

CONTENTS

Preface p. 21

Part ① Why MIS?

This Could Happen to You p. 33

CHAPTER 1: THE IMPORTANCE OF MIS P. 35

This Could Happen to You p. 35

1. Why Is Introduction to MIS the Most Important Class in the Business School? p. 37

What Are Cost-Effective Business Applications of Facebook, Twitter, and Whatever Will Soon Appear? p. 38

How Can I Attain Job Security? p. 38

How Can Intro to MIS Help You Learn Nonroutine Skills? p. 39

Jobs p. 40

What Is the Bottom Line? p. 42

2. What Is an Information System? p. 42

So What?: What's Your Number? p. 43

3. What Is MIS? p. 44

Management and Use of Information Systems p. 44

Achieving Strategies p. 44

4. Why Is the Difference Between Information Technology and Information Systems Important to You? p. 45

5. What Is Your Role in IS Security? p. 46

Strong Passwords p. 46

Password Etiquette p. 47

How does the knowledge in this chapter help you? p. 47

Ethics Guide: Ethics and Professional Responsibility p. 48

Guide: Five-Component Careers p. 50

Case Study 1: zulily p. 54

CHAPTER 2: BUSINESS PROCESSES, INFORMATION SYSTEMS, AND INFORMATION P. 59

This Could Happen to You p. 59

1. Why Does the AllRoad Team Need to Understand Business Processes? p. 61

2. How Can Business Process Modeling Help AllRoad? p. 61

How AllRoad Works p. 61

The Existing AllRoad Process p. 62

How AllRoad Processes Must Change to Support 3D Printing p. 64

3. How Can Information Systems Improve Process Quality? p. 65

What Is Process Quality? p. 66

Using Information Systems to Improve Process Quality p. 66

4. What Is Information? p. 69

Definitions Vary p. 69

Where Is Information? p. 69

So What?: I Could Work Faster on My Own p. 70

5. What Data Characteristics Are Necessary for Quality Information? p. 71

Accurate p. 71

Timely p. 72

Relevant p. 72

Just Barely Sufficient p. 72

Worth Its Cost p. 72

How does the knowledge in this chapter help you? p. 73

Ethics Guide: I Know What's Better, Really p. 74

Guide: Understanding Perspectives and Points of View p. 76

Case Study 2: Eating Our Own Dog Food p. 81

CHAPTER 3: ORGANIZATIONAL STRATEGY, INFORMATION SYSTEMS, AND COMPETITIVE ADVANTAGE P. 87

This Could Happen to You p. 87

1. How Does Organizational Strategy Determine Information Systems Requirements? p. 89

2. What Five Forces Determine Industry Structure? p. 89

3. What Is Competitive Strategy? p. 91

4. How Does Competitive Strategy Determine Value Chain Structure? p. 92

Primary Activities in the Value Chain p. 93

Support Activities in the Value Chain p. 93

Value Chain Linkages p. 94

5. How Do Value Chains Determine Business Processes and Information Systems? p. 94

6. How Do Information Systems Provide Competitive Advantages? p. 96

Competitive Advantage via Products p. 96

Competitive Advantage via Business

Processes p. 96

So What?: What Strategy Do You Support? p. 97

How Can an Organization Use IS to Create Competitive Advantages? p. 98

How Does This System Create a Competitive Advantage? p. 100

How does the knowledge in this chapter help you? p. 101

Ethics Guide: Yikes! Bikes p. 102

Guide: Your Personal Competitive Advantage p. 104

Case Study 3: The Amazon of Innovation p. 109

Part ② Information Technology

This Could Happen to You p. 113

CHAPTER 4: HARDWARE AND SOFTWARE P. 115

This Could Happen to You p. 115

1. What Do Business Professionals Need to Know About Computer Hardware? p. 117

Hardware Components p. 117

Types of Hardware p. 118

Computer Data p. 118

2. How Can New Hardware Affect Competitive Strategies? p. 121

The Internet of Things p. 121

Self-driving Cars p. 123

So What?: New from CES 2014 p. 126

3D Printing p. 127

3. What Do Business Professionals Need to Know about Software? p. 128

What Are the Major Operating Systems? p. 129

Virtualization p. 132

Owning Versus Licensing p. 133

What Types of Applications Exist, and How Do Organizations Obtain Them? p. 134

What Is Firmware? p. 135

4. Is Open Source Software a Viable Alternative? p. 135

Why Do Programmers Volunteer Their Services? p. 136

How Does Open Source Work? p. 136

So, Is Open Source Viable? p. 137

Ethics Guide: Showrooming: The Consequences p. 138

Guide: Keeping Up to Speed p. 140

How does the knowledge in this chapter help you? p. 142

