



International Research Journal of Management and Commerce
Vol. 4, Issue 5, May 2017

Impact Factor- 5.564

ISSN: (2348-9766)

© Associated Asia Research Foundation (AARF)

Website: www.aarf.asia Email: editor@aarf.asia, editoraarf@gmail.com

IMPACT OF PARTNERHSIP ON BUSINESS VALUE PLANNING

Dr.Lakshmi Vishnu Murthy Tunuguntla,

Associate Professor, Goa Institute of Management
Sanquelim Campus, Poriem, Sattari, Goa – 403505, India.

ABSTRACT

The purpose of this research is to understand and quantify the impact of partnership on Business Value Planning and strength of interaction among them. A theoretical framework is proposed regarding the constructs of Business Value Planning (BVP), and Partnership (BP) 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 among the constructs. Partnership had significant effect on business value planning.

Key words: Partnership, Business Value Planning.

1. INTRODUCTION

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

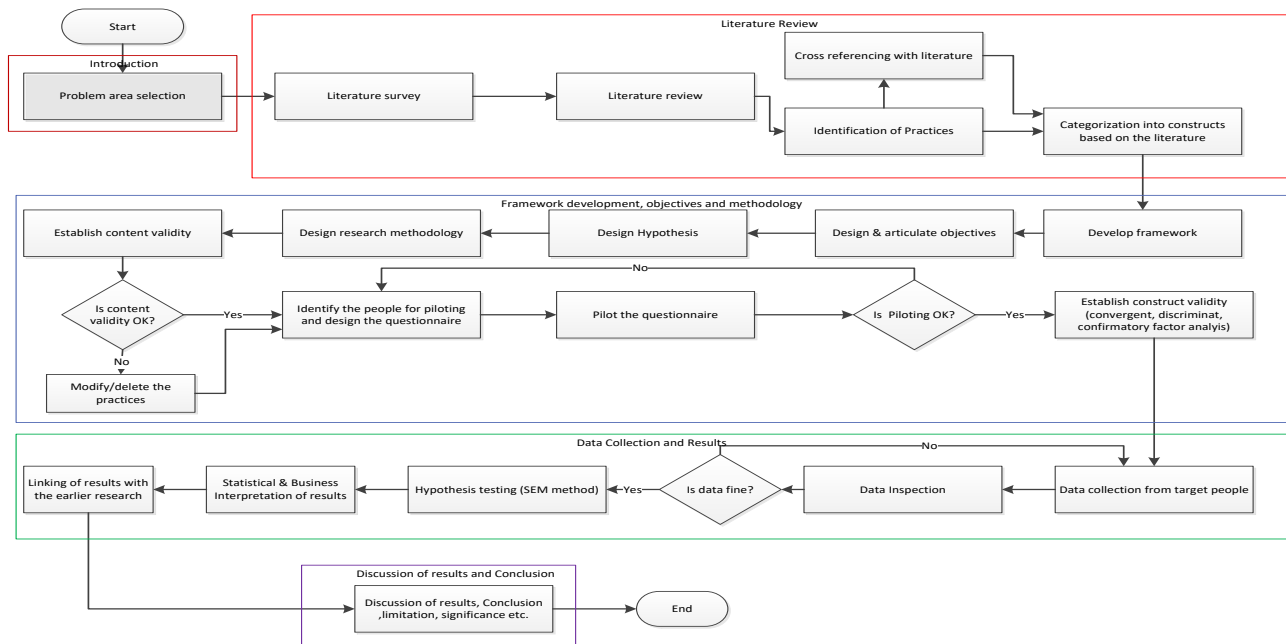
(Venkatraman, et al., 1993), stated that during the last two decades, Information Technology (IT) has become very critical in providing support, sustaining the competitive position and enabling the growth of business. However the alignment of IT with business strategy has been consistently ranked as 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

(Feeny & Wilcocks, 1998) suggested framework for planning in-house IT function to keep pace with changing needs of technology based on their research. The framework has nine core capabilities and how the core capabilities can be used to handle the challenges in IT exploitation in addressing Business & IT Vision, Design of IT Architecture and Delivery of IT Services. Some of the core capabilities like Business Systems Thinking (equivalent to Business Value Planning in the current research), Relationship Building, is involved in integrating the IS/IT effort with business purpose and activity. Business Systems Thinking addresses envisioning the business process that technology makes possible. Relationship building is concerned with getting the business constructively involved in IS/IT issues.

