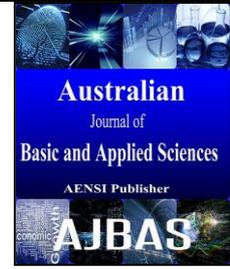




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Analysis of Information Technology Strategic Planning Framework in the Perspective of Strategic Planning Based on Islamic Paradigm

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ABSTRACT

This paper is a small part of a dissertation about framework of IT strategic planning based on Islamic paradigm. The concept of IT strategic planning has been accepted as a method in successfully implementing IT. Basically, IT strategic planning is a process synchronizes business strategy, information system strategy, and information technology strategy. IT implementation is not only about technology, but also about system in an organization. That way, IT management has become very complex. This complex IT management has given birth to many concepts and frameworks of IT strategic planning. With this many concepts and frameworks, some issues regarding those concepts are still reported to surface. Those issues are less comprehensive, and their implementations were failed. To avoid failures in implementing IT, framework of IT strategic planning has to be studied from the viewpoint of strategic planning based on Islamic paradigm.

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INTRODUCTION

IT and communication or ICT (Information Communication Technology) development has some big and strategic roles. As for micro role, ICT can be used as a strategic tool to develop reputations and competitiveness, either for business or public organizations. And as for macro role, ICT can be used as a catalyst of global economic activities, which known as digital economy. This condition has made any form of organization use ICT, either for system changing, processes, transaction systems, procedures, human resources, or policy changing (Ahmad Ibrahim, Abu Sinn, 2006; Allison, M. and J. Kaye, 2005).

Because of the complexity of today's ICT management in an organization, strategic planning process has become a wise step that is needed before implementing ICT which is done comprehensively, effectively, systematically, and carefully. The planning process consists of information system planning, business strategy, and needed IT characteristics (Al-Qardhawy, Yusuf, 1996; Al-Qardhawy, Yusuf, 2003), and also social aspect of organization which directly linked to it.

IT strategic planning (ITSP) is an alignment process between ICT strategy and organization's business strategy. It was accepted as a method in implementing an effective ICT. That is why ITSP

was reported as one of important matters faced by higher education institutions, as was reported in "top campus IT challenges for 2001" (Lembke, L.R. and A.J. Rudy, 2001). Besides that, a report from *Educause Current Issues Committee* entitled with "top ten IT issues 2005" tells us that ITSP ranked 4th of the ten issues (Bakhtiar, bin MD Shaari, 2008), and in 2006 it was 7th (Boar, B.H., 2001), 2008 in the 8th (Bryson, M.J., 2004), important matter faced by chief information officers (Camp, J.S., P.B. Deblois, 2007), and was the first strategy that has to be done by public organization (Dewey, B.I., P.B. Deblois, 2006).

Although ITSP has become an important matter and has been accepted as a method in succeeding ICT implementation in an organization, in many reports there still were issues regarding ITSP concepts itself, about the less comprehensive of its framework and the failures of its process. Its failure level was really high (Galliers, R.D., et al., 1995).

Based on the brief explanation above, this paper was meant to analyze ITSP framework on the perspective of strategic planning based on Islamic paradigm. This analysis was done for the presence of issues regarding the less comprehensive of ITSP framework and the failures of ITSP implementation.

Strategic Planning based on Islamic Paradigm:

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Strategic planning is a process to determine what can be achieved and how to achieve it (Gwo, G.L. and J.B. Rong, 2003), by answering three basic questions. They are, what you want?, where is your position?, and how to get it? (Hackler, D. and D.G. Saxton, 2007). In Islamic context, the definition of strategic planning was not mentioned specifically but it actually originated from Islam. The story of Prophet Joseph a.s making prophecy of economic condition over 14 years in the future was one proof of planning concept. Islam ordered the believers to always make plans (QS al-Hasyr). The hijrah of Rasulullah s.a.w and his followers was to describe strategic planning concept (Hackney, R. and S. Little, 1999). And for that reason, Rasulullah s.a.w was a person who had involved in planning system since the beginning of Islam (Irny, Suzila Ishak. and Rose, Alinda Alias, 2005).

Islam is a religion (QS al-Maa'idah) which believed as a complete and perfect teaching. And so, for the Muslims, Islam is ad-diin and at the same time is a way of life which about every single aspects of life (Islamic Development Bank (IDB), 2003). As a religion, Islam is able to guide human to fulfill their creation fitrah (pure origin) either individual or social. It has very dynamic and relevant principles and values to produce quality and productivity of people (Ismail, Nor, 2000).

Issues Regarding Information Technology Strategic Planning:

Generally, framework is a guideline to solve problems with special components such as, phases, activities, methods, techniques, and tools (Lembke, L.R. and A.J. Rudy, 2001). ITSP framework is useful for inexperienced planners for it provides a systematic guideline in doing IT strategies formulating process (Maltz, L., P.B. Deblois, 2005).

ITSP's mean is to produce strategic plans (blueprint) to be used as a guideline when ICT implementation takes place. That is why ITSP is an important thing to do before using ICT in an organization (MAMPU., 2003), because ITSP has been accepted as an implementation method for successful ICT projects. Many ITSP concepts have also been made for the sake of both, getting benefit from ICT implementation and improving previous ITSP concepts and framework (McBride, N. and R. Hackney, 2001). Although ITSP concepts and framework always be improved, issues regarding those are still subject to surface.

