TABLE OF CONTENTS

About the Author xvi Preface xix	Business Process Reengineering 31 Finding Opportunity Using BPR 31 Pitfalls of BPR 32
	Enterprise Resource Planning 32
Achieving Business Success 2	Chapter 3 Case: Got Milk? It's Good for You—Unless
Apple—Merging Technology, Business, and	It Is Contaminated! 35
Entertainment 3	CHAPTER 4: MEASURING THE SUCCESS OF
Introduction 5	STRATEGIC INITIATIVES 37 Measuring Information Technology's Success 37
CHAPTER 1: BUSINESS DRIVEN TECHNOLOGY 6	Efficiency and Effectiveness 38
Competing in the Information Age 6	Benchmarking—Baseline Metrics 38
Information Technology's Role in Business 7	The Interrelationships of Efficiency and Effectiveness
Information Technology's Impact on Business	IT Metrics 39
Operations 7	Metrics for Strategic Initiatives 40
Information Technology Basics 9 Data, Information, and Business Intelligence 10	Website Metrics 41
IT Resources 10	Supply Chain Management (SCM) Metrics 41
The Challenge: Departmental Companies 11	Customer Relationship Management (CRM)
The Solution: Management Information	Metrics 42
Systems 13	Business Process Reengineering (BPR) and
Chapter 1 Case: The World Is Flat—Thomas	Enterprise Resource Planning (ERP)
Friedman 14	Metrics 42
CHARTER 2. INCRITICUIALO CORRECTITIVE	Chapter 4 Case: Manipulating the Data to Find Your
CHAPTER 2: IDENTIFYING COMPETITIVE ADVANTAGES 16	Version of the Truth 45
Identifying Competitive Advantages 16	CHAPTER 5: ORGANIZATIONAL STRUCTURES THAT SUPPORT STRATEGIC INITIATIVES 46
The Five Forces Model—Evaluating Industry	Organizational Structures 46
Attractiveness 17	IT Roles and Responsibilities 46
Buyer Power 18	The Gap between Business Personnel and IT
Supplier Power 18 Threat of Substitute Products or Services 19	Personnel 48
Threat of Substitute, Froducts of Services 19 Threat of New Entrants 19	Improving Communications 48
Rivalry among Existing Competitors 20	Organizational Fundamentals—Ethics and
Analyzing the Airline Industry 20	Security 48
The Three Generic Strategies—Choosing a Business	Ethics 49 Security How Much Will Downtime Cost Your
Focus 21	Security—How Much Will Downtime Cost Your Business? 50
Value Chain Analysis—Executing Business	Protecting Intellectual Assets 51
Strategies 22	Chapter 5 Case: Executive Dilemmas in the
Chapter 2 Case: BusinessWeek Interview with	Information Age 53
Michael Porter 25	Unit Summary 56
CHAPTER 3: STRATEGIC INITIATIVES FOR	Key Terms 56
IMPLEMENTING COMPETITIVE ADVANTAGES 27	Unit Closing Case One: Major League Baseball—The
Strategic Initiatives 27	Real Competitive Advantages 57
Supply Chain Management 27	Unit Closing Case Two: Business 2.0: Bad Business
Customer Relationship Management 29	Decisions 59
CRM Strategy 30	Making Business Decisions 61

