



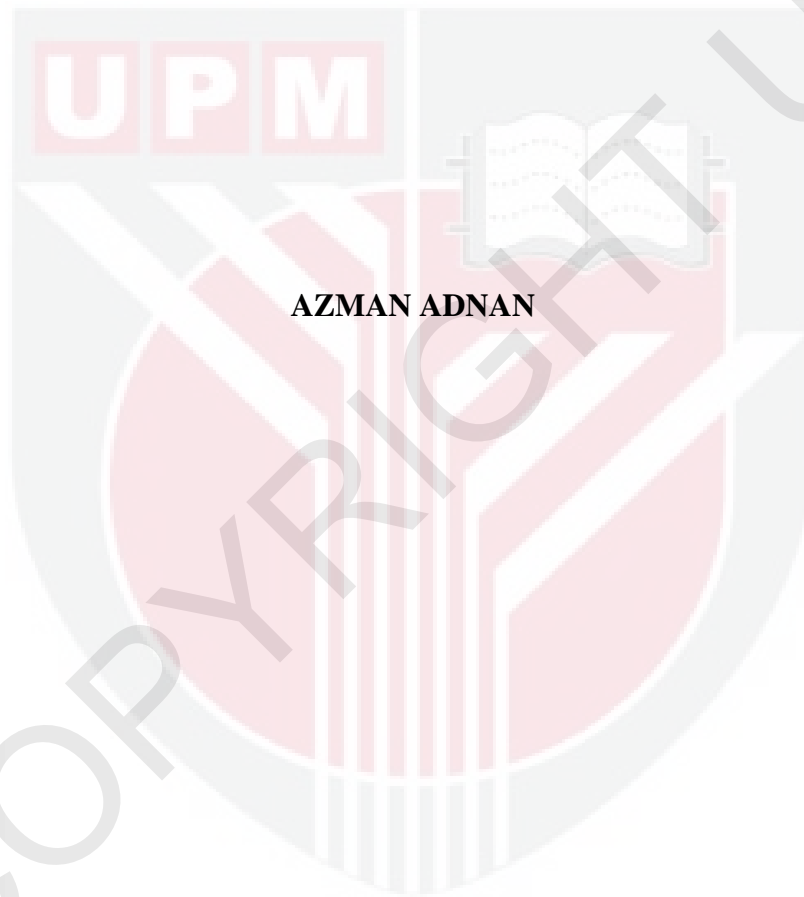
**UNIVERSITI PUTRA MALAYSIA**

**ALIGNMENT CHECKPOINTS MODEL FOR EVALUATING STRATEGIC  
INFORMATION SYSTEMS PLANNING IN A FINANCIAL ORGANIZATION  
IN MALAYSIA**

**AZMAN ADNAN**

**FSKTM 2011 10**

**ALIGNMENT CHECKPOINTS MODEL FOR EVALUATING STRATEGIC  
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MALAYSIA**



**AZMAN ADNAN**

**DOCTOR OF PHILOSOPHY  
UNIVERSITI PUTRA MALAYSIA**

**2011**

## DEDICATION

The achievement that ensues from this thesis is dedicated to my late grandmother who had left us in 1998 and had been my guardian since the day I was born into this world. She is ultimately my idol of a very determined person in seeking success in life. Since I was in Kindergarten, she had wanted me to complete school up to the highest level of degree that any educational institution could offer i.e. the Ph.D.

From the morale support that she had given me through the years, I have acquired my Diploma in 1981, Bachelor's Degree in 1985, Master's Degree in 2000 and finally this achievement.

I have finally reached the level of education that she had coveted me to achieve but unfortunately, she is not here to witness the achievement.....

May God bless her soul....