(Segars & Grover, 1998) conducted an empirical research to understand the impact of Strategic Information System Planning (SISP) on SISP success. The “Planning Analysis” construct 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. Another construct “Planning Capabilities” explains the need to understand business strategy and its information needs and ability to gain cooperation among user groups for IS plan.

(Heather, et al., 2007) conducted research to understand the issue of how to develop an effective strategy using focus group methodology. The research identified the critical success factors for creating the business value through building the IT strategy and challenges involved. The critical success factors included revisiting the business model on a periodic basis, developing strategic themes to develop business capabilities and building partnerships with business. The major challenges are lack of supportive governance structure, lack of enterprise-wide funding models, lack of appropriate traditional planning and budgetary practices, lack of better skills of business and IT leaders for strategizing and finally inability of IT strategy to create balance among conflicting strategic imperatives.

(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 BVP and BP .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 BVP Practices and Literature

Business Value Planning	Cross references
Understanding Business Strategy of my customer organization and formulate its Strategy	Bartholet, Budd and Turisco (2009),Nielsen (2007),Segars and Grover (1998)

Business Value Planning	Cross references
Understanding Business Strategy of my customer organization and formulate its Strategy	Bartholet, Budd and Turisco (2009),Nielsen (2007),Segars and Grover (1998)
Understanding of Business Processes that support the Business Strategy	Peak, Guynes,Prybutok and Hu (2011),Nielsen (2007),Segars and Grover (1998)
Understanding the critical business processes(including the parameters that are needed for the success of these processes) of my customer organization	Peak, Guynes,Prybutok and Hu (2011), Buckow and Rey (2010), Ross(2003),Nielsen (2007) ,Ross (2004),Segars and Grover (1998)
Establishing mechanisms or formal organizational roles to perform the above activities (For eg. IT strategic committee at the board level to assist the board and CIOs involvement in Business Strategy Development)	Luftman&Brier(1999), Weil &Ross(2004); De Haes&VanGrembergen(2006), Nolan &McFarlan(2005), Bartholet, Budd and Turisco (2009) ,Ross (2004) ,Rui, Zmud and Leon (2010)
Understanding business expectations of the software products/ Applications to be delivered to the customer from by preparing a Business case or going through an existing business case by involving relevant people	Brier Luftman and (1999),Weil and Peak, Guynes,Prybutok and Hu (2011) and Rey (2010),Bartholet, Budd and Turisco (2009),Segars and Grover (1998) Grembergen et al.(2003)
Creating Service Level agreements (SLAs)	Farell(2003),Weill&Ross(2004); Van Grembergen et al.(2003); De Haes&VanGrembergen(2006)

Business Value Planning	Cross references
Understanding Business Strategy of my customer organization and formulate its Strategy	Bartholet, Budd and Turisco (2009),Nielsen (2007),Segars and Grover (1998)
Assigning accountability to roles to ensure the success of the IT Applications/Software Product Initiatives	Bartholet, Budd and Turisco (2009),Weill and Broadbent (1993),Luftman& Brier(1999)
Making the people accountable for the success/failure of IT applications/software products	Bartholet, Budd and Turisco (2009),Weill and Broadbent (1993),Luftman& Brier (1999)

Insert Table 3-4 Mapping between BP 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)

Build Partnership (BP)	Cross referencing
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)

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
BVP	<---	BHR	(Feeny & Willcocks, 1998)

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 business value planning in the context of Indian IT Industry

4.4 HYPOTHESIS DESIGN

Hypothesis (H1) :Partnersip does not affect Business Value Planning.

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 Business Value Planning, and Partnership 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
Business Value Planning (BVP)	1.55	0.06	0.016	0.97	0.96	0.9	0.9	0.045
Partnership	0.95	0.41	0.01	0.99	0.98	1	0.9	0

Interpretation of CFA

The structural equation modeling approach using Confirmatory Factor Analysis (CFA) compliments 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