Apply Your Knowledge 64 AYK Application Projects 72	AYK Application Projects 118 Entrepreneurial Challenge 119
Entrepreneurial Challenge 72	
	Streamlining Business Operations 120
Exploring Business Intelligence 74	Second Life: Succeeding in Virtual Times 121
It Takes a Village to Write an Encyclopedia 75	Introduction 125
Introduction 78	
OHAPTER C. VALUING OPCANIZATIONAL	CHAPTER 9: ENABLING THE ORGANIZATION—DECISION
CHAPTER 6: VALUING ORGANIZATIONAL INFORMATION 79	MAKING 126
Organizational Information 79	Making Business Decisions 126
The Value of Transactional and Analytical	The Decision-Making Process 126 Decision-Making Essentials 126
Information 80	Support: Enhancing Decision Making with MIS 130
The Value of Timely Information 81	Operational Support Systems 130
The Value of Quality Information 82	Managerial Support Systems 131
Understanding the Costs of Poor Information 83	Strategic Support Systems 133
Understanding the Benefits of Good Information 83	The Future: Artificial Intelligence 135
Chapter 6 Case: Political Microtargeting: What Data	Expert Systems 136
Crunchers Did for Obama 84	Neural Networks 136
	Genetic Algorithms 137
CHAPTER 7: STORING ORGANIZATIONAL	Intelligent Agents 138
INFORMATION—DATABASES 86 Storing Organizational Information 86	Virtual Reality 138
Storing Organizational Information 86 Relational Database Fundamentals 86	,
Entities and Attributes 87	Chapter 9 Case: Defense Advanced Research Projects
Keys and Relationships 87	Agency (DARPA) Grand Challenge 139
Relational Database Advantages 89	CHAPTER 10: EXTENDING THE ORGANIZATION—SUPPLY
Increased Flexibility 89	CHAIN MANAGEMENT 141
Increased Flexibility 63 Increased Scalability and Performance 89	Basics of Supply Chain 141
Reduced Information Redundancy 89	Information Technology's Role in the Supply Chain 143
	Visibility 144
3 7 . , , ,	Consumer Behavior 144
Increased Information Security 90 Database Management Systems 91	Competition 145
Data-Driven Websites 91	Speed 145
Integrating Information among Multiple	Supply Chain Management Success Factors 146
Databases 93	Make the Sale to Suppliers 147
Chapter 7 Case: Keeper of the Keys 96	Wean Employees off Traditional Business Practices 147
onapier / dase. Resper of the Keys 50	Ensure the SCM System Supports the Organizational
CHAPTER 8: ACCESSING ORGANIZATIONAL	Goals 147
INFORMATION—DATA WAREHOUSE 98	Deploy in Incremental Phases and Measure
Accessing Organizational Information 98	and Communicate Success 147
History of Data Warehousing 98	Be Future Oriented 147
Data Warehouse Fundamentals 99	Chapter 10 Case: RFID—Future Tracking the Supply
Multidimensional Analysis and Data Mining 100	Chain 148
Information Cleansing or Scrubbing 101	
Business Intelligence 104	CHAPTER 11: BUILDING A CUSTOMER-CENTRIC
Enabling Business Intelligence 104	ORGANIZATION—CUSTOMER RELATIONSHIP MANAGEMENT 150
Chapter 8 Case: Mining the Data Warehouse 105	Customer Relationship Management 150
Unit Summary 107	The Benefits of CRM 151
Key Terms 107	Evolution of CRM 152
Unit Closing Case One: Data Visualization: Stories for the	Operational and Analytical CRM 152
Information Age 108	The Ugly Side of CRM: Why CRM Matters More Now
Unit Closing Case Two: Zillow 109	Than Ever Before 153
Making Business Decisions 111	Chapter 11 Case: Can You Find Your Customers? 155
Apply Your Knowledge 113	unapier il vase. Gali rou Filiu roul Gustolliers! 199

CHAPTER 12: INTEGRATING THE ORGANIZATION FROM END TO END—ENTERPRISE RESOURCE PLANNING 158 Enterprise Resource Planning (ERP) 158 Bringing the Organization Together 159 The Evolution of ERP 160 Integrating SCM, CRM, and ERP 161	The Challenges of Ebusiness 197 Identifying Limited Market Segments 197 Managing Consumer Trust 197 Ensuring Consumer Protection 197 Adhering to Taxation Rules 198 Chapter 14 Case: eBiz 198
Integration Tools 161 Chapter 12 Case: Shell Canada Fuels Productivity with ERP 163 Unit Summary 165 Key Terms 165 Unit Closing Case One: Can Customer Loyalty Be a Bad Thing? 166 Unit Closing Case Two: Revving Up Sales at Harley-Davidson 167 Making Business Decisions 170 Apply Your Knowledge 171 Entrepreneurial Challenge 176 AYK Application Projects 177	CHAPTER 15: CREATING COLLABORATIVE PARTNERSHIPS 201 Web 2.0: Advantages of Business 2.0 201 Content Sharing through Open Sourcing 201 User-Contributed Content 202 Collaboration Inside the Organization 202 Collaboration Outside the Organization 203 Networking Communities with Business 2.0 204 Social Tagging 205 Business 2.0: Tools for Collaborating 206 Blogs 206
The Ironman 179 Introduction 181 CHAPTER 13: CREATING INNOVATIVE ORGANIZATIONS 182 Disruptive Technologies and Web 1.0 182 Disruptive versus Sustaining Technology 182 The Internet and World Wide Web—The Ultimate Business Disruptors 184 Web 1.0: The Catalyst for Ebusiness 184 Advantages of Ebusiness 185 Expanding Global Reach 185 Opening New Markets 186 Reducing Costs 187 Improving Operations 188 Improving Effectiveness 188 Chapter 13 Case: Failing to Innovate 190	Wikis 206 Mashups 207 The Challenges of Business 2.0 207 Technology Dependence 207 Information Vandalism 208 Violations of Copyright and Plagiarism 208 Web 3.0: Defining the Next Generation of Online Business Opportunites 208 Egovernment: The Government Moves Online 209 Mbusiness: Supporting Anywhere Business 209 Chapter 15 Case: Social Media and Ashton Kutcher 210 CHAPTER 16: INTEGRATING WIRELESS TECHNOLOGY IN BUSINESS 213 Business Drivers for a Mobile Workforce 213 Mobile Workforce Trends 215 Chapter 16 Case: Wireless Electricity 217 Unit Summary 220 Key Terms 220
CHAPTER 14: EBUSINESS 192 Ebusiness Models 192 Business-to-Business (B2B) 192 Business-to-Consumer (B2C) 193 Consumer-to-Business (C2B) 193 Consumer-to-Consumer (C2C) 193 Ebusiness Forms and Revenue-Generating Strategies 193 Ebusiness Tools for Connecting and Communicating 194 Email 194 Instant Messaging 196 Podcasting 196 Videoconferencing 196 Web Conferencing 196 Content Management Systems 196	Unit Closing Case One: BBC Taps Web 3.0 for New Music Site 221 Unit Closing Case Two: Social Networking 222 Making Business Decisions 224 Apply Your Knowledge 228 Entrepreneurial Challenge 235 AYK Application Projects 236 UNIT 5 Transforming Organizations 238 E-espionage 239 Introduction 243 CHAPTER 17: BUILDING SOFTWARE TO SUPPORT AN AGILE ORGANIZATION 244 The Crucial Role of Software 244 The Systems Development Life Cycle (SDLC) 244

