



IMPACT OF PARTNERSHIP ON PORTFOLIO MANAGEMENT

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ABSTRACT

The purpose of this research is to understand and quantify the impact of Partnership on portfolio management and strength of interaction among them. A theoretical framework is proposed regarding the constructs of partnership, and Portfolio management (DPM) and the construct validity was established. The sample data from 65 firms were obtained through structured questionnaires. Structural equation modeling (SEM) was used to understand the impact and quantify the relationships between the constructs. Partnership had significant effect on portfolio management.

Key words: Portfolio management, Partnership.

1. INTRODUCTION

Business IT alignment is defined as the *extent to which the IT strategy supports, and is supported by, the Business Strategy.*

(Venkatraman, et al., 1993), stated that during the last two decades, Information Technology (IT) has become very critical in providing support, sustaining the competitive position and enabling the growth of business. However the alignment of IT with business strategy has been consistently ranked as the single most important issue facing business and IT executives, not only in North America but also in Europe.

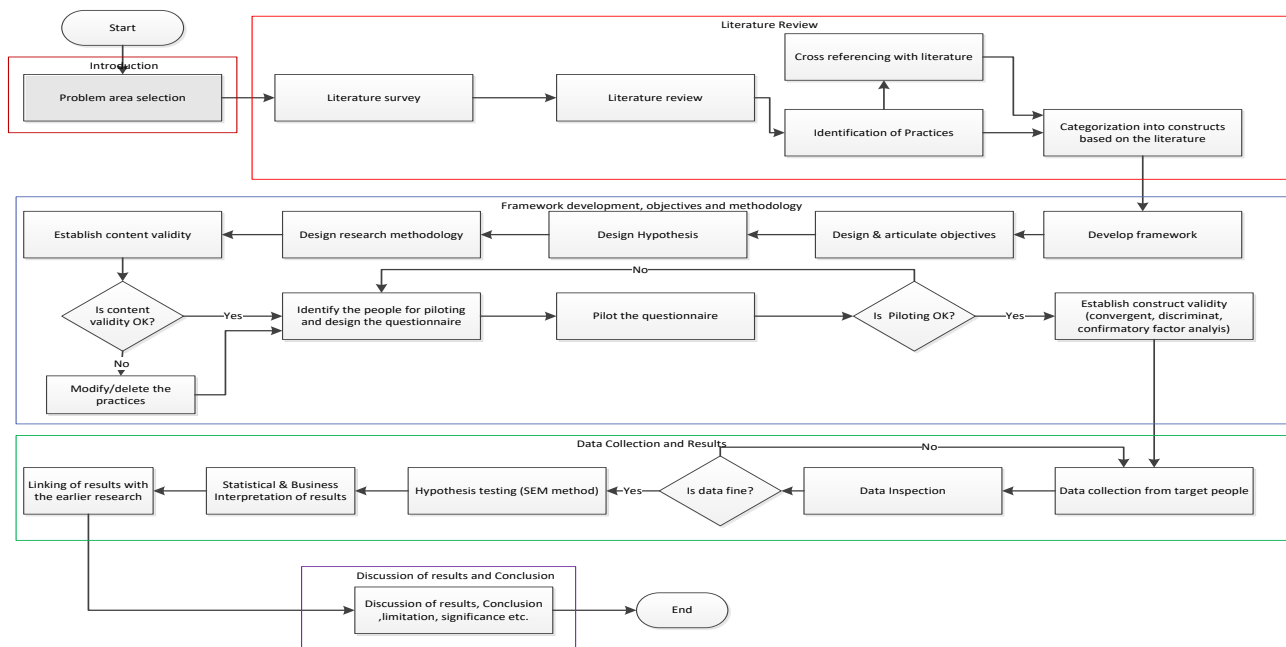
(Segars & Grover, 1998) Conducted and empirical research to understand the impact of Strategic Information System Planning (SISP) on SISP success. In one of the constructs

“Planning Analysis” explains the need to understand the information needs of the organizational sub units, identifying opportunities for internal improvements in the business process and fulfilling them through appropriate IT initiatives. The fourth construct Planning Capabilities explains the need to understand business strategy and its information needs and ability to gain cooperation among user groups for IS plans .

(Kaur & Sengupta, 2011) conducted a research w to understand the reasons for the failure of software. Their findings indicate that majority of the projects fail to meet their objectives due to poorly defined applications, miscommunication between business and IT, poor requirements gathering, analysis and management costing U.S. businesses about \$30 billion every year.