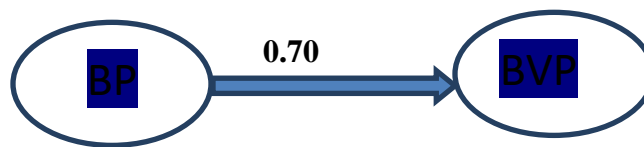
Questionnaires and interviews are a commonly used method of gathering data for research purposes. The major inputs considered for designing the questionnaire are the research objectives, hypothesis and the research framework and target population of research. The questionnaire is divided in to 2 sections with a totalof 15 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 Bootstrapping method is used for forming confidence intervals and for improving the predictors. In this case the probabilities associated with the direct and indirect effects of Business value planning, Partnership and building human resources on Business-IT alignment are computed using the Bootstrap 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 BUSINESS-VALUE PLANNING (BVP)

It is observed that Building Partnership (BP) affects the Business Value Planning (BVP). The effect of BP on BVP is 0.70 and is statistically significant at 1% level. The effect 0.70 indicates that when BP goes up by 1 standard deviation, “BVP” goes up by 0.70 standard deviations. So the effect of BP on BVP is strong and significant statistically. *So the null hypothesis (H2) is rejected and alternate hypothesis is accepted.* This relationship signifies that higher levels of Partnerships lead to higher levels of Business-value planning. BP establishes the connection and domain knowledge sharing within the business and IT groups improving/building strong relationship. Also participation of IT in business planning and participation of business in IT planning ensure mutual understanding of the different perspectives, priorities and constraints thus leading to higher levels of Business Value Planning . The direct effect of Partnership on Business-IT alignment (BIA) is on the areas of understanding of Business case by IT and the priorities of the “Business side” because of the knowledge transfer. Another salient aspect is the building an approach for development of value indicators and agreement on the same by both the groups which would be a critical requirement for tracking the success of the IT initiatives. (Nelson and Coopriders 1996) in their study concluded that shared knowledge, mutual trust, and

mutual influence improve IT performance and the relationships are statistically significant. The current study also discusses shared knowledge as one of the important components of the partnership and conforms with the results of the literature. In another study by Gutierrez (2011) in UK in a large company in the insurance and finance sector focused on assessing the relationship at enterprise level and business unit level between partnership and business-IT alignment. The results were found to be positive and support the current study. Sauer and Willcocks (2002) identified that the most advanced practice is “partnership between business and IT”. Several other companies, notably high-tech startup travelstore.com and Melbourne utility Citi Power, have bridging mechanisms similar to that of an organizational architect. Many others — IBM, Electro components, Lloyds TSB, Tesco, Hewlett- Packard, Siemens, Deutsche Bank, Entertainment UK and, most obviously, Charles Schwab — acknowledged that a closer technology-organization partnership was needed to get more return from their technology investment leading to business-IT alignment.

6.3 CONCLUSION

The effect of partnership (BP) on Business value planning 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.

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 buildingpartnership and Business value planning and provide a framework.The construct structures are designed using the literature survey and tested through confirmatory factor analysis - single factor model using Maximum Likely hood 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 BVP and BP.

6.4.2 Implications for IT organizations

The study describes a very good correlation between Business Value Planning and Partnership. The relationship building (BP) between IT and business teams compliment the efforts of Business value planning improving Business-IT alignment.

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.

REFERENCES

1. Albright, J. J. & Park, M., 2009. *Confirmatory Factor Analysis Using Amos, LISREL, Mplus, and SAS/STAT CALIS*. [Online]
Available at: <http://www.indiana.edu/~statmath/stat/all/cfa/index.html>
[Accessed 15 12 2011].
2. Bagozzi, R. P. & Philips, L. W., 1982. Representing and testing organizational theories: A Holistic Construal. *Administrative Science Quarterly*, 27(3), pp. 459-489.
3. Bartholet, E., Budd, M. & Turisco, F., n.d. *Getting Value from IT begins with Agile, Results oriented IT Governance*. [Online]
Available at: assets1.csc.com/
[Accessed 27 DEc 2012].
4. Broadbent, M. & Weill, P., 1993. Improving Business and Information Strategy Alignment: Learning from the banking industry. *IBM Systems*, 32(1), pp. 162-179.
5. Buckhow, H. & Rey, S., 2010. Why business needs should shape architecture.. *Mckinsey on Business Technology*, 19(5).
6. Callahan, J. & Keyes, D., 2003. *The evolution of IT Governance at NB Power*. Hershey(PA): Idea Group Publishing.