CHAPTER 12: INTEGRATING THE ORGANIZATION FROM

Software Development Methodology 246 >> PLUG-IN B1 at www.mhhe.com/baltzan Business Rasics 812 Waterfall Methodology 246 Agile Software Development Methodologies 247 Introduction B1.2 Rapid Application Development (RAD) Types of Business B1.2 Methodology 248 Sole Proprietorship B1.3 Extreme Programming Methodology 249 Partnership B1.3 Rational Unified Process (RUP) Methodology Corporation B1.3 Scrum Methodology 249 Internal Operations of a Corporation B1.5 Implementing Agile Methodologies 250 Accounting B1.5 Software Problems Are Business Problems 250 Financial Statements B1.6 Unclear or Missing Business Requirements 250 Finance B1.8 Skipping SDLC Phases 251 Financial Analysis B1.8 Failure to Manage Project Scope 251 **Human Resources B1.8** Failure to Manage Project Plan 251 Management Techniques B1.9 Changing Technology 251 Sales B1.10 Chapter 17 Case: Software Developing Androids 252 The Sales Process B1.10 Market Share B1.11 **CHAPTER 18: MANAGING ORGANIZATIONAL** Marketing B1.12 PROJECTS 254 Marketing Mix B1.12 **Project Management 254** Customer Segmentation B1.13 The Triple Constraint 254 The Product Life Cycle B1.14 **Project Management Fundamentals 255** Operations/Production B1.15 Chapter 18 Case: Business Subject Matter Experts—The Business Process Reengineering B1.15 Proiect Manager You Need to Know About 256 Transforming Corporations B1.15 **CHAPTER 19: OUTSOURCING IN THE 21ST Management Information Systems B1.16** CENTURY 258 Plug-In Summary B1.18 **Outsourcing Projects** 258 Key Terms B1.19 Outsourcing Benefits 259 Closing Case One: Battle of the Toys—FAO Schwarz Outsourcing Challenges 260 Is Back! B1.19 Chapter 19 Case: UPS in the Computer Repair Closing Case Two: Innovative Business Business 261 Managers B1.21 Making Business Decisions B1.23 **CHAPTER 20: DEVELOPING A 21ST-CENTURY ORGANIZATION 262** >> PLUG-IN B2 at www.mhhe.com/baltzan Developing Organizations 262 Business Process B2.2 Increased Focus on IT Infrastructure 262 Introduction B2.2 Increased Focus on Security 263 Examining Business Processes B2.2 Increased Focus on Ebusiness 264 Understanding the Importance of Business Increased Focus on Integration 265 Processes B2.3 Chapter 20 Case: Creating a Clearer Picture for Public **Business Process Improvement B2.6** Broadcasting Service (PBS) 266 Business Process Reengineering (BPR) B2.7 Unit Summary 268 **Business Process Design B2.8** Key Terms 268 Selecting a Process to Reengineer B2.10 Unit Closing Case One: Twitter 269 Business Process Management (BPM) B2.11 Unit Closing Case Two: Women in Technology 271 Is BPM for Business or IT? B2.11 Making Business Decisions 272 BPM Tools B2.12 Apply Your Knowledge 274 BPM Risks and Rewards B2.12 **Entrepreneurial Challenge 278** Critical Success Factors B2.13 AYK Application Projects 279 **Business Process Modeling Examples B2.14** Business Plug-Ins 280 Plug-In Summary B2.17 Technology Plug-Ins 286 Key Terms B2.17

