Index

A
Abbott, Pamela, 221n
Accessibility, 291
Accuracy, 290
Acharya, Parul, 72n
Acquisti, A., 286n
Activity streams, 84, 112
Activity-based costing (ABC), 184–185
Adaptability, 140–141
Agarwal, S., 62n
Agile business processes, 104–105
Agile development, 242–243
crystal, 242
dynamic system development method (DSDM), 242
extreme programming (XP), 242
feature-driven development, 242
rapid applications development (RAD), 242
scrum, 242
Alignment, 19
Allocation funding method, 183
complaints about, 183
Amabile, Teresa M., 94n
Amazon.com, 2, 19
American LaFrance (ALF), 117
Analytical capabilities levels, 267
Andersen, Martin, 97
Andrews, Lori, 286n, 289
Angwin, Julia, 287n, 288n
Antivirus/antispyware, 157
Appian, 108–109
Applegate, L. M., 38, 60n, 211n, 248n, 250n
Applications, 28, 129
Archetypes
of accountability and decision rights, 194–197
definition, 196
IT governance, 194–197
Architecture, 15, 124–146
architectural principles, 135
basic components to be considered, 129
building versus IT, 126
capacity-on-demand, 132
cloud computing, 137–138
common configurations of architecture, 130
enterprise architecture, 136–137
existing architecture, understanding, 139–140
financial issues, assessing, 142
leap from strategy to architecture to infrastructure, 126–127
manager’s role, 126
“One-VA” architecture, 132
strategic timeframe, assessing, 140
technical issues, assessing, 140–141
virtualization, 137–138
from vision to implementation, 125–126
Web-based architectures, 132
Arkes, Hal, 252n
Ashton, K., 13n, 269
Assumptions, 67
Audio Home Recording Act (1992), 273
Beliefs, 66
Benbasat, Izak, 160n
Benlian, Alexander, 216n
Berinato, Scott, 23n
Berkman, Eric, 179n
Bernard, Schoot A., 218n
Bernard, Scott A., 124n
Best-of-breed approach, 215
Bhasin, Aditya, 219n
Big data, 268
Biometrics, 156
Black hat hacker, 159
Blogs, 27, 82, 287
Blown to Bits, 12
Blue ocean strategy, 24
Blumer, Catherine, 252n
“Bolt-on” systems, 112
Bond, M. H., 69n
Bosworth, Martin, 282n
Boudreau, Marie-Claude, 91n
Boutin, Paul, 54
Boyd, Ron, 297–298
Bradley, Randy V., 136n
Braganza, A., 200n, 203
Brancatelli, J., 73n
Brandeis, Louis D., 285n
Brandenburg, A., 48n
Breaches
cost of, 153–154
cross-site scripting, 152–153
password, 151–152
third parties, 153
Bridges, William, 77n
Brin, Sergey, 31
Bring Your Own Device (BYOD), 133, 191, 192
Broadbent, M., 35n, 175n, 188n
Bromwich, Jonah, 285n
Brook, Chris, 152n
Brooks, F., 239n, 240n
Brynjolfsson, Erik, 24n, 59n
Buchanan, Richard D., 140n
Building the Information Age Organization, 25
Bulgurcu, Burcu, 160n
Bureaucracy, 60
Burnham, Kristin, 86n
Bush, Jonathan, 185
Business analytics, 259–261
  competing with, 265–267
  components of, 265
  data sources, 265
  data-driven environment, 266
  levels of analytical capabilities, 267
  skilled workforce, 267
  software tools, 266
Business assumptions about, 8–10
  functional view, 9
  hierarchical view of firm, 9
  process view, 9–10
Business case, 173–175
  benefits in, classification framework for, 174–175
  building a business case, 173–175
  components of, 173
  financial benefits, 174
  measurable benefits, 174
  observable benefits, 174
  quantifiable benefits, 174
Business ecosystem, 34, 224
Business ethics, normative theories of, 282
Business integration with information systems, 4