*"Innovative technological ideas to increase productivity internally and gain competitive advantage externally"*

Abstract of thesis presented to the Senate of Universiti Putra Malaysia in fulfilment of the requirement for the degree of Doctor of Philosophy

**ALIGNMENT CHECKPOINTS MODEL FOR EVALUATING STRATEGIC  
INFORMATION SYSTEMS PLANNING IN A FINANCIAL ORGANIZATION IN  
MALAYSIA**

By

**AZMAN BIN ADNAN**

**September 2011**

**Chairman: Professor Abdul Azim Bin Abd Ghani, PhD**

**Faculty: Computer Science and Information Technology**

Since the past few decades, business organizations have leveraged on the improving technology to achieve their corporate goal for higher profitability by maximizing the utilization of Information Technology (IT). Eventually, numerous models and frameworks of strategic alignment (SA) between the IT and Business strategies have been proposed by many researchers that had resulted in various opinions and arguments about the complexity of the situation due to certain factors involved and such predicament is known as the IT Productivity Paradox.

Based on these arguments, this research has created a new model that functions as an instrument to evaluate the SA between the strategies. The concentration of this study is within the IT and Business strategies, evaluating the attributes involved at each process level to reach the state of SA. These attributes are derived from six selected renowned SA models i.e. the MIT90s (Morton, 1991), Strategic Alignment Model - SAM (Henderson

& Venkatraman, 1993), The Alignment Model (Maes et. al., 2000), Co-variation Model of Strategic Alignment (Bergeron et. al., 2002), Organizational Systems Integration (OSI) model (Pollalis, 2003) and Dimensions of Strategic Alignment Model (Tallon & Kraemer, 2003) which were compared and evaluated to form the proposed model of this research known as the Alignment Checkpoints Model or ACM. What differs the ACM from other models is that the main strategy of a particular domain is further divided into sub-strategies known as the Component Strategy (CS). Subsequently, each and every process level involved in the CS will be evaluated at ground-level to detect compliance and discrepancies to achieve the objective of the main strategy.

Unlike the research that requires statistical information about the users' satisfaction on a particular application software that is being implemented that may lead to factors of biasness, the expectation of this research is an actual success in IT implementations and support towards the Business strategy. Fundamentally, through a test conducted at a selected financial institution, the ACM aims and has succeeded at checking the process levels of IT support and implementations in the Systems Development Life Cycle (SDLC) process guided by the Strategic Information Systems Planning (SISP) that materializes the Business plans and objectives.

Other value-added features of the ACM are its ability to also identify the compliance and discrepancies between other domains as well. With such holistic evaluation over all processes involved at every CS of a main strategy in an organization will result in

equilibrium among these processes involved. Therefore, this allows for continuing research to those with interest in evaluating the alignment of other areas of concern.

In this study, it has been found that well-aligned strategies of the IT and Business domains complemented by the SISP had resulted in a tremendous improvement and progress at organizational level. Therefore, the ACM is proven to be a very useful tool that may be used by other business organizations to ensure that every sector or domain in the organization is supporting each other to achieve a common goal.

Abstrak tesis yang dikemukakan kepada Senat Universiti Putra Malaysia sebagai memenuhi keperluan untuk ijazah Doktor Falsafah

**MODEL TITIK-SEMAKAN PENJAJARAN UNTUK MENILAI PERANCANGAN STRATEGIK SISTEM MAKLUMAT DALAM SESEBUAH ORGANISASI KEWANGAN DI MALAYSIA**

Oleh

**AZMAN BIN ADNAN**

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Sejak beberapa dekad yang lalu, organisasi perniagaan telah menggunakan kesempatan ke atas teknologi yang semakin canggih untuk mencapai matlamat korporat mereka iaitu peningkatan dari segi keuntungan. Justeru itu, banyak model dan rangka penyelidikan tentang penjajaran strategik (PS) diantara strategi Teknologi Maklumat (TM) dan Perniagaan telah dicadangkan oleh para penyelidik ini yang telah menghasilkan pelbagai pendapat dan alasan mengenai kerumitan situasi yang dihadapi akibat dari beberapa faktor tertentu yang terlibat dan keadaan ini dikenali sebagai Paradoks Daya Pengeluaran TM.