Closing Case One: Streamlining Processes at >> PLUG-IN B5 at www.mhhe.com/baltzan Networks and Telecommunications Adidas B2.17 Closing Case Two: 3Com Optimizes Product Promotion Networks and Telecommunications B5.2 Processes B2.18 Network Basics R5.3 Making Business Decisions B2.20 Architecture B5.4 Peer-to-Peer Networks B5.4 >> PLUG-IN 83 at www.mhhe.com/baltzan Client/Server Networks B5.4 Hardware and Software 83.2 **Topology B5.5** Protocols B5.5 Introduction B3.2 Ethernet B5.5 Hardware Basics B3.2 Transmission Control Protocol/Internet Protocol B5.7 Central Processing Unit B3.3 Media B5.8 Primary Storage B3.5 Wire Media B5.9 Secondary Storage B3.6 Wireless Media B5.10 Input Devices B3.8 **Using Networks and Telecommunications for Business** Output Devices B3.8 Advantages B5.10 Communication Devices B3.10 Voice over IP B5.10 Computer Categories B3.10 Networking Businesses B5.13 Software Basics B3.11 Increasing the Speed of Business B5.14 System Software B3.13 Securing Business Networks B5.15 Application Software B3.14 Plug-In Summary B5.18 Plug-In Summary B3.16 Key Terms B5.18 Key Terms B3.16 Closing Case One: Watching Where You Closing Case One: Changing Circuits at Circuit Step-Prada B5.18 City B3.16 Closing Case Two: Banks Banking on Network Closing Case Two: Electronic Breaking Points B3.18 Security B5.20 Making Business Decisions B3.20 Making Business Decisions B5.21 >> PLUG-IN 86 >> PLUG-IN 84 at www.mhhe.com/baltzan Information Security 290 Enterprise Architectures 84.2 **Enterprise Architectures B4.2** Protecting Intellectual Assets 290 Information Architecture B4.3 Security Threats Caused by Hackers and Viruses 292 The First Line of Defense—People 294 Backup and Recovery B4.4 Disaster Recovery B4.5 The Second Line of Defense—Technology 294 People: Authentication and Authorization 294 Information Security B4.6 Data: Prevention and Resistance 296 Infrastructure Architecture B4.7 Attack: Detection and Response Flexibility B4.8 Plug-In Summary 299 Scalability B4.9 Key Terms 299 Reliability B4.9 Closing Case One: Thinking Like the Enemy 299 Availability B4.9 Closing Case Two: Hacker Hunters 300 Performance B4.10 Making Business Decisions 301 **Application Architecture B4.10** Web Services B4.10 >> PLUG-IN B7 Open Systems B4.12 Ethics 304 Plug-In Summary B4.14 Key Terms B4.14 **Information Ethics 304** Closing Case One: Chicago Tribune's Server Consolidation Information Does Not Have Ethics, People Do 305 **Developing Information Management Policies** 306 a Success B4.14 Closing Case Two: Fear the Penguin B4.15 Ethical Computer Use Policy 308 Making Business Decisions B4.17 Information Privacy Policy 308

