development organizations (eg Micorsoft, oracle etc) and captive IT organizations (eg. Inhouse IT of Vodafone) .The subject matter experts from these types of organizations have been identified for reviewing the above IT governance practices from Relevance to the Indian IT Industry perspective. After the identification, the detailed practices are communicated to SMEs for evaluation. The SMEs are asked rate the questions from 1-5 (1- being not relevant and 4/5 – highly relevant). The ratings are tabulated below for all the 63 practice listed above.

TABLE 1: RATINGS FROM SUBJECT MATTER EXPERTS (SMEs)

E	Practices																																
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	
E1	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
E2	3	5	4	4	4	4	4	5	3	3	5	5	4	5	5	5	4	5	4	3	3	5	4	4	4	5	4	4	5	5	3		
E3	5	5	5	5	4	4	4	3	5	5	5	5	5	5	5	5	5	4	5	4	5	5	5	5	4	5	5	5	5	5	5	5	
E4	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	
E5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	
E6	4	4	2	2	2	4	2	2	2	5	5	5	5	5	4	4	4	3	4	5	5	5	5	5	4	4	4	4	3	4	4		
E7	5	4	4	4	3	2	4	4	4	5	5	5	5	4	5	3	5	5	5	5	4	5	5	5	4	4	4	4	4	4	4		
E8	5	5	4	4	4	4	4	4	4	4	5	5	4	4	4	4	3	3	3	4	3	3	3	3	3	3	3	3	3	3	3		
E9	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	
E10	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	
E11	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	
E12	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	
E13	5	5	5	4	4	4	4	4	4	4	4	3	4	4	4	4	4	4	4	5	4	5	4	4	4	4	4	4	4	4	4	4	
E14	4	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	
E15	4	3	3	5	3	5	4	3	3	3	3	5	2	3	3	4	1	4	4	3	5	4	4	3	3	3	3	4	3	3	3	3	

TABLE 1: RATINGS FROM SUBJECT MATTER EXPERTS (SMEs)

E	Practices																																																														
	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48	49	50	51	52	53	54	55	56	57	58	59	60	61	62	63																																
E1	3	4	3	4	2	5	4	4	2	5	3	4	4	4	5	5	5	4	5	4	3	5	2	3	4	5	5	5	5	5	5																																
E2	5	5	5	4	4	5	5	4	4	4	4	4	4	4	5	5	5	5	5	4	5	5	4	4	4	4	3	4	4	4	4																																
E3	5	4	4	4	5	5	5	4	4	4	5	4	5	5	5	5	5	4	4	4	5	5	5	5	4	4	3	5	4	5	4																																
E4	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5																																
E5	5	5	5	4	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5																																
E6	3	3	3	4	3	4	4	4	4	4	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	4	3	4	3	4	4																																
E7	4	4	4	5	5	5	5	5	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4																																
E8	3	3	3	3	4	3	3	3	3	4	3	4	3	3	3	3	3	3	3	3	4	4	4	4	4	3	4	5	5	4	4																																
E9	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5																																
E10	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5																																
E11	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5																																
E12	4	4	4	4	4	4	4	4	4	4	3	3	4	4	3	5	4	4	3	4	3	4	4	3	3	4	3	4	4	4	4																																
E13			5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5																																
E14	5	5	4	5	5																																																										
E15	3	5	4	4	5	5	4	5	5	4	5	4	5	3	4	4	4	4	4	4	5	5	5	4	3	5	5	5	5	5	4																																

STATISTICAL VALIDATION OF RESULTS

One widely used method of measuring content validity was developed by C. H. Lawshe. It is essentially a method for gauging agreement among raters or judges regarding how essential a particular item is. Lawshe (1975) proposed that each of the subject matter expert raters (SMEs) on the judging panel respond to the following question for each item: "Is the skill or knowledge measured by this item 'essential,' 'useful, but not essential,' or 'not necessary' to the performance of the construct?" According to Lawshe, if more than half the panelists indicate that an item is essential, that item has at least some content validity. Greater levels

of content validity exist as larger numbers of panelists agree that a particular item is essential. Using these assumptions, Lawshe developed a formula termed the content validity ratio:

Use the following formula, using the total number of experts (N) and the number who rated the object as essential (E):

$$CVR = [(E - (N / 2)) / (N / 2)] \quad [1]$$

Where CVR= content validity ratio, E= number of SME panelists indicating "essential" Where E = Number SMEs rated the practice at 4/5 (on a scale of 1-5) , , N= total number of SME panelists. This formula yields values which range from +1 to -1; positive values indicate that at least half the SMEs rated the item as essential. The mean CVR across items may be used as an indicator of overall test content validity.

The following is the table that describes the acceptable values for Content validity ratio and the number of SMEs

TABLE 2: NUMBER OF SMES VS THE ACCEPTABLE CONTENT VALIDITY RATIO (CVR)

NO OF SMES	5	6	7	8	9	10	11	12	13	14	15	20	25	30	35	40
CVR	1	1	1	0.9	0.8	0.6	0.6	0.6	0.5	0.5	0.5	0.4	0.4	0.3	0.3	0.3

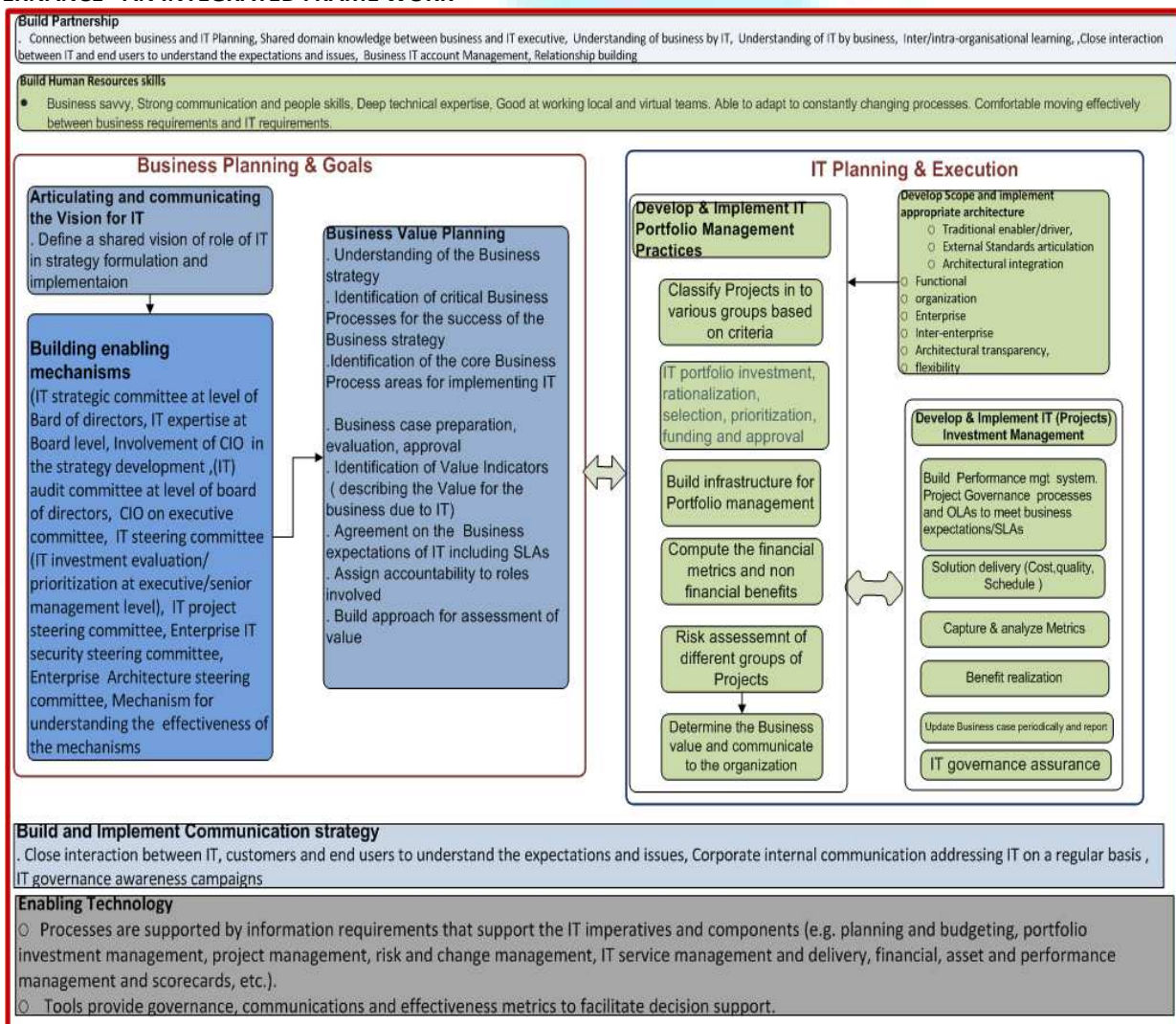
ACTUAL RESULTS & ANALYSIS

TABLE 3 - ACCEPTABLE CONTENT VALIDITY RATIO VS COMPUTED CONTENT VALIDITY RATIO

Practice (1-22)																						
Practice no	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22
Target value	0.49	0.49	0.49	0.49	0.49	0.62	0.59	0.54	0.54	0.54	0.51	0.49	0.49	0.49	0.49	0.49	0.49	0.49	0.49	0.51	0.56	0.59
No of participants	15	15	15	15	15	10	11	13	13	14	15	15	15	15	15	15	15	15	15	14	12	11
Actual Value	0.87	0.87	0.73	0.87	0.60	0.80	0.82	0.54	0.54	0.69	1.00	0.73	0.87	0.73	1.00	0.73	0.87	0.87	0.60	0.86	0.67	1.00
Practice (23-42)																						
Practice no	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42		
