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Degree: M.Sc. in Management of Information Systems

Dissertation Title: Case Study: Impact of Adopting Agile Methods in ICT Shared Services

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Year: 2016

Abstract

A more agile IT infrastructure promises to drive new business value, reduce costs and deliver sustainable growth into the future for an enterprise. Yet, to achieve such a transformation, IT organisations must be prepared to review their existing project delivery methodologies, review their IT team structure and understand the potential impact on their employee's. This research is a case study assessment of an ICT shared services company based in Ireland that runs on a traditional waterfall methodology, which many customers have noted as slow and costly. Agile methodologies and DevOPS is a promising addition to project delivery offering practitioners the ability to deliver infrastructure and products to the customer in shorter time frames. The ability to be more agile has captured the attention of mangers and different lines of business. Despite this suggestion, empirical evidence has been sparse to understand the impact of introducing new methodologies or alternating team structures within an organisation and the role corporate culture has to play in those changes.

The research investigates the introduction of agile methodologies and DevOPS use in an ICT shared services company. A variation of agile methodologies and DevOPS was observed. From this research, the most interesting finding is the role of the corporate culture in agile environments. The research establishes that while considerable effort and resources may be spent in developing highly agile delivery environments and DevOPS teams, with a culture that does not support the values in either aspect, the rewards of these endeavours will be significantly limited. In addition, the study also establishes that deploying DevOPS presents more difficulties than benefits. The research also highlights the difficulties faced by the ICT shared services company adopting agile methodologies and suggests that it would be more suitable to adopt components of agile methods framework rather than introducing bulk changes such that the introduction cannot interfere with the day to day operations.