Acceptable Use Policy 309 Email Privacy Policy 309 Social Media Policy 310 Workplace Monitoring Policy 311 Plug-In Summary 313 Key Terms 313 Closing Case One: Sarbanes-Oxley: Where Information Technology, Finance, and Ethics Meet 314 Closing Case Two: Invading Your Privacy 315 Making Business Decisions 316	ERP Benefits and Risks (Cost) 354 The Future of ERP 354 Internet 357 Interface 357 Wireless Technology 357 Plug-In Summary 358 Key Terms 358 Closing Case One: PepsiAmericas' Enterprises 358 Closing Case Two: Campus ERP 359 Making Business Decisions 361
>> PLUG-IN B8 Supply Chain Management 318	>> PLUG-IN B11 Ebusiness 364
Introduction 318 Supply Chain Drivers 318 Facilities Driver 319 Inventory Driver 320 Transportation Driver 321 Information Driver 322 Applying a Supply Chain Design 323 Future Trends 324 Radio Frequency Identification (RFID) 325 Plug-In Summary 328 Key Terms 328 Closing Case One: Listerine's Journey 328 Closing Case Two: Katrina Shakes Supply Chains 329 Making Business Decisions 332 >> PLUG-IN B9 Customer Relationship Management 334 Introduction 334 Using IT to Drive Operational CRM 334 Marketing and Operational CRM 334	Introduction 364 Accessing Internet Information 364 Intranet 364 Extranet 365 Portal 365 Kiosk 365 Providing Internet Information 366 Internet Service Provider 366 Online Service Provider 367 Application Service Provider 367 Organizational Strategies for Ebusiness 369 Marketing/Sales 369 Financial Services 370 Procurement 372 Customer Service 372 Plug-In Summary 374 Key Terms 374 Closing Case One: Mail with PostalOne 374 Closing Case Two: Made-to-Order Businesses 376 Making Business Decisions 377
Sales and Operational CRM 336 Customer Service and Operational CRM 339 Analytical CRM 341	>> PLUG-IN B12 at www.mhhe.com/ baltzan
Current Trends: SRM, PRM, and ERM 342 Supplier Relationship Management 342 Partner Relationship Management 343 Employee Relationship Management 343 Future Trends 344 Plug-In Summary 345 Key Terms 345 Closing Case One: Fighting Cancer with Information 346 Closing Case Two: Calling All Canadians 347 Making Business Decisions 348 >> PLUG-IN B10 Enterprise Resource Planning 350 Introduction 350 Core and Extended ERP Components 350 Core ERP Components 352 Extended ERP Components 353	Introduction B12.2 Reasons to Watch Trends B12.2 Trends Shaping Our Future B12.3 The World's Population Will Double in the Next 40 Years B12.3 People in Developed Countries Are Living Longer B12.4 The Growth in Information Industries Is Creating a Knowledge-Dependent Global Society B12.4 The Global Economy Is Becoming More Integrated B12.5 The Economy and Society Are Dominated by Technology B12.5 Pace of Technological Innovation Is Increasing B12.6 Time Is Becoming One of the World's Most Precious Commodities B12.6

16CUU010Ales Suahina Ani Larate DIS'	ivianaging Projects 403
Digital Ink B12.7	Managing People 404
Digital Paper B12.7	Managing Communications 404
Teleliving B12.9	Managing Change 404
Alternative Energy Sources B12.10	Managing Risk 405
Autonomic Computing B12.10	Mitigating Risk 406
Plug-In Summary B12.12	Plug-In Summary 408
Key Terms B12.12	Key Terms 408
Closing Case One: Autonomic Railways B12.12	Closing Case One: Staying on Track—Toronto Transit 408
Closing Case Two: Wireless Progression B12.13	Closing Case Two: Change at Toyota 409
	Making Business Decisions 411
Making Business Decisions B12.14	making Desimoss Desisions Til
	>>PLUG-IN B16
>> PLUG-IN B13 at www.mhhe.com/	Operations Management 412
baltzan	
Strategic Outsourcing B13.2	Introduction 412
Introduction B13.2	Operations Management Fundamentals 413
Offshore Outsourcing B13.2	OM in Business 414
Future Trends B13.8	IT's Role in OM 415
Multisourcing B13.10	OM Strategic Business Systems 416
Plug-In Summary B13.11	Competitive OM Strategy 417
Key Terms B13.11	Cost 418
Closing Case One: Mobil Travel Guide B13.11	Quality 418
	Delivery 419
Closing Case Two: Outsourcing Brew B13.12 Making Business Decisions B13.13	Flexibility 419
waking dusiness decisions B13.13	Service 419
676.5 6 8 8 876. 8 66.5 576. 40 40	OM and the Supply Chain 420
>> PLUG-IN B14	Plug-In Summary 421
Systems Development 380	Key Terms 421
Introduction 380	Closing Case One: How Levi's Got Its Jeans into
Systems Development Life Cycle 381	Walmart 421
Phase 1: Planning 381	Closing Case Two: The Digital Hospital 423
Phase 2: Analysis 383	Making Business Decisions 425
Phase 3: Design 385	•
Phase 4: Development 387	>>PLUG-IN B17
•	Organizational Architecture Trends 428
•	
Phase 6: Implementation 389	
Phase 7: Maintenance 390	
Plug-In Summary 392	SOA Business Benefits 429
Key Terms 392	Service 429
Closing Case One: Disaster at Denver International	Interoperability 431
Airport 393	Loose Coupling 432
Closing Case Two: Reducing Ambiguity in Business	Virtualization 433
Requirements 394	What Are Virtual Machines? 433
Making Business Decisions 395	Virtualization Business Benefits 434
	Additional Virtualization Benefits 436
>> PLUG-IN B15	Grid Computing 436
Project Management 398	Grid Computing Business Benefits 437
in dim	Cloud Computing 439
Introduction 398	Plug-In Summary 441
Choosing Strategic Projects 398	Key Terms 441
Understanding Project Planning 400	Closing Case One: The U.S. Open Supports SOA 441
Project Charter 400	Closing Case Two: eBay's Grid 442
Project Plan 401	Making Business Decisions 443

