

Analysis of ICT Strategic Alignment In a Public Organisation

Presented By

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Declaration

The material in this thesis constitutes work carried out by the candidate unless otherwise stated. The thesis is less than 100,000 words in length, exclusive of tables, figures, bibliography and appendices, and complies with the stipulations set out for the degree of Doctor of Philosophy by the Australian academic standards.

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THESIS ABSTRACT

This thesis pertains to the discussion of Strategic Alignment which, if not implemented properly, can cause the failure of the information technology (IT) projects in an organisation. While some public sector organisations are able to deliver their IT projects on time and on budget, few of them report on project performance and how they actually identify and measure the benefits supposedly arising from those projects (Gershon 2009). IT projects typically involve organisations committing substantial resources and funds, and so project failure can result in not just loss of the funds invested, but also of the benefits that would have accrued directly had the project implementation been better informed.

IT governance strategies and objectives shape Strategic Alignment (SA) perspectives, which in turn affect the management of IT projects. Hence, SA is a key subject in this thesis. It should be noted that the current trend is to align IT with business as equal partners, not to align IT to fit into a predetermined business strategy. The study identifies strategic ICT alignment issues that contribute to the success of IT projects. Using a local government in Australia as a case study, the study investigates 14 IT projects and highlights how strategic alignment perspectives generate public value through IT projects. The research undertaken in this study has shown that the delivery of IT projects on time and on budget is an inadequate measurement for value realisation from IT. The outcome must also be assessed through alternative measures and governance feedback mechanisms.

The crucial issue that this research investigates is the role of Strategic Alignment (SA) in the success of IT projects in public organisations. It is essential to consider the IT SA perspectives that can be utilised to increase the understanding needed for a better achievement of value realisation in a public organisation. This research develops a conceptual framework as a model of assessment and provides recommendations for its application.

ABBREVIATIONS

Abbreviation	Definition
AAA	American Accounting Association
IT	Information Technology
BUHREC	Bond University Human Research Ethics Committee
BVIT	Business Value of Information Technology
ES	Explanatory Statement
SA	Strategic Alignment
SAM	Strategic Alignment Model
COBIT	Control Objectives for Information and Related Technology
ITIL	Information Technology Infrastructure Library
CSFs	Critical Success Factors
EA	Enterprise Architecture
PV	Public Value
NPV	Net Present Value
IRR	Internal Rate of Return
EVA	Economic Value Added
ROI	Return on Investment
ELT	Executive Leadership Team
CGC	Corporate Governance Committee
PMC	Portfolio Management Committee
OCIO	Office of Chief Information Officer
CIO	Chief Information Officer
PMO	Portfolio Management Office
BSRG	Business Solution Reference Group
TRG	Technical Reference Group