Target value	0.62	0.62	0.62	0.62	0.62	0.62	0.62	0.78	0.78	0.78	0.54	0.51	0.49	0.49	0.49	0.51	0.51	0.51	0.51	0.51	0.51	
No of participants	10	10	10	10	10	10	10	9	9	9	13	14	15	15	15	14	14	14	14	14	14	
Actual Value	0.80	0.80	0.80	0.80	1.00	1.00	1.00	0.80	0.78	1.00	0.78	0.54	0.71	0.60	0.87	0.60	1.00	0.86	0.86	0.71	0.86	
Practice (43-63)																						
Practice no	43	44	45	46	47	48	49	50	51	52	53	54	55	56	57	58	59	60	61	62	63	
Target value	0.54	0.54	0.51	0.51	0.51	0.51	0.51	0.51	0.51	0.51	0.51	0.51	0.51	0.51	0.51	0.49	0.51	0.51	0.51	0.51	0.51	
No of participants	13	13	14	14	14	14	14	14	14	14	14	14	14	14	14	15	14	14	14	14	14	
Actual Value	0.69	0.85	1.00	0.57	0.86	0.86	0.86	0.71	1.00	0.86	0.86	1.00	0.71	0.57	0.86	0.73	0.57	0.86	0.71	0.86	1.00	

Overall Content Validity Ratio = 0.80 as compared to the target value of 0.50.

IT GOVERNANCE - AN INTEGRATED FRAME WORK



CONCLUSION AND FUTURE RESEARCH

The computed Content Validity Ratio (CVR) is equal to the target value or greater than the Target value for each of the practices. The over all Content validity ratio (CVR) is 0.8 as compared to the theoretical value of 0.50. This shows that the identified practices are inline with the Subject matter experts (SMEs) opinion. The relation among the areas/practices is described in the form of a frame work. This could become basis for further research to identify the quantitative relationship among the IT Governance Practices and Business-IT alignment.

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