Business intelligence (BI), 259–261, 264
  caveats for managing, 274
  elements, 264
  traditional, 264
Business of information technology, 165–190
  activities that IT organization should not do, 170–171
  anticipating new technologies, 169
  balanced scorecards at BIOCO, 190
  building a business case, 173–175
  (See also Business case)
    chief financial officer (CFO), 171
    chief information officer (CIO), 171–172
    chief information security officer (CISO), 172
    chief knowledge officer (CKO), 172
    chief mobility officer (CMO), 172
    chief network officer (CNO), 172
    chief privacy officer (CPO), 172
    chief resource officer (CRO), 172
    chief social media officer (CSMO), 172
    chief technology officer (CTO), 172
    chief telecommunications officer (CTO), 172
  developing and maintaining systems, 169
  establishing architecture platforms and standards, 169
  innovating current processes, 169
  integrating use of social IT, 170
  IT investments, valuing, 176–177
  IT portfolio management, 175–176
  KLM Airlines, 189–190
  manager’s expectation from IT organization, 168–170
  managing data, information, and knowledge, 169
  managing human resources, 169
  managing Internet and network systems, 169
  managing supplier relationships, 169
  maturity model, 167–168
  monitoring IT investments, 177–182
  operating data center, 169
  organizing to respond to business demand, 167–168
  participating in setting and implementing strategic goals, 170
  planning for business discontinuities, 169
  promoting enterprise security, 169
  providing general support, 169
  understanding IT organization, 168
  Business process management (BPM), 107–109
  Business process perspective, 102–104
  Business process reengineering (BPR), 105
  Business strategy, 20, 21
  business models versus IT, 21
  and IT, co-creating, 50
  Business strategy frameworks, 19–25
    (See also Generic strategies framework)
    direct-to-customer model, 20
    dynamic environment strategies, 23–25
  Business technology strategist, 171
  Business transformation and IS, 99–123
  Appian, 108–109
  ARIS, 109
  building agile and dynamic business processes, 104–105
  changing business processes, 105–107
  enterprise systems, 110–119
  hierarchical structure, 101
  IBM, 109
  NPD process redesign, 99
  process perspective, 102–104
  silo perspective versus business process perspective, 100–104
  workflow and mapping processes, 107–109
  Business-IT dashboards, 181
  Business-IT maturity model, 167–168
  Buyers, bargaining power of, 39
  Byrd, Terry Anthony, 136n
C
  Cairncross, Frances, 59n
  Capability Maturity Model (CMM), 219, 221
  Capacity-on-demand, 132
  Captive centers, 210–211
  CareerBuilder.com, 85
  Carey, Jane, 244n
  Carmel, Erran, 221n, 222, 222n
  Carr, David F., 84
  Carter, M., 171n
Case studies
  Aircraft Communications Addressing and Reporting System (ACARS), 163–164
  Alita Business Park, 226–227
  balanced scorecards at BIOCO, 190
  Boeing 787 Dreamliner, 122–123
  business intelligence at KLM Airlines, 276–277
  case of extreme scientists, 146
  crowdsourcing at AOL, 225–226
  dealing with traffic jams in London, 255–257
  Enterprise architecture (EA) at American Express, 145–146
  ethical decision making, 295–297
  FBI, 73–74