2. METHOD

The following picture describes the method followed to achieve the purpose of this research paper.



3. LITERATURE REVIEW

Ying and Dong (2007) provided an approach to translate the business strategy in to projects via successful project portfolio management. It reviews the failure in strategy

implementation and limitations in the previous solutions, and compares the main differences between project management and product management based organizations. The approach is verified using a case study in a Chinese organization. The approach consists of four phases namely Object, Portfolio, Decision and Action. The object phase consists of selecting a team that consists of key stakeholders from management and customer who have got the decision making power and can understand the opportunities and handle the risks. The selected team clarifies the goals/output/results expected from the projects that is in accordance with the vision of the organization. The critical activity during this phase is to select the criteria to evaluate the projects in the light of organization's business strategy. During the second phase, the projects are organized in to specific categories based on which the contribution to the business strategy could be measured. The third phase is how to assign the weightages to the criteria so that right evaluation is possible. The final phase is to optimize the performance.

Weil and Ross (2004) state that governance is about specifying the decision rights and accountability framework to encourage desirable behavior in the use of IT.

Vision for IT: This represents the defining of vision for IT by involving appropriate stakeholders in the organization, communicating the vision for IT to the entire organization and ensuring the uniform understanding of vision across organization.

Business Value Planning: This is to ensure that the critical business processes are identified in accordance with business strategy, creation of value indicators and SLAs while identifying the needed roles and accountabilities.

Design and Develop Suitable Architecture: An integrated set of technical choices to guide the organization in satisfying business needs and the technical architecture represents the intent of the business process architecture.

Business-IT alignment

The degree to which the information technology mission, objectives and plans support and are supported by the business mission, objectives and plans.

Design and implement Portfolio Management

IT Portfolio Management is the combination of tools and methods used to measure, control, and increase the return on both individual IT investments and on an aggregate enterprise level in a desirable manner that meets the organization's business objectives without exceeding available resources or violating other constraints.

Investment (Project) Management

To manage the project like an investment thus generating the ROI for the stakeholders and the organization through collection of metrics that are linked to business benefits.

Build Human Resources

This is to ensure that the right set of skills to aid the business-IT alignment are built

Build communication strategy

To ensure that right communication exists between the business and IT and ensure corporate communication is effective.

Enabling Technology

To ensure the appropriate automation, processes and tools.

(Smith & Mckeen, 2010) describe the issues with respect to the communication between the business and IT. One of the most important skills all IT staff need to develop today is how to communicate effectively with business. Over and over, research has shown that if IT and business cannot speak the same language, focus on the same issues and communicate constructively, they cannot build a trusting relationship. And business is consistently more negative about IT's ability to communicate effectively than IT is. In fact, even while IT collaboration is improving, business's assessment of IT's communication skills is declining. While much attention has been paid to organizational alignment between IT and business (e.g., governance, structure) very little has been paid to the nature and impact of the social dimension of alignment, a big element of which involves communication. To explore the business and interpersonal competencies that IT staff will need in order to do their jobs effectively over the next five–seven years and what companies should be doing to help develop them, the authors convened a focus group of senior IT managers from a variety of different organizations.

(Tunuguntla et al, 2013), conducted research to understand and quantify the direct and indirect effects of Business Value Planning and Human Resources on Business-IT Alignment. A theoretical framework is proposed regarding the constructs of Business Value Planning (BVP), Human Resources (BHR) and Business-IT Alignment (BIA) and the construct validity was established. The sample data from 65 firms were obtained through structured questionnaires. Structural equation modeling (SEM) was used to understand and quantify the relationships. Business Value Planning had a significant Direct effect on the Business-IT Alignment and Human Resources has a significant Direct and Indirect effect on Business-IT alignment. The

tested framework suggests that Human Resources is essential and plays a key role during the Business Value Planning contributing to the linkage of Business Value Planning and Business-IT alignment.

(Tunuguntla et al,2013) conducted a study in the context of Indian IT industry to understand and quantify the direct and indirect effects of partnership and building human resources on business-IT alignment. The research identified about seven to eight empirical studies that described the interaction between the factors considered in this study and business-IT alignment. A theoretical framework was proposed regarding the constructs of partnership, human resources and business-IT alignment (BIA). The sample data from sixty-five firms were obtained through structured questionnaires. Structural equation modeling (SEM) was used to understand the strength of relationships among the three constructs and estimate the probability associated with the indirect effects using bootstrap technique. The results showed that building human resources and developing partnership between business and IT groups have a significant direct and indirect effect on business-IT alignment. The results suggest that building human resources and partnership is essential and play a key role to establish business-IT alignment contributing to business strategy.