>>PLUG-IN B18 Business Intelligence 446	Using Wireless Technologies in Business 488 WiMAX 490
Business Intelligence 446	Radio Frequency Identification (RFID) 491
The Problem: Data Rich, Information Poor 446	Plug-In Summary 495
The Solution: Business Intelligence 447	Key Terms 495
Operational, Tactical, and Strategic BI 449	Closing Case One: Loopt 495
Bl's Operational Value 450	Closing Case Two: Clearwire 496
Data Mining 452	Making Business Decisions 497
Cluster Analysis 452	>> PLUG-IN T1 at www.mhhe.com/baltzan
Association Detection 453	Personal Productivity Using IT T1–2
Statistical Analysis 454	reisonal rivulcuvity osing it it-2
Business Benefits of BI 455	Introduction T1-2
Categories of BI Benefits 456	Creating Strong Passwords T1-3
Plug-In Summary 458	Create Strong Passwords That You Can
Key Terms 458	Remember T1-3
Closing Case One: Intelligent Business: Is It an	Keep Your Passwords a Secret T1-4
Oxymoron? 458	Manage Your Passwords T1-4
Closing Case Two: The Brain behind the Big,	Monitor Your Accounts T1-4
Bad Burger and Other Tales of Business	Performing Good File Management T1-4
Intelligence 460	Implementing Effective Backup and Recovery
Making Business Decisions 462	Strategies T1-4
	Determining What to Back Up T1-6
>>PLUG-IN B19	How to Back Up Your Computer Files T1-6
Global Informations Systems 464	Microsoft's Backup and Recover Utility T1-7
Introduction 464	Using Zip Files T1-9
Globalization 464	To Create a Zipped Compressed Folder T1-9
Cultural Business Challenges 465	To Add Files to a Zipped Compressed Folder T1-9
Political Business Challenges 466	To Extract Files from a Zipped Compressed
Global Geoeconomic Business Challenges 466	Folder T1-10
Global IT Business Strategies 466	To Open a Zipped Compressed Folder T1-10
Governance and Compliance 467	Writing Professional Emails T1-10
Global Enterprise Architectures 469	Netiquette 101 T1-10
Global Information Issues 470	Stopping Spam T1-12
Information Privacy 470	How Do Spammers Get Email Addresses? T1-13
Europe 471	How to Handle Spam T1-13 Preventing Phishing T1-13
The United States 472	
Canada 472	What Is Phishing? T1-13
Global Systems Development 473	How Does Phishing Work? T1-14
Plug-In Summary 474	What Does a Phishing Scam Look Like? T1-14 Help Prevent Identity Theft from Phishing
Key Terms 474	Scams T1-15
Closing Case One: Tata's Nano \$2,500 Car 474	Detecting Spyware T1-15
Closing Case Two: Global Governance 476	Preventing Spyware T1-16
Making Business Decisions 478	How to Get Rid of Spyware T1-16
>>PLUG-IN B20	Threats to Instant Messages T1-17
Mobile Technology 480	Increasing PC Performance T1-19
,	Free Disk Space T1-19
Introduction 480	Speed Up Access to Data T1-19
Using Cellular Technologies in Business 480	Detect and Repair Disk Errors T1-20
Personal Digital Assistants 483	Using Anti-Virus Software T1-21
Bluetooth 483 Using Satellite Technologies in Business 484	Anti-Virus Software T1-21
Global Positioning System (GPS) 486	Cell Phone Viruses T1-23