  Google, 31–32
  Groupon, Inc., 52–53
  implementing enterprise change management at Southern Company, 254–255
  IT governance at university of the Southeast, 205–206
  KLM Airlines, 189–190
  Lego, 30–31
  Midwest Family Mutual goes green, 297–298
  MyJohnDeere platform, 207
  Santa Cruz Bicycles, 121–122
  Social Networking: How Does IBM Do It?, 98
  Sony Pictures: The Criminals Won, 164
  Southwest Airlines, 72–73
  Stop & Shop’s Scan It! App, 275–276
  Trash and Waste Pickup Services, Inc. (TWPS’s), 97–98
  Zipcar, 53–54
Cash, J. I., 25n, 26, 58, 60n
Cathedral and the Bazaar, The, 246, 246n
Cavusoglu, Hasan, 160n
CEMEX, 109
Centralized architecture, 130, 131
Centralized organizational structure, 193–194
  advantages, 194
  disadvantages, 194
Challenge question, 156, 158
Chan, Jason, 217
Chandran, Nyshka, 155n
Chandrakar, N., 56, 60
Chang, Elizabeth, 197n, 198n
Changes, IT-induced, gaining acceptance for, 94–96
  managing change, 94–95
  stages and steps in, 95
  technology acceptance model and its variants, 95–96
Decisions about IS, participating in, 2–3
manager’s not participating in, consequences of, 5
skills needed, 6–7
ways to, 7
Decoupling avoidance, 292
Deep Web, 155
Deere, John, 207
Dell, 20
Design of work and IS (See Work design framework)
Dessain, Vincent, 194n
Destroy your business (DYB), 24
Deters, Ralph, 197n
Diamond, J., 284n
Differentiation, 22
Differentiation focus, 22
Digital ecosystem, 197–199
Digital Millennium Copyright Act (DMCA), 273
Digital natives, 4
D’Innocenzo, Anne, 154n
Direct cutover, 241
DiRomualdo, Anthony, 211n
Diversity challenges, managing, 93–94
Domain Excellence Platforms (DEPs), 62
Donegan, C., 181n, 182
Dorfman, P., 69n
Dourish, P., 76n
Drucker, Peter F., 11n, 261, 261n
Drew, Dan, 230n
Drew, Jeff, 230n
Dreyfus, Howard, 12n
Evaluation, 64
changes to, 85
Evans, Philip, 12n, 13n
Evaluating, 64
Evidence-based management approach, 266
Evil twin connection, 152
Executive dashboards, 180
Executive resources, 114
External stakeholders, 111
Externalization, 263
Extensibility, 280–282
Extreme programming (XP), 242
Extreme Programming Explained: Embrace Change, 242n
F
Face-to-face meetings, 92
Fair Credit Reporting, 289
Farshoring, 220
Fear, uncertainty, and doubt (FUD) factor, 150
Feature-driven development, 242
Federal Bureau of Investigation (FBI), 73–74
Federalism, 193, 194
Federal IT, 195
Fenney, David F., 211n
Field, Tom, 215n
Financial benefits, business case, 174
Financial issues, 142–143
Fincher, David, 258
Firewall, 157
FirstEnergy, 179
Flat organizational structure, 60
Focus, 22
cost focus, 22
differentiation focus, 22
Foecke, T., 231n
Folksonomy, 264
Ford, John C., 176n
Formal reporting relationships, 58–62
flat organizational structure, 60
hierarchical organizational structure, 59–60
matrix organizational structure, 61
networked organizational structure, 61–62
Forsberg, K., 234n, 238
Forsyth, Jim, 291n
Franken, Arnoud, 200n, 203
Free software, 246
Freedman, D., 13n
Frey, C. B., 80n
Friedman, M., 280, 280n
Friedman, Thomas, 81, 81n, 115
Friedmann, D., 231n
Full outsourcing, 215
Function points, 240
Functional (silo) perspective, 101–102
Functional view of business, 9
Funding IT resources, 182–184
allocation funding method, 183
chargeback funding method, 182–183
corporate budget, 184

G