Berdasarkan pandangan para penyelidik ini, penyelidikan ini telah mencipta suatu model baru yang dapat berfungsi sebagai satu alat untuk menilai PS. Walau bagaimanapun, tumpuan kajian ini adalah terhadap strategi TM dan Perniagaan, serta menilai atribut-atribut atau sifat-sifat yang berkaitan bagi mencapai keadaan penjajaran yang diharapkan.

Atribut-atribut ini telah diperolehi dari enam model penjajaran strategik yang terkenal yang telah dipilih iaitu; “MIT90s” (Scott Morton, 1991), “Strategic Alignment Model” (Henderson & Venkatraman, 1993), “The Alignment Model” (Maes et. al, 2000), “Covariation Model of Strategic Alignment” (Bergeron et. al., 2002), “Organizational Systems Integration (OSI) model” (Pollalis, 2003) dan “Dimensions of Strategic Alignment Model” (Tallon & Kraemer, 2003) yang telah dibandingkan dan dinilai untuk membentuk model yang telah dicadangkan di dalam penyelidikan ini yang dikenali sebagai “Alignment Checkpoints Model” atau ACM. Apa yang membezakan ACM dengan model yang lain adalah strategi utama sesuatu bidang seterusnya dibahagikan lagi dan dikenali sebagai strategi komponen (SK). Seterusnya, setiap process yang terlibat di dalam sesuatu SK ini akan dinilai tahap pematuhan atau kepincangan sumbangannya dalam usaha untuk matlamat strategi utama.

Berbeza dengan penyelidikan yang ingin mendapatkan maklumat statistik tentang tahap penerimaan pengguna terhadap sesuatu perisian aplikasi yang sedang dilancarkan dan berkemungkinan menjurus kepada faktor berat sebelah, harapan dari penyelidikan ini adalah kejayaan yang nyata hasil dari sokongan dan pelaksanaan TM terhadap strategi Perniagaan. Berdasarkan suatu ujian yang telah dilaksanakan di sebuah institusi kewangan, ACM mensasarkan dan telah berjaya untuk menyemak peringkat-peringkat sokongan dan pelaksanaan TM di dalam proses Kitaran Hayat Pembangunan Sistem (KHPS) yang berpandukan Perancangan Strategik Sistem Maklumat (PSSM) supaya objektif dan perancangan Perniagaan menjadi suatu kenyataan.



Ciri-ciri lain ACM yang membawa nilai adalah keupayaannya untuk mengesan pematuhan dan kepincangan di dalam sokongan dan pelaksanaan di antara bidang yang lain. Melalui penilaian yang menyeluruh terhadap setiap peringkat SK yang menyokong strategi utama di dalam sesebuah organisasi akan menghasilkan suatu situasi yang seimbang diantara setiap proses yang terlibat. Oleh itu, ini memberi laluan dari segi kesinambungan penyelidikan bagi para penyeledik yang ingin menilai penjajaran strategik dalam bidang yang menarik minat mereka.

Kajian ini telah mendapati bahawa penjajaran yang sempurna diantara strategi TM dan Perniagaan yang dilengkapi dengan PSSM telah menghasilkan kemajuan yang sangat baik diperingkat organisasi. Oleh itu, ACM telah terbukti sebagai suatu alat yang memberi manfaat yang boleh digunakan oleh organisasi perniagaan lain dalam memastikan bahawa setiap sektor atau bidang di dalam organisasi berkenaan menyokong di antara satu sama lain bagi mencapai matlamat yang sama.

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My utmost appreciation to Prof. Dr. Abdul Azim Abd Ghani as the Chairman of the Supervisory Committee who has given me the courage, guidance and morale support to complete this study. Assoc. Prof. Hj. Hasan Selamat, who has advised and guided me all the way through the study and completion of the thesis and last but not least, Prof. Dr. Mokhtar Mohd. Yusof, a very committed person who has also given me the support and guidance throughout the duration of this research. These are the gentlemen who have understood what I have gone through, reasons for the delay and the tough times that I had to go through in pursuing this Ph.D. Only God can repay their deeds.