(Manfreda&Mojca, 2014) proposed this paper is thus to improve the understanding of the relationship between top management and IS personnel and to identify the key factors that are important in this relationship. Two separate questionnaires were used for IS department managers and top management to identify key factors in the relationship. In total, 221 CIOs and 93 CEOs agreed to participate in the research. The empirical investigation reveals the existence of nine factors that are important in the business-IS relationship. Seven factors (top management support to the IS department (topSUP), mutual trust between management and IS personnel (muTRUST), perceived value of the IS department (Isval), managerial knowledge and skills of the IS manager (manKNL), technological knowledge and skills of the IS manager (techKNL), business knowledge and skills of the IS manager (busKNL), business role of the IS department (busROL), supporting role of the IS department (supROL), and technological role of the IS department (techROL)). are perceived differently by top management and IS management and thus causing the gap in the relationship, while two factors are similarly perceived. This paper presents the key areas business and IS personnel should pay attention to. Therefore, it enables reducing the business-IS gap by considering the identified factors and dedicating significant effort to the factors with significant differences.

(Zolper, K et al, 2014) studied the impact of relationships at the application-change level and strives to identify and explain favorable social structures for effective business/IT dialog at the operational level. They collected data in seven comprehensive case studies, including 88 interviews and corresponding surveys, and applied social network analysis to show that three social structures at the implementation level influence the degree to which IT applications are maintained and enhanced in line with business requirements: (1) interface actors connecting business and IT, (2) the relationships between interface actors and the corresponding unit, and (3) the relationships between interface actors and other employees in their unit. In three cases, less favorable structures are revealed that correspond to low application change effectiveness and software applications that do not meet business requirements. The other cases benefit from favorable social structures and thus enhance fulfillment of business requirements and result in higher IT business value. This paper contributes to IS research by helping to explain why companies may not provide favorable IT services despite favorable relationships at the top management level and successful application development projects.

(Maharaj& Brown, 2015) examined the impact of shared domain knowledge (SDK), strategic information systems planning on alignment. Data were gathered from management consultants in a large, global IT organization, through the use of a structured questionnaire, and analyzed. Shared Domain knowledge (SDK) was also found to positively impact both the intellectual and social dimensions of alignment. The implications of the findings are that fostering a knowledge sharing environment in organizations will help improve alignment, as well as the formal processes designed to steer alignment such as on strategic information systems planning (SISP).

(Roses, L.K et al, ,2015) proposed a model of conversational competences for Business and IT managers aiming at the strategic alignment between their areas. The theory of this alignment highlights the importance of communication between Business and IT areas, which is explored in the social dimension of their managers' relationship through conversational competences. A survey research was performed with Business and IT managers from public and private organizations in Brazil, whose data were analyzed through multivariate statistical techniques - exploratory and confirmatory factor analysis - and thematic content analysis. The results confirmed the constructs and most of the hypotheses of the proposed research model, which was expanded with new constructs and hypotheses

Mapping of Practices with Literature

The research described above indicates the trends in BP andDPM .So the literature has been surveyed to get the support from the literature for each of the factors considered under each construct and the same is provided in the form of tables below.

Table 3-1 Mapping between Partnerhsip Practices and Literature

Build Partnership (BP)	Cross referencing
Establishing the Connection between people from business side and people involved in Planning of IT applications/ Software products	Bartholet, Budd and Turisco (2009),Masadeh, Raed, Kuk and George (2007) ,Heather, James and Satyendra (2007) ,Reich and Benbasat (2000),Yalya and Hu (2009),Nelson and Coopriider (1996) ,Rui, Zmud and Leon (2010,De Haes&VanGrembergen (2006)
Ensuring sharing of domain knowledge between business and IT executives leading to understanding of business by people involved in IT application/software products planning and development	Luftman and Brier (1999),Bartholet, Budd and Turisco (2009), Masadeh, Raed, Kuk and George (2007),Reich and Benbasat (2000),Yalya and Hu (2009),Nelson and Coopriider (1996)
Ensuring close interaction between people involved in IT application planning &Dev and customers/end users to understand the expectations and issues	De Haes&VanGrembergen, 2006, Sledgianowski (2006),Masadeh, Raed, Kuk and George (2007),Ross (2003) ,Gutierrez (2011),Segars and Grover (1998)
Availability of processes/practices for account Management (by customer)	Luftman(2000); Reich &Benbasat, 2000; De Haes& Van Grembergen(2006)

