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FACULTY OF INFORMATION TECHNOLOGY

**Re-engineering Sri Lankan Organizations:
Role of ICT and Critical Success Factors**

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**This dissertation is submitted in partial fulfillment
of the requirement of the
Degree of MSc in Information Technology**

July 2006

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Declaration

I certify that this dissertation does not incorporate, without acknowledgement, any material previously submitted for a degree or diploma in any University and to the best of my knowledge and belief, it does not contain any material previously published or written by another person or myself except where due reference is made in the text. I also hereby give consent for my dissertation, if accepted, to be made available for photocopying and for interlibrary loans, and for the title and summary to be made available to outside organizations.

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.....06 March 2007.....

Date

To the best of my knowledge, the above particulars are true and correct.

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(Supervisor)

.....6 / 3 / 2007.....

Date

Dedication

This work is dedicated to my dearest parents.



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ACKNOWLEDGEMENT

I wish to express my gratitude first and foremost **Dr. Bandu Ranasinghe** who was one of my first pioneer teachers in my IT carrier and my supervisor now, who always encouraged and guided me through out the period. His profound knowledge in IT management and close contacts with senior IT professionals in the field, made me to gather information very easily and complete the research successfully.

I wish to thank the Director Research /DGM, Head of the Reengineering project in the People's Bank, **Dr. L Siriwardena** for extending his support and cooperation to conduct the preliminary studies in the People's Bank and placing his experience and expertise at my disposal to gather vast knowledge in this field.

I also wish to thank **Dr. D R Weerasekera** and his staff in the Statistical Department, Colombo University for their guidance to complete statistical analysis in my work.

During my research, I was in close contact with more than **60 Senior Managers, Directors, CEOs and IT Professionals** in government and private sectors and **Librarians** in Moratuwa University and Public Library. I very humbly thank all of those who provided all the required information and motivated me to achieve my targets.

I also take this opportunity to thank **Dr. Ajith Madurapperuma** my dean for all the assistance and the cooperation extended to me in this endeavor.

My sincere thank also goes to Mr Wasantha Deshapriya(ICTA), Mr Medagama (SLIDA), Mr. Harin Gunawadrena- consultant(Re-engineering), Mr Hiranya Gunasekera (Head of group IT-Brandix), Mr. M.L. Fernando and Mr Kasun Karunaratne who have contributed in numerous ways to complete this final dissertation.

Last but not least, to my sister Murie and **my dearest parents**, both principals, to whom I am greatly indebted. Though my parents are not among the living, I must mention that they were greatly responsible for motivating me in undertaking this exercise which was a cherished desire of theirs.

ABSTRACT

According to the surveys, today most of the government and private sector organizations/companies are performing process re-engineering. It is a fact that business world and the technology are facing rapid changes. In consequence, it is required to respond rapidly to the changing demands in order to be in conformity with competitors and improving services, streamlining the business processes, minimizing the cost and uplifting the staff motivation etc. Most of the organizations face enormous difficulties in meeting challenges due to the inherent complexities involved in current business processes and procedures. The solution is process re-engineering. However, due to lack of maturity in this area, most of the organizations are in slow progress or abandoned their projects and some have invested huge sums of money for Information and Communication Technology (ICT).

This project address to identify the effectivity of enablers and inhibitors (Critical Success Factors) of the re-engineering and how the role of ICT influences the success of Re-engineering projects. In this connection, selected 32 organizations/institutes from both in government and private sector were examined. During the pilot studies done at People's Bank, participation of workshops and seminars, discussions made with Re-engineering team leaders and literature survey, it was possible to find their approaches, role of ICT and concerned Critical Success Factors which have greatly influenced the Re-engineering process in Sri Lankan organizations. As far as the Role of ICT is concerned, efforts were made to find out how e-technology is incorporated in the 3 phases of reengineering process: before the process is designed, while the process designs in underway and after design is complete.

Base on those knowledge, conceptualize model was drawn and a structured questionnaire was prepared and distributed to more than 80 persons covering 32 organizations. One to one interviews were conducted with most of them with a view to getting open- ended answers. Gathered information was analyzed in two ways such as basic and advance analysis. In this scenario more attention was made to analyze and highlight different views obtained from both in private and government sectors. These findings can be very vital to those who are planning re-engineering projects.

Based on all these findings a set of recommendations were made which enable effective implementation of Re-engineering projects in Sri Lanka.

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Abbreviations

- | | | |
|-------|------------------|--|
| i. | CSF/CSFs- | Critical Success Factor / Critical Success Factors |
| ii. | ICT | - Information and Communications Technology |
| iii. | IT | - Information Technology |
| iv. | Re-eng | - Re-engineering |
| v. | PR | - Process Re-engineering |
| vi. | PM | - Project Management |
| vii. | Para | - Paragraph |
| viii. | BPR | - Business Process Re-engineering |
| ix. | TPS | - Transaction Processing System |

Key Words

- Re-engineering
- Critical Success Factors
- ICT
- Business Process Re-engineering
- Evaluation Criteria
- Process Re-engineering