Installing a Personal Firewall T1-24 To Open Windows Firewall T1-24 Plug-In Summary T1-26	Creating Conditional Formatting T3-6 Using AutoFilter to Find Records T3-7
Making Business Decisions T1-26	Creating a Custom AutoFilter T3-9 Analyzing a List with the Subtotals Command T3-9 PivotTables T3-11
>> PLUG-IN T2 at www.mhhe.com/baltzan Basic Skills Using Excel 2010 T2-2	PivotTable Terminology T3-11 Building a PivotTable T3-11
Introduction to Excel T2-2	Modifying a PivotTable View T3-12
Workbooks and Worksheets T2-4	Building a PivotChart T3-13
Creating Workbooks Using Templates T2-5	Plug-In Summary T3-15
Saving a Workbook T2-6 Inserting and Deleting Worksheets T2-7	Making Business Decisions T3-15
Working with Cells and Cell Data T2-8	>> PLUG-IN T4 at www.mhhe.com/baltzan
Inserting and Deleting Cells T2-8	
	Decision Making Using Excel 2010 T4-2
* - *	Introduction T4-2
Cutting, Copying, and Pasting Cells T2-9	Creating Formulas Using the IF Function T4-2
Entering Text in Cells T2-10	Goal Seek T4-4
Applying Number Formats T2-10	Using the Goal Seek Command T4-4
Applying Styles T2-11 Printing Worksheets T2-11	Solver T4-6
	Installing Solver T4-6
Setting Up the Page for Printing T2-11	Setting Up the Problem T4-6
Setting Margins for Printing T2-12 Previewing a Print Area T2-13	Editing a Solver Forecast T4-8
· ·	Scenario Manager T4-9
Printing Selections, Worksheets, and Workbooks T2-14 Formatting Worksheets T2-14	Setting Up Scenarios T4-10
Inserting Rows and Columns T2-14	Modifying a Scenario T4-12
Deleting Rows and Columns T2-15	Creating a Scenario Summary Report T4-12
Modifying Row Heights T2-16	Plug-In Summary T4-14
Modifying Column Widths T2-16	Making Business Decisions T4-14
Formulas T2-17	
Entering Formulas T2-17	>> PLUG-IN T5 at www.mhhe.com/baltzan
Using the Formula Bar T2-17	Designing Database Applications T5-2
Using Absolute and Relative References T2-19	
Using the Sum Function T2-19	Introduction T5-2
Using the Min and Max Functions T2-20	Entities and Data Relationships T5-2
Using the Date or NOW Function T2-21	Entities and Their Attributes T5-3
Working with Charts and Graphics T2-21	Attributes T5-5
Creating a Chart T2-21	Documenting Logical Data Relationships T5-6
Modifying Charts T2-23	Basic Data Relationships T5-6
Moving a Chart T2-23	Relationship Connectivity and Cardinality T5-8
Adding Graphics T2-23	Dealing with Many-to-Many Relationships T5-9
Plug-In Summary T2-25	Schemas T5-11
Making Business Decisions T2-25	The Relational Data Model T5-11
•	Understanding Relations T5-11
>> PLUG-IN T3 at www.mhhe.com/baltzan	Representing Data Relationships T5-13
Problem Solving Using Excel 2010 T3-2	Relationships and Business Rules T5-15
Interest of TOO	Normalization T5-15
Introduction T3-2	Normal Forms T5-15
Lists T3-2	Normalized Relations and Database
Sorting Move than One Column T3-3	Performance T5-18
Sorting More than One Column T3-4	Plug-In Summary T5-19
Creating Your Own Custom Sort Order T3-5	Making Business Decisions T5-19

>> PLUG-IN T6 at www.mhhe.com/baltzan Basic Skills and Tools Using Access 2010 T6-2