Gahran, Amy, 144
Galal, Hossam, 83n
Galindo, Sergio, 152n
Galletta, D., 64n, 160n
Gantt charts, 235, 237
Gardner, D. G., 285n
Gartenberg, M., 185n
Gary, L. Dain, 154
Gebelt, M., 215n
Geister, Susanne, 87, 87n
Gemino, A., 229n, 240n
Gemke, Dirk, 189n, 190
General public license (GPL), 246
Generally accepted accounting principles (GAAP), 201
International Business Times, 148
International Standards Organization (ISO), 203
Internet of Things (IoT), 13–15, 269
Intranet, 86, 151, 152, 260
Investments in IT, valuing, 176–177 (See also Valuation methods)
Irwin, Gil, 219n
Isaacson, Walter, 24n
IT governance, 195
IT Governance: How Top Performers Manage IT Decision Rights for Superior Results, 195n, 196n
IT multisourcing, 215–216
IT portfolio management, 175–176
informational systems, 175
infrastructure systems, 175
strategic systems, 175
transactional systems, 175
Ives, B., 36n, 37, 44n, 172n
Iyengar, Rishi, 285n
J
Javidan, M., 69n, 70n
Jeffers, David, 158n
Jiang, J. J., 113
Jobs, Steve, 24
JobShift: How to Prosper in a Workplace without Jobs, 77n
Joint applications development (JAD), 243, 244
Jones, Charisse, 72n
Joshi, A., 181n, 182
JP Morgan Chase, 223
Junod, Tom, 146
K
Kaarst-Brown, Michelle L., 124n
Kao, Jon, 83n
Kaplan, R., 178–179, 178n
Kavan, C. B., 223n
Kayworth, T., 67n, 69n, 284n
Kazi, Rahman, 197n
Keegan, P., 254n
Keil, M., 249n, 251n
Kelley, Diana, 218n
Kellwood, 208, 215, 223
Kelly, Erin, 148n
Kentish, Shenary, 34n
Kerber, R., 279n
Kerr, Paul, 152n
Key logger, 152
Key performance indicators (KPIs), 202
Khosia, Vinod, 158
Kifer, Ron, 213
Kim, W. Chan, 24n
King, Jeremy, 4n
Kinicki, A., 66n
Kirsch, L., 84n
Kleing, G., 113
Knorr, Eric, 137n
Knowledge-Creating Company: How Japanese Companies Create the Dynamics of Innovation, The, 263
Knowledge/knowledge management processes, 10, 12, 258–277
caveats for managing, 274
eexternalization, 263
folksonomy, 264
internalization, 263
knowledge capture, 264
knowledge codification, 264
knowledge generation, 264
knowledge transfer, 264
socialization, 263
tacit versus explicit knowledge, 262–263
tagging, 264
value of managing knowledge, 262
Kodak effect, 211
Komanduri, S., 286n
Konradt, Udo, 83n
Kotabe, M., 224n
Kots, John, 94n, 95
Kozmetsky, G., 62n
KP HealthConnect, 17–18
Krcmar, H., 214
Krebs, B., 151n, 153, 153n, 160, 284n
Kumar, Akhil, 112n
Kunda, G., 76n
Kurtzberg, Terri R., 94n
L
Lacity, Mary C., 211n, 223n
Lagorio, Christine, 277
LaVallee, Andrew, 286n
Lawrence, Dune, 153n
Leavitt, Harold, 81, 81n, 82
LeClare, Phil, 137n
Lee, Hau, 115n
Lego, 30–31
Leider, D., 67n, 69n, 284n
Leimeister, J. M., 214
Lemos, Robert, 91n
Leon, P. G., 286n
Levels of culture and IT, 67–68
IS development, 68
IT adoption and diffusion, 68
IT management and strategy, 68
IT use and outcomes, 68
Levinson, M., 24n
Lewin, K., 94n, 239, 239n
Lewis, Dave, 164
Lidsky, D., 185n
Liew, C.-M., 210n
Lipson, Howard F., 155n
Lohr, Karen, 91n
Lohr, S., 286n
Long, Kathy Chin, 31n
Lunsford, J. Lynn, 123
Lynch, C. G., 82n
Lyytinen, K., 249n
M
Ma, D., 280n, 292
Mainframe computers, 130
Maintainability, 141–142
Majchrzak, A., 172n
Make Home Affordable Program, 290
Maloney, Daniel, 225–226
Mamodia, Raj, 61
Managed security services providers (MSSP), 159
Management, assumptions about, 8
manager’s role, 9
Mintzberg’s model, 8