RESULTS AND DISCUSSIONS

From the point of view of Islam, ITSP concept and framework do not face against Islam. That is because human was told to always make plans (QS. Al-Hasyr). Prophet Muhammad s.a.w as a

messenger had involved directly in strategic planning. The hijrah, wars and da'wah of him were strategically planned, though it was not called strategic planning then.

However, the concept and framework of ITSP have not *yet* aligned with Islamic Development Bank and al-Attas' view. As (McDonagh, J. and D. Coghlan, 2000) suggested to country members to firstly pay attention to community's condition before implementing ICT. If most of the community is Muslim, then ways or elements that suit Islamic principles and values have to be included besides political, social and cultural factors in the process of strategic planning. Meanwhile, al-Attas emphasized that Islamic basic concepts have to be included in science regardless what is studied by Muslims. Because, human is always guided by a form of science (Min, S.K., E.H. Suh and S.Y. Kim, 1999). That is why many ITSP frameworks that have been identified, not even one is holistic to Islamic principles and values and directly enter ITSP framework.

Besides that, the existing target of ITSP concept and framework is less concerned about developing organization's human resource and social. It gives more stress to success from ICT implementation aspect. This statement is aligned with the result of (Mustafa Daud, 2000)'s study. That results failure of ICT projects in an organization especially public organization. Because ITSP process is less linked with organization context as (Nik Mustapha, bin Haji Nik Hasan, 2008) stated.

That way, the existing ITSP concept still has contradiction with Islamic management system concept where the main target has to take account of humanity values and mashlahah for human (Raja Malik, Mohamed, 2003). In other hand, ICT is not more than a tool which should give benefit to us human and not the opposite. Islam does not deny the presence of ICT technology; it even encourages us to use it (Islamic Development Bank (IDB), 2003). Islam sees human life in total perspective is aligned to humanity values which about individual, organization, and people [24]. For that reason, ICT project implementation is not only take account of success from technological side but more importantly is the success of ICT human resource development and organization social improvement supported by ICT. This problem is in line with (Raja Malik, Mohamed, 2003)'s emphasizing that human issues are something that has to be concerned.

According to studies to those four frameworks above, they are implicitly having Islamic values. However, they have yet to suit strategic planning based on Islamic paradigm explicitly. The following table is a summary of those ITSP frameworks studies.

Table 1: Summary of ITSP Frameworks Analysis Result

| Analysis Focus | ITSP | | | |
|----------------------------------------------------------------------------------------------------------|-------|--------|------------|----------|
| | MAMPU | B.Boar | Titthasiri | Bakhtiar |
| 1. The ITSP procedure is appropriate with phase of strategic planning on Islamic paradigm : | | | | |
| ➤ Phase_1 | T | T | Tr | T |
| ➤ Phase_2 | Tr | T | T | T |
| ➤ Phase_3 | Y | Y | Y | Y |
| ➤ Phase_4 | Y | Y | Y | Y |
| ➤ Phase_5 | Y | T | T | T |
| 2. The ITSP components completeness is contains of Islamic principles : | | | | |
| ➤ Principles_1 | T | T | T | T |
| ➤ Principles_2 | T | T | T | T |
| ➤ Principles_3 | T | T | T | T |
| ➤ Principles_4 | T | T | T | T |
| ➤ Principles_5 | T | T | T | T |
| ➤ Principles_6 | T | T | T | T |
| ➤ Principles_7 | T | T | T | T |
| ➤ Principles_8 | T | T | T | T |
| ➤ Principles_9 | T | T | T | T |
| ➤ Principles_10 | T | T | T | T |
| ➤ Principles_11 | T | T | T | T |
| 3. The purpose of ITSP components is consistent with concept os strategic planning on Islamic paradigm : | | | | |
| ➤ Principles_1 | T | T | T | T |
| ➤ Principles_2 | Tr | T | Tr | T |
| ➤ Principles_3 | Tr | T | Tr | Tr |
| ➤ Principles_4 | T | T | T | T |
| ➤ Principles_5 | Tr | Tr | Tr | Tr |
| ➤ Principles_6 | Tr | Tr | Tr | Tr |
| ➤ Principles_7 | Tr | T | Tr | Tr |
| ➤ Principles_8 | Tr | Tr | Tr | Tr |
| ➤ Principles_9 | Tr | Tr | Tr | Tr |
| ➤ Principles_10 | Tr | T | Tr | T |
| ➤ Principles_11 | T | T | T | T |
| 4. The ITSP is suitable with background of Islamic hight education institution : | K | K | K | K |

Explanation :
T = nothing; K = less appropriate; Y = appropriate; Tr. = implicit

According to these studies, there has not been a concept and framework of ITSP that has been linked continuously with Islamic principles and values. And the existing ITSP frameworks cannot be used as a direct guideline to do ICT strategic planning process in Islamic institutions such as in UIN Sunan Kalijaga Yogyakarta. This has been stated by (Raja Malik, Mohamed, 2003) that the existing ITSP methodologies can only be used as approaching. He suggested to use approaching or methodology that has and in line with organization's environment condition.

Conclusion:

According to the analysis, we can conclude the followings:

- There has not been found a concept and framework of ITSP which directly holistic with Islamic principles and values;
- The existing ITSP can only be used as approaching and needs adjustment to institution's background when doing ICT strategic planning process;
- ITSP framework which can be used by organization or institution that has Islamic culture background like UIN needs to exist.

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