

UNIVERSITI TEKNOLOGI MARA

**MANAGING IT PROJECTS USING BUSINESS PROCESS
MANAGEMENT APPROACH**

KAMALIYAH BT SARJO @ HJ AHMAD

Dissertation submitted in partial fulfillment of the requirements
for the degree of
Master of Science (Information Technology)

Faculty of Computer and Mathematical Sciences

January 2012

Candidate's Declaration

I declare that the work in this dissertation was carried out in accordance with the regulations of Universiti Teknologi MARA. It is original and is the result of my own work, unless otherwise indicated or acknowledged as referenced work. This dissertation has not been submitted to any other academic institution or non-academic institution for any other degree or qualification.

In the event that my dissertation is found to violate the conditions mentioned above, I voluntarily waive the right of conferment of my degree and agree to be subjected to the disciplinary rules and regulations of Universiti Teknologi MARA.

Name of Candidate	Kamaliyah Binti Sarjo @ Hj Ahmad
Candidate's ID No.	2009808516
Programme	MSc. (Information Technology)
Faculty	Faculty of Computer and Mathematical Sciences
Dissertation Title	Managing IT Project Using Business Process Management Approach
Signature of Candidate
Date	January 2012

Abstract

The objective of this study is to investigate the current practices in managing IT Projects, to develop the IT Project Management Framework using BPM approach (IT PM-BPM Framework) and to apply IT PM-BPM Framework for managing IT Project at UiTM. As part of this research, several case studies are done at Information Technology Office (InfoTech), formerly known as “Pusat Sistem Maklumat Bersepadu” (PSMB). The data obtained will be divided into three categories, which are People, Process and Technology. Each category will explain how the people, process and technology can help the project management office or the management to improve project delivery by using BPM approach (IT PM-BPM Framework) in managing IT Project at UiTM, and subsequently achieve project success. Validation of IT PM-BPM Framework has done with the staff from public and private sector which are involved in IT project at UiTM. This IT PM-BPM Framework can also be used at other project management sector. In this study, the guideline, process flow and checklist are proposed to the implementation of IT PM-BPM Framework especially for InfoTech, UiTM.

Acknowledgement

In the name of Allah the Almighty and the Most Graceful, Alhamdulillah, thanks to ALLAH S.W.T for giving me the time, strength, inspiration, perseverance and patience, and whose blessings has made the completion of this thesis possible. This thesis could not have been completed without the guidance, support, understanding and encouragement of many individuals.

Firstly, as a very special thank you to my supervisor, I would like to express my deepest gratitude to Datin Prof. Madya Dr. Noor Habibah binti Hj. Arshad for her guidance, criticism, suggestions, understanding, patience, constructive comments and invaluable encouragements from the beginning to the end of this thesis project. A special gratitude and thanks are due to Prof. Madya Yap May Lin who was my examiner, for their detailed review, constructive criticism and excellent advice to improve my thesis report.

I also wish to express my warm and sincere thanks to Prof. Madya Rahidzab Talib, the Director of Information Technology Office (InfoTech), previously known as Pusat Sistem Maklumat Bersepadu (PSMB), for his kind support. His extensive explanation has been very helpful for my thesis. He encouraged me to grow and expand my thinking. He made himself available despite being very busy with his teaching, meeting and office work. Thank you does not seem sufficient but it is said with appreciation and respect.

I owe my most sincere gratitude to Mr. Buhani Samsuri and Mr. Farok Hj. Azmat for his valuable advice and friendly help, with interesting discussion on UiTM scenario, process and procedure. He has given me an important guidance during my initial steps into the thesis studies. Thank you very much.

I would like to thank the Universiti Teknologi Mara (UiTM), the Malaysian Government and the Ministry of Higher Education (MOHE) for granting me study leave and awarded me with a scholarship. In retrospect, I am amazed by the confidence from the trustees in giving me the opportunity to complete my study in fulltime mode. Without their support, my study might not be realized.

Furthermore, I also want to acknowledge my lecturers, officemates, friends and colleagues for their continuous support and friendship throughout this study, and Mrs. Noor Hasnida Hamdan who helped me with the English of my manuscript. They have given valuable advice and were involved in fruitful discussions from the very beginning until the completion of this thesis, and extended help to me whenever it was needed during my research.

My sincere gratitude to interviewees from InfoTech, namely, Mr. Hairy, Mr. Buhani, Mr. Sajudin, Mrs. Samsuriwati, Mr. Zuleaizal, Mr. Gazairi, Mrs. Noor Hasnida, Mr. Khanafi, and Mr. Zamani, and also from the Vendor, Mr. Mydin, Mr. Faharul, Mr. Misdan, Mr. Mahathir, Mr. Anuar, and Mrs. Hardiyana. Thank you for your support and

Table of Contents

	Page
Abstract	i
Acknowledgement	ii
Table of Contents	iv
List of Tables	viii
List of Figures	ix
List of Abbreviations	x
CHAPTER 1 INTRODUCTION	
1.0 Introduction	1
1.1 Background of the study	2
1.2 Problem Statement	5
1.3 Research Questions	7
1.4 Objectives of the study	7
1.5 Scope of the Study	7
1.6 Significance of the Study	8
1.7 Structure of the research	8
CHAPTER 2 MANAGEMENT OF IT PROJECT	
2.0 Introduction	10
2.1 Success and Failure factors in managing IT project	10
2.1.1 Success Factors	11
2.1.2 Failure Factors	14
2.2 Project Management Methodology in Managing IT Project	16
2.3 Business Process Management	20
2.3.1 The Business Process	20
2.3.2 Importance of Business Process	22
2.3.3 Business Process Management Life Cycle	23
2.3.4 BPM Software	29