Management control systems and IS, 63–66
communication, 64
data collection, 63
evaluation, 64
planning, 64
Management of information systems (IS), 1
business view, 3
competitive challenges, 4–5
customer pull, 5
Managerial issues, 142–143
Managerial levers model, 25–26
Managing IT projects, 228–257
agile development, 242–243
clarity, 249
commitment determinants, 251
complexity, 248
dealing with traffic jams in London, 255–257
gauging success, 252–253
implementing enterprise change management at Southern Company, 254–255
IT project development methodologies and approaches, 240–247
managing project risk level, 249–251
operations versus projects, 230
project, definition, 230–231
project elements, 233–239
project management, 231–239
prototyping, 243
risk management in, 247–253 (See also individual entry)
size, 249
sustaining commitment to projects, 251
systems development life cycle (SDLC), 240–242 (See also individual entry)
Mapping processes, 107–109
Markus, M. Lynne, 112n, 119n
Martinsons, M. G., 280n, 292
Masculinity/femininity (general egalitarianism and assertiveness), 69
strategic systems, 175
transactional systems, 175
Power distance, 69
Pratt, Renée M. E., 136n
Pringle, M., 283n
Privacy, 285–290
Privacy, accuracy, property, and accessibility (PAPA), 284–292
accessibility, 291
accuracy, 290
Mason’s areas of managerial control, 285
personal data, 289
privacy, 285–290
property, 290–291
1974 Privacy Act, 289
Privacy paradox, 286
Private clouds, 218
Process, 102
Process integration versus standardization, 109
Process perspective, 102–104
cross-functional nature of business processes, 103–104
metrics, 102
procurement business process, 102
Process view of business, 9–10
Procurement business process, 102
Product life cycle management (PLM), 111, 116
Program, 230–231
Project cycle plan, 233, 235–239
Project, definition, 230–231
common project vocabulary, 233, 239
organizational culture influences, 234
project cycle plan, 233, 235–239
project leadership versus project management (PM) process, 234
project management, 233–234
project team, 233–235
socioeconomic influences, 234
Project evaluation and review technique (PERT), 233, 236
Project leadership, 234
Project management, 231–239 (See also Managing IT projects)
cost, 231
organizing for, 232–239
project triangle, 231
quality, 231
scope, 231
scope creep, 231
software, 232
time, 231
Project management office (PMO), 232
function, 233
project leadership versus, 234
responsibilities, 233
Project manager, 233
Project stakeholders, 230
managing, 250–251
Project team, 233–235
Property, 290–291
Prototyping, 243
drawbacks, 243
Prusak, Larry, 261
Prusak, Laurence, 261n
Public clouds, 218
infrastructure as a service (IaaS), 218
platform as a service (PaaS), 218
software as a service (SaaS), 218
Q
Quantifiable benefits, business case, 174
Quinn, Renee, 158n
R
Radailli, L., 283n
Radical change, 106–107
and incremental improvement, comparison, 107
Raice, Shayndi, 19n
Ramadorai, S., 56
Ranganathan, C., 99n
Rapid applications development (RAD), 242–244
Raymond, E. S., 246, 246n
Real-time data sources, 265, 271
Red ocean strategy, 24
Reengineered NPD process, 99
Reich, B. H., 229n, 240n
Reisinger, Don, 232n
Remote work, 86
disconnecting employees, 90
Resource-based view (RBV), 45–47
Zara stores and, 46–47