Insert Table 3-4 Mapping between DPM Practices and Literature

Develop & Implement Portfolio Management Practices(DPM)	Cross referencing
Collecting the list of Projects related to each of IT Application Initiatives/software products	Ibrahemetal (2010).
Classification of all projects related to each of IT Initiatives/software products in to different Portfolios based on criteria (for eg. Transformational, operational and informational)	Weill, P. et al: Compilation of MIT CISR Research on IT Portfolio’s, IT Savvy and Firm performance, (2000-2006)., MIT , Boston, 2006,Quraishi(2009),Ying and Dong (2007)
Prioritization of Projects and allocation of resources is based on the business priorities	Luftman and Brier (1999) ,Parker et al.(1998); De Haes& Van Grembergen, 2006, Weil and Ross (2004) ,Bartholet, Budd and Turisco (2009), Sargaent (2007),Ying and Dong (2007)
Building infrastructure needed for the portfolio management in terms for experienced human resources , tools and processes	Ibrahem et al (2010).

4. FRAMEWORK DEVELOPMENT, OBJECTIVES AND METHODOLOGY

4.1 RATIONALE FOR DEVELOPING THE RESEARCH FRAME WORK

The rationale for the framework is developed by identifying how BP impacts Business value planning and then the framework is designed.

Paths in Research Design			Evidence from Literature survey
DPM	<---	BP	Weill and Aral (2006)

4.2 RESEARCH FRAMEWORK

Based on the above rationale, the research framework is developed and SEM is used further to model this in quantitative terms.



Figure 4-1 Research Model here

4.3 OBJECTIVE OF THE STUDY

- To understand the impact of Partnership on portfolio management in the context of Indian IT Industry

4.4 HYPOTHESIS DESIGN

Hypothesis (H1) :Partnership does not affect Portfolio management.

RESEARCH DESIGN

The basic research design selected for this initiative is cross sectional survey conducted in the IT cover IT Industry in Chennai, Hyderabad, Pune and Noida who are in System Integration, through stratified random sampling from Middle and Senior Management executives with 5 plus years of experience. The questionnaire has been derived with factors of Partnerhsip, and Portfolio management using a 5 point scale (1 – Strongly disagree, 2 – Disagree, 3 – Neutral, 4 – Agree, 5 – Strongly agree). The tools used for Construct Validity are Content Validity, Reliability, Content Validity, Discriminant Validity and Confirmatory Factor Analysis. Correlation, Regression and Multiple Regressions have been used to acquire appropriate inferences and testing of hypothesis. For framework validation Structural Equation Modelling has been used (herein after called as SEM).

Control variable

Control variable here is "type of organization". The examples for types of organizations could be that it is a System integration business or product development business or Captive IT. In this research, the target population is only System integration business and it is constant throughout the research.

4.5 CONTENT VALIDITY

A widely used method to measure content validity was developed by (Lawshe, 1975). It is a method for gauging the agreement among the experts regarding the essentiality of a particular item. The computed content validity ratio is higher than the required values prescribed in the literature

4.6 PILOTING & CONSTRUCT VALIDITY

4.6.1 Reliability

The pilot survey was conducted with 49 respondents and checked for its reliability (for all the three factors together) with Cronbach alpha test (Cronbach & Meehl, 1955) and found to be 0.81. Since the pilot survey has shown a significant reliability value, the survey was continued to collect the data. Cronbach reliabilities for the pilot study also had been done and they are greater than 0.75.

4.6.2 Convergent Validity

(Bagozzi and Phillips 1982) conducted research on convergent validity to understand “if measures of constructs that theoretically *should* be related to each other are, in fact, observed to be related to each other”. Convergent validity is “the degree to which two or more attempts to measure the same concept...are in agreement”.

Item convergence was assessed through the calculation of the average variance-extracted scores. Commonly, scores greater than 0.50 support a case for convergent validity (Fornell & Larcker, 1981).

According to results obtained, all of the “Average Variances Extracted” for constructs was greater than 0.50. Thus, convergent validity is evident.