Dedications to my late mother Fatimah Mohd Jaman, who left us in September 2009 and has given me all the support that I need, my late father Adnan Hj. Omar, who left us in 2005 and has always wanted me to achieve the highest level of education. Not forgetting, my aunty Izar Mohd Jaman, who has been my guardian since childhood and played the role of a mother, supporter, motivator, mentor and everything that one would need to succeed in life. Subsequently, my uncle Dzulkifli Mohd Jaman and my aunts, Zainon Mohd Jaman and Zaida Mohd Jaman who have been my guardian and providing me with the morale support that I needed, throughout the years.

Eventually, my appreciation to the beloved ones, my wife, Laili Norihan Abas and my children, Muhammad Syukri Azman, Muhammad Fiqri Azman and Sarah Hazraty Azman who have not only given me all the support that I need, but also the courage to complete the study and eventually earn myself... a Ph.D.

I certify that a Thesis Examination Committee has met on 5<sup>th</sup>. September 2011 to conduct the final examination of Azman Bin Adnan on his thesis entitled “Alignment Checkpoints Model for Evaluating Strategic Information Systems Planning in a Financial Organization in Malaysia” in accordance with the Universities and University Colleges Act 1971 and the Constitution of the Universiti Putra Malaysia [P.U.(A) 106] 15 March 1998. The Committee recommends that the student be awarded the Doctor of Philosophy.

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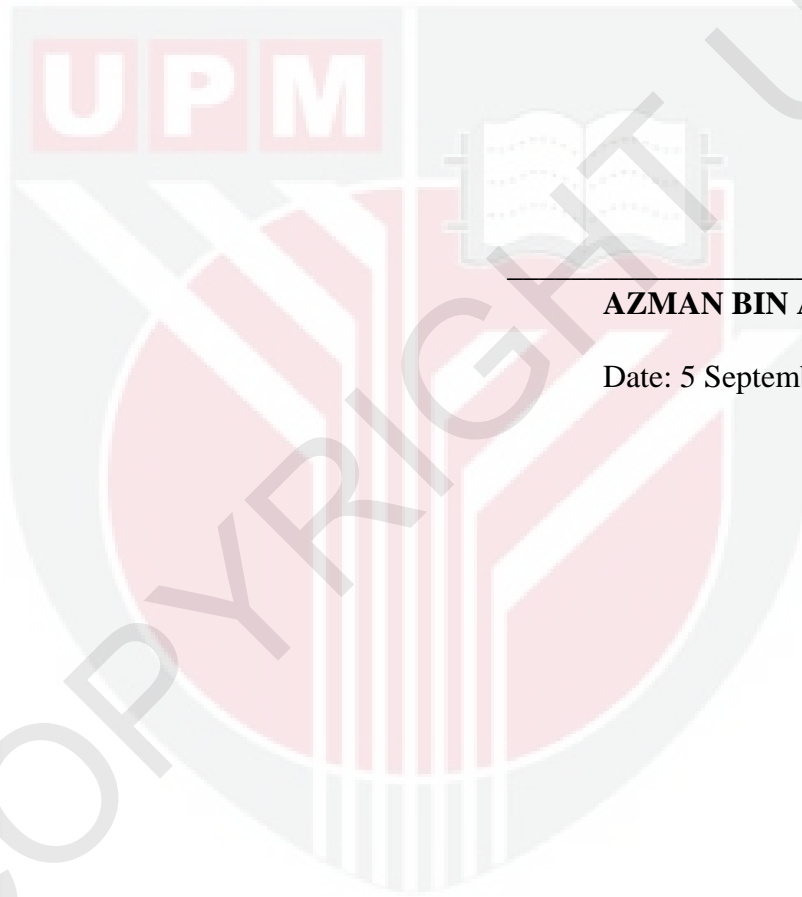
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## DECLARATION

I declare that the thesis is my original work except for quotations and citations which have been duly acknowledged. I also declare that it has not been previously and is not concurrently submitted for any other degree at Universiti Putra Malaysia or other institutions.



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**AZMAN BIN ADNAN**

Date: 5 September 2011

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