7. Chad, L., Yu, A., Huang, C. & Wo-Chung, L., 2005. Effects of information technology maturity on the adoption of investment evaluation methodologies: A survey of large Australian organizations. *International Journal of Management*, 24(4).
8. Chen, L., 2010. Business - IT alignment maturity of companies in China.. Volume 47, Issue 1. *Information & Management*, 47(1), pp. 9-16.
9. Cronbach, L. & Meehl, P., 1955. Construct validity in psychological tests. *Psychological Bulletin*, 52(4), pp. 281-302.
10. De Haes, S. & Van Grembergen, W., 2006. *IT Governance best practices in Belgian Organisations*. Hawaii, s.n., pp. 4-7.
11. Farrell, I. J., 2003. *Aligning IT to Corporate Objectives: Organisational Factors in Use*. Sydney: s.n.
12. Feeny, D. F. & Willcocks, L. P., 1998. Core IS Capabilities for Exploiting Information Technology. *MIT Sloan Management Review*, 39(3), p. 9.
13. Feeny, D. & Wilcocks, L., 1998. Core IS capabilities for exploiting information technology. *MIT Sloan Management Review*, 39(3).
14. Fornell, C. & Larcker, D. F., 1981. Evaluating structural equation models with unobservable variables and measurement error. *Journal on Marketing Research*, 18(1), pp. 39-50.
15. Gutierrez, A., 2011. *Alignment of IS Projects with Business Strategy: Evolution of Thinking and Practice*. Athens, Greece, Mediterranean & Middle Eastern Conference on Information Systems, p. 509.
16. Hatfield, S., Eisenberg, A. & Sethi, B., 2008. *Putting Business First*. [Online] Available at: https://www.deloitte.com/assets/Dcom-UnitedStates/Local%20Assets/Documents/us_consulting_hc_ti_pdtprovputtingbusinessfirst_270208.pdf [Accessed 6 January 2013].

17. Heather, A. S., James, D. M. & Satyendra, S., 2007. Developing Information Technology Strategy for Business value. *Journal of Information Technology Management*, 18(1).
18. ITGI (IT Governance Institute), 2003. *Board Briefing on IT Governance*. [Online] Available at: www.itgi.org
19. Kaur, R. & Sengupta, J., 2011. Software Process Models and Analysis on Failure of Software Development Projects. *International Journal of Scientific & Engineering Research*, 2(2), pp. 1-4.
20. Khani, N., Nor, K. M. & Bahrani, M., 2011. IS/IT capability and Strategic Information System Planning (SISP) Success. *International Management Review*, 7(2), pp. 75-83.
21. Lawshe, C. H., 1975. A quantitative approach to content validity. *Personnel Psychology*, Volume 28, pp. 563-575.
22. Luftman, J., 2000. Assessing Business-IT alignment maturity. *communications of AIS*, 4(14), pp. 1-50.
23. Luftman, J. & Brier, T., 1999. Achieving and sustaining business-IT alignment. *California Management Review*, 42(1), pp. 109-122.
24. Maharaj, S., & Brown, I. (2015). The impact of shared domain knowledge on strategic information systems planning and alignment. *South African Journal of Information Management*, 17(1), 1-12
25. Manfreda, A., & Mojca, I. S. (2014). Factors causing the relationship gap between top management and IS personnel. *Journal of Enterprise Information Management*, 27(2), 107-121
26. Nielsen, E., 2007. *The road to IT Governance Excellence*. [Online] Available at: Serena.com [Accessed 15 October 2012].
27. Nolan, R. & McFarlan, F. W., 2005. Information Technology and the Board of Directors. *Harvard Business Review*, 83(10), pp. 96-106.