According to all the average variances extracted estimates were close to or greater than 0.50 Thus, convergent validity is evident.

4.6.3 Discriminant Validity

Discriminant validity is “the degree to which measures of distinct concepts differs” (Bagozzi & Philips, 1982). Measures of different constructs should share little variance. Discriminant validity is important to the discussion of model fit because it establishes that two or more constructs are separate and distinct from one another. If constructs are separate and distinct from one another, then it can be established whether or not a predictive or causal relationship exists between them.

The results support the existence of Discriminant Validity, as the Average Variance Extracted (AVE) for each of the Constructs was greater than the shared variance between the construct and all other constructs.

4.6.4 Confirmatory Factor Analysis

Upon satisfactory results, Confirmatory Factor Analysis (CFA) was performed to confirm the findings using SPSS Amos 20.0.

Table 4-4 Summary of SEM model Values for constructs

Name of the construct	CMIN/DF	P	RMR	GFI	RFI	CFI	NFI	RMSEA
Partnership	0.95	0.41	0.01	0.99	0.98	0.99	0.99	0.025
Portfolio management	0.05	0.32	0.002	1	0.98	1	1	0

Interpretation of CFA

The structural equation modeling approach using Confirmatory Factor Analysis (CFA) complements traditional methods of evaluating reliability (like Chronbach alpha) and validity. The measurement model examines the relationship of observed indicators to their underlying constructs (latent variables), and provides a confirmatory assessment of convergent validity by evaluating the significance of the estimated indicators coefficients.

5. DATA COLLECTION AND RESULTS

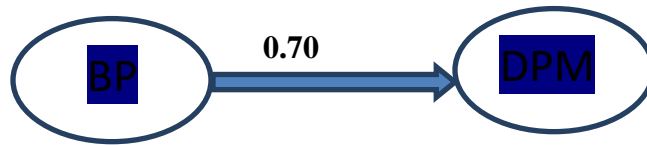
Questionnaires and interviews are a commonly used method of gathering data for research purposes. The major inputs considered for designing the questionnaire are the research objectives, hypothesis and the research framework and target population of research. The questionnaire is divided in to 2 sections with a total of 8 questions. 269 valid filled questionnaires have been received

5.1 RESULTS

5.1.1 Hypothesis Testing

AMOS 20.0 was used to model the framework and test the hypothesis. The probabilities associated with the effect of partnership on DPM are modelled using regression method in AMOS 20.0 through the analysis properties interface. The results are shown in the following path diagram and table.

Path diagram:



6. DISCUSSION AND CONCLUSION

6.2 EFFECT OF PARTNERSHIP (BP) ON PORTFOLIO MANAGEMENT (DPM)

It is observed that Partnership (BP) affects the Portfolio management (DPM). The effect of BP on DPM is 0.70 and is statistically significant at 1% level. The effect 0.70 indicates that when BP goes up by 1 standard deviation, “DPM” goes up by 0.70 standard deviations. So the effect of BP on DPM is strong and significant statistically. *So the null hypothesis (H₂) is rejected and alternate hypothesis is accepted.* This relationship signifies that higher levels of BVP lead to higher levels of Portfolio management.

6.3 CONCLUSION

The effect of Partnership (BP) on Portfolio management indicates that establishing the connection between the counterparts in the context of IT and business areas, knowledge sharing and close interaction would enhance the mutual understanding, and expectation setting process during the business value planning leading to better design of the business case and design of value indicators to quantify the business expectations and thus leading to design of better portfolios and portfolio management.

6.4 RESEARCH IMPLICATIONS

6.4.1 Implications for Theory base

The implications of this research towards the theory are to build a structure for the constructs Partnership and portfolio management provide a framework. The construct structures are designed using the literature survey and tested through confirmatory factor analysis - single factor model using Maximum Likelihood method (ML) through Structured Equation Modeling (SEM). The confirmatory factor analysis showed very good relationships between the constructs and the items under each of the constructs. The model fit values match or exceed the expectations from the literature. The framework developed would add value to the theory base as it describes interaction between the BP and DPM.

6.4.2 Implications for IT organizations

The study describes a very good correlation between Partnership and Portfolio management.

6.5 LIMITATION

- The size of the organization could play a role and thus focusing on Small/Medium/Large organizations may result in a different model/Interrelationships.
- In the current study, the maturity of the organization is not considered in the scope and the maturity of the organization could alter the findings.

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