Introduction to Access 76-2

Creating a New Blank Database T6-4

Opening an Existing Database T6-5

Using the Database Templates T6-5

Using the Database Window and Object Views T6-6

Using Table Views T6-7

Creating and Modifying Tables T6-8

Creating a Table Using Data Entry T6-8

Creating a Table in Design View T6-9

Changing Data Types T6-11

Using the Input Mask Wizard T6-11

Using the Format Property T6-13

Defining Relationships T6-13

Using the Relationships Window T6-14

Plug-In Summary T6-16

Making Business Decisions T6-16

>> PLUG-IN T7 at www.mhhe.com/baltzan Problem Solving Using Access 2010 T7-2

Introduction T7-2

Creating Simple Queries T7-2

Reordering Columns in the Select Query

Datasheet T7-3

Creating a Select Query in Design View T7-4

Adding Selection Criteria to a Select Query T7-5

Sorting Data in a Select Query T7-6

Advanced Queries T7-7

Using the Expression Builder T7-8

Using Aggregate Functions to Calculate Totals in

Queries T7-8

Formatting Results Displayed in a Calculated Field T7-9

Creating and Running Queries to Modify

Data T7-10

Plug-In Summary T7-12

Making Business Decisions T7-12

>> PLUG-IN T8 at www.mhhe.com/baltzan Decision Making Using Access 2010 T8-2

Introduction T8-2

Forms T8-2

Creating a Form Using the Form Wizard T8-3

Creating and Saving Forms T8-4

Modifying the Properties of a Form T8-5

Modifying Specific Controls on a Form T8-5

Reports T8-7

Using the Report Wizard T8-7

Modifying the Report Design T8-8

Changing Margins and Page Orientation for

Reports T8-9

Plug-In Summary T8-10

Making Business Decisions T8-10

>> PLUG-IN T9 at www.mhhe.com/baltzan Designing Web Pages T9-2

Introduction T9-2

The World Wide Web T9-3

The Web Is Media Rich T9-3

The Web Is Interactive T9-3

Web Pages Can Be Designed T9-4

The Web Is Nonlinear T9-4

The Web Has No Control T9-4

Designing for the Unknown T9-5

The Process of Web Design T9-10

Analyze and Plan T9-11

Create and Organize Content T9-11

Develop the Look and Feel T9-13

Produce Graphics and HTML Documents T9-15

Create a Working Prototype T9-16

Test, Test, Test T9-16

Upload to a Web Server and Test Again T9-17

Maintain T9-17

HTML Basics T9-17

Viewing the Source T9-17

HTML 101 T9-18

Types of Tags T9-18

The Anatomy of a Tag T9-20

Basic Fonts T9-20

Web Graphics T9-21

Graphic Formats T9-21

Limited Color Palettes T9-22

Pixels. Not Inches T9-23

Tools of the Trade T9-23

Plug-In Summary 79-24

Making Business Decisions T9-24

>> PLUG-IN T10 at www.mhhe.com/

baltzan

Creating Web Pages Using HTML T10-2

Introduction T10-2

HTML T10-2

Understanding Tags T10-3

Understanding Tag Components T10-4

Improving Readability T10-4

Understanding Attributes T10-5

HTML Tools T10-5

Creating, Saving, and Viewing HTML

Documents T10-7

Applying Structure Tags T10-8

Applying Style Tags and Attributes T10-10

Applying Bold, Italic, and Other Emphasis T10-15

Using Horizontal Rules T10-16	Cascading Style Sheets T11-29
Inserting Line Breaks T10-18	Content Versus Presentation T11-29
Using Fancier Formatting T10-18	The CSS Styles Panel T11-30
Adding Colors T10-18	Creating a Style Rule T11-30
Setting Background Colors T10-19	Dreamweaver CSS Categories T11-31
Specifying Text Colors T10-19	Creating a Custom Class T11-33
Specifying Fonts and Font Sizes T10-21	Applying Styles T11-34
Creating Hyperlinks T10-22	External, Internal, and Inline T11-34
Hyperlinking to a Web Page T10-22	Creating Tables T11-34
Hyperlinking to an Email Address T10-23	Creating a Table T11-35
Hyperlinking to Other Content T10-24	Table Elements T11-37
Displaying Graphics T10-24	Merging and Splitting Cells T11-40
Inserting Graphics T10-24	Table Alignment T11-42
Plug-In Summary T10-28	Cell Properties T11-43
Making Business Decisions T10-28	Plug-In Summary T11-44
	Making Business Decisions T11-44
>> PLUG-IN T11 at www.mhhe.com/	
baitzan	>> PLUG-IN T12 at www.mhhe.com/
Creating Web Pages Using Dreamweaver T11-2	baitzan
Introduction T11-2	Creating Gantt Charts with Excel
Navigating in Dreamweaver T11-3	and Microsoft Project T12-2
A Quick Tour of Dreamweaver T11-3	
Dreamweaver Setup T11-4	Introduction T12-2
Understanding the Interface T11-5	Creating Gantt Charts with Excel T12-3
Adding Content T11-9	Creating Gantt Charts with Microsoft Project T12-7
Creating a New Page T11-9	Microsoft Project Basics T12-7
Using Sample Pages T11-10	Creating a Project File T12-8
Title Your Page T11-11	Saving Your Project T12-9
Adding Text to Your Page T11-11	Entering Tasks T12-10
Creating Links T11-12	Scheduling Tasks T12-14
Adding Images T11-13	Creating Milestones in Your Schedule T12-18
Naming and Saving Your Page T11-15	Adding Resources T12-18
Opening a Page T11-15	Setting Up and Printing T12-21
Previewing in a Browser T11-15	Plug-In Summary T12-25 Making Business Decisions T12-25
Formatting Content T11-17	Making Dusiness Decisions 112-23
Applying Headings T11-17	Apply Your Knowledge Projects AYK.2
Changing Fonts and Font Sizes T11-18	
Indenting Text T11-21	Glossary G1
Aligning Text T11-22	Notes N1
Adding Line Breaks T11-22	Illustration Credits C1
Working with Lists T11-23	index 11
Adding Horizontal Rules T11-25	299 35 50 64 2 8
Setting Page Properties T11-26	
Setting rage rroperties 111-20	