28. peak, D. A., Guynes, C. S., Prybutok, V. R. & Xu, C., 2011. Aligning Information Technology with Business Strategy: An action research approach. *Journal of Information Technology Case and Application Research*, 13(1), pp. 23-42.
29. Preston, D. S. & Karahana, E., 2009. Antecedents of IS Strategic Alignment: A Nomologicaletwork. *Information Systems Research*. 20(2), pp. 159-179.
30. Reich, B. H. & Benbasat, I., 1996. Measuring the Linkage between Business and Information Technology Objectives, *MIS Quarterly* 20(1):. *MIS Quarterly*, 20(1), p. 55–81.
31. Reich, B. H. & Benbasat, I., 2000. Factors that influence the social dimension of alignment between business and information technology objectives.. *MIS Quarterly*, 24(1).
32. Ross, J., 2003. Creating a Strategic IT Architecture Competency: Learning in stages. *MIT Sloan Management Review*, 19(CISR WP No.335).
33. Ross, J., 2004. Project governance at USAA. 4(ID)(2).
34. Roses, L. K., Brito, J. C. B., & Filho, G. J. d. L. (2015). CONVERSATIONAL COMPETENCES MODEL FOR INFORMATION TECHNOLOGY AND BUSINESS STRATEGIC ALIGNMENT/MODELO DE COMPETÊNCIAS CONVERSACIONAIS PARA O ALINHAMENTO ESTRATÉGICO ENTRE TECNOLOGIA DA INFORMAÇÃO E NEGÓCIO. *Journal of Information Systems and Technology Management : JISTEM*, 12(1), 125-144
35. Rui, Zmud & Leon, 2010. Influencing the effectiveness of IT governance through steering committees and communication policies. *European Journal of Information Systems*, Volume 19, pp. 288-302.
36. Segars, A. & Grover, V., 1998. Strategic information systems planning success: An investigation of the construct and its measurement. *MIS Quarterly*, 22(1), p. 155.

37. Segars, A. H. & Grover, V., 1999. Profiles of strategic information systems planning. *Information Systems Research*, 10(3), p. 199.
38. Sharma, D., Stone, M. & Ekinici, Y., 2009. IT governance and project Management: A Qualitative study. *Database Marketing & Customer Strategy Management*, 16(1), pp. 29-50.
39. Smith, H. A. & Mckeen, J. D., 2010. Developments in Practice XXXVI: How to Talk So Business Will Listen ... And Listen So Business Will Talk. *Communications of the Association for Information Systems*, 27(13).
40. Tunuguntla, P.C, Tunuguntla, V, Tunuguntla, L.V.M . , 2014. IMPACT OF SOCIAL FACTORS ON BUSINESS-IT ALIGNMENT. *The International Journal of Interdisciplinary Organizational Studies*,8(1),.
41. Tunuguntla, P.C, Tunuguntla, V, Tunuguntla, L.V.M . , 2013. Impact of Business Value Planning and Build Human Resources on Business-IT Alignment, Ghaizabad, India, Eleventh AIMS International Conference on Management
42. Van Der Zee, J. T. M. & De Jong, B., 1999. Alignment is Not Enough: Integrating business and information technology management with the balanced business scoreboard. *Journal of Management Information Systems*, 16(2), pp. 137-156.
43. Van Grembergen, W., De Haes, S. & Guldentops, E., 2003. *Structures, Processes and Relational Mechanisms for IT Governance*. In Van Grembergen (ed), *Strategies for Information Technology Governance*. Hershey, PA: Idea Group Publishing..
44. Venkatraman, N., Henderson, J. C. & Oldach, S., 1993. Continuous Strategic Alignment: Exploiting information technology capabilities for competitive success,. *European Management Journal*, 139(149), pp. 139-149.
45. Weill, P. & Aral, S., 2006. Generating Premium Returns on IT Investments. *MIT Sloan Management Review*, 47(2), pp. 39-48.
46. Weill, P. & Ross, J., 2004. *IT Governance: How Top Performers Manage IT Decision Rights for Superior Results*.. Boston: Harvard Business School Press.

47. Woolfe, R., 1993. The Path to Strategic Alignment. Information Strategy. *The Executive's Journal*, 9(2), pp. 13-23.
48. Yalya, A. & Hu, K., 2009. *ANTECEDENTS AND DRIVERS OF IT-BUSINESS STRATEGIC ALIGNMENT: EMPIRICAL VALIDATION OF A THEORITICAL MODEL*. VERONA, 17TH EUROPEAN CONFERENCE ON INFORMATION SYSTEMS.
49. Yang, J., Tanner, K. & Kuzic, J., 2011. *Enablers and Inhibitors of SISP: A Case Study of a Korean Large Corporation*. [Online]
Available at: <http://www.ibimapublishing.com/journals/CIBIMA/cibima.html>
[Accessed 25 December 2012].
50. Zolper, K., Beimborn, D., & Weitzel, T. (2014). The effect of social network structures at the business/IT interface on IT application change effectiveness. *Journal of Information Technology*, 29(2), 148-169