

### **The fourth cycle: authorising actions**

"No statements but actions"

If new issues have occurred after the beginning of the third cycle, they should be addressed before seeking approval for the major IS projects.

The fourth cycle concentrates on preparing clear proposals for action. The objective is to ensure firm commitment of resources to implement the IS projects and to acquire the IT resources and IS capabilities. This cycle comprises the following three planning tasks:

1. Identifying organisational implications
2. Defining criteria for decision making
3. Authorising final decisions

The emphasis in the fourth planning cycle is to identify major organisational and business changes associated with the projects and to seek line management acceptance for them. The primary objective is to reduce potential for conflict that might jeopardise the implementation of plans (Segars and Grover, 1998).

Previous IS literature provides many useful analyses that can be used to support managers in these tasks. Some of them are listed below. Furthermore, table 5 describes documents that can be developed, updated and/or used within this cycle.