Responsible computing, 280–282
information ethics, 280
normative theories of business ethics, 282
social contract theory, 281–282
stakeholder theory, 281
stockholder theory, 280–281
Return on investment (ROI), 176, 177
Review board, 199
Rewards and IS, 66
changes to, 85
Rich, J., 286n
Riley, Michael, 153n
Risk management in IT projects, 247–253
clarity, 249
complexity, 248
gauging success, 252–253
managing project risk level, 249–251
size, 249
sustaining commitment to projects, 251
Rivard, S., 250n
Rivera, B., 226
Robertson, David C., 136, 136n
Robey, Daniel, 91n
Rockart, John F., 168n, 194n
Rohter, Larry, 115n
Roles of manager, 9
decisional, 9
informational, 9
interpersonal, 9
Rosenblatt, Z., 70
Ross, J. W., 109, 136, 136n, 168n, 170n, 193n, 194, 194n, 195, 195n, 196n
Ross, Jim, 245n
Rubenking, Neil J., 152n
Rural Payments Agency (RPA), 228–229, 239
Rutkowski, A. F., 76n
S
Salesforce.com, 113
Sambamurthy, V., 19n
Sandoval, Greg, 44n
Sankin, Aaron, 155n
Santosus, M., 233n
SAP, 110, 113, 114
Sarbanes–Oxley Act compliance, 203–204
implementation of, and IS, 203–204
Sarbanes–Oxley Act (SoX) of 2002, 200–201
Committee of Sponsoring Organizations of the Treadway Commission (COSO), 201
Control Objectives for Information and Related Technology (COBIT), 202–203
frameworks for implementing, 201–203
Sauer, C., 229n, 240n
Saunders, C., 68n, 76n, 93n, 149, 215n, 223n
Scalability, 141
Schall, D., 73n
Schein, E., 67n
Schlagwein, D., 217n
Schmidt, R., 249n
Schwartz, Nelson D., 30n
Scrum, 242
Sectorial approach, 288
SecurClearRecs, 147
Security, 142, 147–164
Aircraft Communications Addressing and Reporting System (ACARS), 163–164
awareness, 160
breaches and how they occurred, 151–154
decision framework, 149–151
education and training, 160–162
impossibility of 100%, 154–155
infrastructure, 155–158
key information security decisions, 149
policy, 159–160
Sony Pictures: The Criminals Won, 164
storage/transmission security tools,
157–158
tools, 156–157
updates promptly, 159
Security education, training, and awareness
(SETA), 150, 160
Selection-related decisions, 214
Selective outsourcing, 215
Sentiment analysis, 270
Separate unrelated networks, security
policies, 159
Server-based architecture, 130
Service dashboard, 181
Service level agreements (SLAs), 215
Service-oriented architecture (SOA),
124, 130, 131
Shenfield, Hilary, 285n
Shivapriya, N., 56n
Short, James E., 192n
Shuen, A., 24n
Sia, S. K., 113
Silo organizations, 101–102
Silverman, R. E., 226n
Simmons, Lakisha L., 136n
Singh, V. K., 283n
Smith, Heather A., 175n
Smith, H. Jeff, 280, 280n, 281n
Smith, Andrew, 152n
SmallBlue, 84
Smith, H. Jeff, 280, 280n, 281n
Smith, Heather A., 175n
Social business, 14
Social business strategy, 27
collaboration, 27
engagement, 27
innovation, 27
Social capital, 47
relational dimension, 47
structural dimension, 47
Social contract theory, 281–282
Social IT, 14
Social media, 14, 159
Social media analytics, 269–271
features, 270–271
sentiment analysis, 270
tools, 270
Social networking, 14, 63
Social welfare, 281
Socialization, 263
Socioeconomic influences, 234
Software, 27, 129, 130
applications, 129
system software, 129
Software as a service (SaaS), 218
Software-as-a-service (SaaS), 130, 137
Software-defined architecture, 130–132
Soh, C., 113
Sourcing, information systems, 208–227
