



Third Edition

MANAGING INFORMATION SYSTEMS

Strategy and Organisation

David Boddy

University of Glasgow

Albert Boonstra

University of Groningen (The Netherlands)

Graham Kennedy

Royal Bank of Scotland



Prentice Hall

FINANCIAL TIMES

An imprint of **Pearson Education**

Harlow, England • London • New York • Boston • San Francisco • Toronto
Sydney • Tokyo • Singapore • Hong Kong • Seoul • Taipei • New Delhi
Cape Town • Madrid • Mexico City • Amsterdam • Munich • Paris • Milan

CONTENTS

Preface	xi
About the authors	xv
Acknowledgements	xvi

Part 1 Foundations **1**

Chapter 1 Information systems and organisations	3
Learning objectives	3
Introduction	5
1.1 A dependence on information	6
1.2 The technology infrastructure	8
1.3 Using IS technology to add value	12
1.4 Managing IS in context: an interaction model	15
1.5 Stakeholders in information systems	16
1.6 The contexts of IS	18
1.7 Interaction between IS and context	22
1.8 Implementation and learning processes	23
1.9 Assessing the outcomes	25
1.10 The management challenges of IS	26
<i>Conclusions</i>	28
<i>Chapter questions</i>	28
<i>Further reading</i>	29
Chapter 2 Emerging technologies for information systems	31
Learning objectives	31
Introduction	33
2.1 The evolution of information systems	33
2.2 Classifying information systems	34
2.3 Managing information flows with enterprise-wide systems	42
2.4 Knowledge management systems	45
2.5 Managing customer processes with CRM	50
2.6 Using IS beyond organisational borders	54
2.7 Digital search and customer participation	60
<i>Conclusions</i>	64
<i>Chapter questions</i>	64
<i>Further reading</i>	65
Chapter 3 Social contexts of information systems	67
Learning objectives	67
Introduction	68
3.1 Political contexts	69

3.2 Economic contexts	72
3.3 Cultural contexts	75
3.4 Legal context (1) – data privacy	80
3.5 Legal context (2) – intellectual property	83
3.6 Ethics, stakeholders and contexts	85
3.7 Can ethical behaviour pay?	90
<i>Conclusions</i>	93
<i>Chapter questions</i>	94
<i>Further reading</i>	94

Part 2 Strategy	97
------------------------	-----------

Chapter 4 Using information systems to reinvent strategy	99
Learning objectives	99
Introduction	100
4.1 Issues in developing an IS strategy	101
4.2 IS from a strategic perspective	108
4.3 Aligning IS with corporate strategy	117
4.4 Positioning e-business models within the company	121
4.5 Opportunities and problems of IS planning	124
<i>Conclusions</i>	127
<i>Chapter questions</i>	127
<i>Further reading</i>	128
<i>Weblinks</i>	128
Chapter 5 Using IS to rethink business processes	129
Learning objectives	129
Introduction	130
5.1 Rethinking and innovating business processes	132
5.2 Approaches to innovating processes	134
5.3 The role of IS in process change	140
5.4 Examples of IS-enabled process change	144
5.5 Managing process innovation	150
<i>Conclusions</i>	152
<i>Chapter questions</i>	153
<i>Further reading</i>	153
<i>Weblinks</i>	154

Part 3 Organisation	155
----------------------------	------------

Chapter 6 Cultures, structures and politics	157
Learning objectives	157
Introduction	159
6.1 Cultures and IS	160
6.2 IS can support central or local decision-making	165
6.3 Structures to support IS-enabled ventures	170

6.4 IS enables new structures	172
6.5 The political aspects of information systems	176
<i>Conclusions</i>	178
<i>Chapter questions</i>	179
<i>Further reading</i>	179
Chapter 7 Organising and positioning IS activities	181
Learning objectives	181
Introduction	182
7.1 Alternative ways to structure IS activities	183
7.2 Outsourcing or in-house?	190
7.3 Charging for IS activities	197
7.4 Managing IS as a partnership of three interest groups	199
7.5 IS staff	203
7.6 IT governance	204
<i>Conclusions</i>	206
<i>Chapter questions</i>	206
<i>Further reading</i>	207
<i>Weblinks</i>	207
Chapter 8 People and information systems	209
Learning objectives	209
Introduction	210
8.1 People and context interact	211
8.2 Human-computer interaction	214
8.3 The technology acceptance model (TAM) and UTAUT	215
8.4 Theories of human needs	219
8.5 Using IS for commitment or control?	223
8.6 Managing distributed work	228
8.7 Implications for design – the socio-technical approach	232
<i>Conclusions</i>	234
<i>Chapter questions</i>	235
<i>Further reading</i>	235

Part 4 Implementation

237

Chapter 9 Managing implementation	239
Learning objectives	239
Introduction	240
9.1 Models of change – planning, emergent, participation and politics	241
9.2 Establishing the project	249
9.3 Controlling the project	251
9.4 Programmes – managing a series of projects	257
9.5 Building the energised environment	261
<i>Conclusions</i>	264
<i>Chapter questions</i>	264

<i>Further reading</i>	265
<i>Weblinks</i>	265
Chapter 10 The costs and benefits of IS	267
Learning objectives	267
Introduction	268
10.1 Formal-rational methods for evaluating IS proposals	270
10.2 The costs of information systems	271
10.3 The benefits of information systems	273
10.4 Creating a balanced portfolio of project types	277
10.5 Problems of formal-rational evaluation	278
10.6 Wider criteria for evaluating IS	281
10.7 Organising for IS evaluation	285
Conclusions	287
Chapter questions	287
Further reading	288
Glossary	289
References	295
Index	305

Instructor resources

Visit www.pearsoned.co.uk/boddy to find valuable online resources

For instructors

- Complete, downloadable Instructor's Manual
- PowerPoint slides that can be downloaded and used as OHTs

For more information please contact your local Pearson Education sales representative or visit www.pearsoned.co.uk/boddy