Altia Business Park, 226–227
cloud computing, 216–218
crowdsourcing at AOL, 225–226
deciding where abroad question, 219–222
decisions about successful outsourcing,
214–216
different forms of, 220
make-or-buy sourcing decision, 210–212
offshoring, 219, 221–222
onsourcing, 218–219
outsourcing, 211–212 (See also
Outsourcing)
re-evaluation—keep as is or change
decision, 222–223
sourcing decision cycle framework,
209–223
strategic networks, 224
Southwest Airlines, 72–73
Spacey, Kevin, 258
Span of control, 60
Spoofing, 162
Stahl, B. C., 65n, 287n, 289n
Stamases, Paul J., 124n, 218n
Standardization, 141
Standish Group, 229
Steering committee, 199
lower-level, 199
Stewart, Thomas, 275n
Stockholder theory, 280–281
Stoddard, Donna, 83n
Stone, E. F., 285n
Stone, Jeff, 148n
Strassmann, Paul, 223n
Strategic advantage models need, for IS
planning, 25
Strategic alliances, 47–48
Strategic networks, 224
Strategic sourcing, 215
Strategic systems, 175
Strategic use of information resources,
33–54
to attain competitive advantage, 45
bargaining power of buyers, 39
bargaining power of suppliers, 39
business strategy and it, co-creating, 50
coo-petition, 48
Eras model, 34, 35
five competitive forces, 37, 38
to influence competitive forces, 37–41
information repository, 36
IS infrastructure, 36
IT asset, 36, 44
IT capability, 36
potential threat of new entrants, 38
risks, 49–50
strategic alliances, 47–48
to sustain competitive advantage, 45–46
threat of substitute products, 39
value chain alteration, 41–43
Zara stores, 33–34, 42–43
Strategy, 19
Strategy triangle of IS, 17–32
business strategy, 18–25 (See also
Business strategy frameworks;
Generic strategies framework)
consequences of strategy, 18
convergence, 19
information strategy, 18
IS strategy, 26–28
organizational strategy, 18, 25–26 (See
also individual entry)
synchronization, 19
Straub, Detmar, 91n
Strong password, 152
Structured data, 265
Substitute products threat, 39
Supervision, changes to, 85
Suppliers, bargaining power of, 39
Supply chain management (SCM), 42, 111,
114–115
demand-driven supply networks, 115
Swanson, Stevenson, 97n
System alerts, 157
System hierarchy, 15
architecture, 15
infrastructure, 15
System logs, 157
System software, 129
Systems development life cycle (SDLC),
240–243
cutover phase, 241
functional design phase, 241
implementation phase, 241–242
initiation and feasibility phase, 241
iterative approach to, 242
maintenance and review phase, 241
requirements definition phase, 241
technical design and construction phase,
241
verification phase, 241

T
Tabuchi, Hiroko, 154n
Tacit knowledge, 262–263
Tagging, 264
Takeuchi, Hottaka, 263, 263n
Talbot, J., 250n
Tallon, Paul P., 192n
Tanis, Cornelis, 112n, 119n
Target attackers, 153
Target Corporation, 2
Tata Consultancy Services (TCS), 55–57  
Tavani, H. T., 286n  
Taylor, Hugh, 202  
Tay‐Yap, J., 113  
Team diversity challenge in virtual teams, 82, 93–94  
Technological leveling, 62  
Technology Acceptance Model (TAM), 95–96  
TAM3, 95  
Technology challenges managing, 93  
in virtual teams, 92  
Technology, changes in, 4  
Teece, D. J., 24n  
Te'eni, Dov, 244n  
Telecommuting, 6, 86, 87, 89, 90  
Temple, T., 286n  
Teo, T. S. H., 62n  
Terdiman, D., 293n  
Text message, 156  
Thatcher, J. B., 171n  
The Open Group Architecture Framework (TOGAF), 136  
Third parties, breaches, 153  
Thorogood, A., 217n  
Thorp, John, 189n, 190  
Throughput, 102  
Tjia, Paul, 222, 222n  
Token, 156  
Toohey, Marty, 49n  
Total cost of ownership (TCO), 185–186  
component breakdown, 186  
as management tool, 186–187  
Total quality management (TQM), 105, 231  
Toys “R” Us Inc., 2, 6  
Trainer, T., 19n  
Transactional systems, 175  
Trash and Waste Pickup Services, Inc. (TWPS’s), 97–98  
Treadway, James, 201  
Triple bottom line (TBL), economic, environmental, and social, 293  
“True-up” process, 183  

U  
Uncertainty avoidance, 69  
Unity of command, 60  
Unstructured data, 265  
User‐centered design, 244  
Utility computing, 138  

V  
Valuation methods, 176–177 (See also  
Monitoring IT investments)  
economic value added (EVA), 177  
internal rate of return (IRR), 176, 177  
net present value (NPV), 177  
payback period, 176, 177  
return on investment (ROI), 176, 177  
weighted scoring methods, 177  
Value chain alteration, 41–43  
Value system, interconnecting organizations relationships, 42  
Value-based strategy, 23  
Values, 66  
Van Grembergen, Wim, 189n, 190  
Veltri, N., 223n  
Venkatesh, V., 95, 132n  
Venkatraman, S., 132n  
Victor, Daniel, 285n  
Virtual private network, 158  
Virtual teams, 86–94  
factors driving use of, 87–89  
life cycle of, 87  
Virtual world, 30, 80, 85, 92  
Virtualization, 124, 137–138  
Vogel, D. R., 76n, 93n  
Voice over Internet Protocol (VoIP), 297–298  

W  
Wade, M., 46  
Wailgum, T., 117n  
Walsh, B., 293n  
Walters, J., 132n  
Wang, E. T. G., 113  
Wang, Y., 286n  
Ward, Chris, 245n  
Ward, John, 173, 173n  
Warmwell, 228n, 229n  
Warren, Samuel D., 285n  
Ways to connect, changing, 83–84  
Weak password, 152  
Web 2.0, 3  
Web logs (blogs), 82  
Web services, 130  
Web-based architecture, 132  
Web-based technologies, 89  
Weighted scoring methods, 177  
Weill, P., 35n, 136, 136n, 170n, 175–176, 175n, 188n, 193n, 194, 195, 195n, 196, 196n, 197  
Welch, Jack, 24  
Whang, Seungjin, 115n  
Whisler, Thomas, 81, 81n, 82  
Whitaker, Bill, 149n, 151n, 154n, 160n  
White hat hacker, 159  
Wiener, Martin, 68n, 216n  
Willcocks, Leslie P., 211n, 217n  
Williams, C., 279n, 281n, 282n, 291n, 292n  
Wilson, C., 19n  
Wingfield, N., 48n  
Winkler, Till, 216n  
Winning the 3-Legged Race, 19  
Wired equivalent privacy and wireless protected access (WEP/WPA), 158  
Wireless (mobile) infrastructure, 132  
Wisdom, 12  
Work design framework, 75–98  
changes, IT‐induced, gaining acceptance for, 94–96  
key question, 77  
mobile work, 86–94  
nature of work, IT changing, 78–86  
new challenges in managing people, 84–86  
new ways to do traditional work, 79–84  
new ways to manage people, 84–86  
virtual work, 86–94  
Work force  
new ways to manage people, 84–86  
skilled, 267  
Workflow, 107–109  
workflow diagram, 107  
World Intellectual Property Organization (WIPO), 273  
World is Flat, The, 81, 115  
Wortham, J., 289  
Worthen, B., 201n, 221n  
Wurster, Thomas, 12n, 13n  

Y  
Yeh, R., 62n  
Yu Wu, 149  

Z  
Zachman framework, 136  
Zappos.com, 2, 19  
Zero-day threat, 157  
Zetter, Kim, 148n, 160n, 164  
Zhang, Ping, 244n  
Zip Codes, 271, 283  
Zipcar, 53–54  
Zmud, R., 19n  
Zuboff, Shoshana, 79, 79n  
Zuckerberg, Mark, 19