Case Study 4: The Apple of Your i p. 145

CHAPTER 5: DATABASE PROCESSING P. 149

This Could Happen to You p. 149

1. What Is the Purpose of a Database? p. 151

2. What Is a database? p. 151

Relationships Among Rows p. 152

Metadata p. 154

3. What Is a Database Management System (DBMS)? p. 155

So What?: Not What the Data Says... p. 156

4. How Do Database Applications Make Databases More Useful? p. 158

Traditional Forms, Queries, Reports, and Applications p. 159

Thin-Client Forms, Reports, Queries, and Applications p. 160

Multiuser Processing p. 163

5. What Is a NoSQL DBMS? p. 163

Need to Store New Data Types p. 164

Need for Faster Processing Using Many Servers p. 164

Will NoSQL Replace Relational DBMS Products? p. 164

NoSQL's Impact on the DBMS Product Market p. 165

What Do Nonrelational DBMS Mean for You? p. 165

How does the knowledge in this chapter help you? p. 165

Ethics Guide: Querying Inequality? p. 166

Guide: Theft by SQL Injection p. 168

Case Study 5: Searching for Pianos... p. 173

CHAPTER 6: THE CLOUD P. 179

This Could Happen to You p. 179

1. Why Is the Cloud the Future for Most Organizations? p. 181

What Is the Cloud? p. 181

Why Is the Cloud Preferred to In-House Hosting? p. 183

Why Now? p. 184

When Does the Cloud Not Make Sense? p. 185

2. How Do Organizations Use the Cloud? p. 185

Cloud Services from Cloud Vendors p. 185

Content Delivery Networks p. 186

Use Web Services Internally p. 187

3. How Can AllRoad Parts Use the Cloud? p. 188

SaaS Services at AllRoad p. 188

PaaS Services at AllRoad p. 188

IaaS Services at AllRoad p. 189

4. How Can Organizations Use Cloud Services Securely? p. 189

Virtual Private Network (VPN) p. 189

Using a Private Cloud p. 190

So What?: Unexpected Geotagging p. 192

Using a Virtual Private Cloud p. 193

5. What Does the Cloud Mean for Your Future? p. 193

How does the knowledge in this chapter help you? p. 195

Ethics Guide: Cloudy Profit? p. 196

Guide: Storm Clouds p. 198

Case Study 6: FinQloud Forever...Well, at Least for the Required Interval.... p. 202

Part ③ Using IS for Competitive Advantage

This Could Happen to You p. 205

CHAPTER 7: ORGANIZATIONS AND INFORMATION SYSTEMS P. 207

This Could Happen to You p. 207

1. How Do Information Systems Vary by Scope? p. 209

Personal Information Systems p. 209

Workgroup Information Systems p. 210

Enterprise Information Systems p. 210

Inter-Enterprise Information Systems p. 210

2. How Do Enterprise Systems Solve the Problems of Departmental Silos? p. 211

What Are the Problems of Information Silos? p. 212

How Do Organizations Solve the Problems of Information Silos? p. 213

An Enterprise System for Patient Discharge p. 214

Business Process Reengineering p. 214

3. How Do CRM, ERP, and EAI Support Enterprise Systems? p. 215

Customer Relationship Management (CRM) p. 216

Enterprise Resource Planning (ERP) p. 217

So What?: Workflow Problems p. 218

Enterprise Application Integration (EAI) p. 219

What Are the Challenges When Implementing and Upgrading Enterprise Systems? p. 220

4. How Do Inter-Enterprise IS Solve the Problems of Enterprise Silos? p. 221

How does the knowledge in this chapter help you? p. 223

Ethics Guide: Dialing for Dollars p. 224

Guide: One-Stop Shopping p. 226

Case Study 7: A Tale of Two Interorganizational IS p. 231

CHAPTER 8: SOCIAL MEDIA INFORMATION SYSTEMS P. 235

This Could Happen to You p. 235

1. What Is a Social Media Information System (SMIS)? p. 237

Three SMIS Roles p. 237

SMIS Components p. 240

2. How Do SMIS Advance Organizational Strategy? p. 242

Social Media and the Sales and Marketing Activity p. 243

Social Media and Customer Service p. 244

Social Media and Inbound and Outbound Logistics p. 244

Social Media and Manufacturing and Operations p. 245

Social Media and Human Resources p. 245

So What?: Facebook for Organizations...and Machines? p. 246

3. How Do SMIS Increase Social Capital? p. 247

What Is the Value of Social Capital? p. 247

How Do Social Networks Add Value to Businesses? p. 248

Using Social Networking to Increase the Number of Relationships p. 249

Using Social Networks to Increase the Strength of Relationships p. 250

Connecting to those with More Resources p. 251

4. How Do (some) Companies Earn Revenue from Social Media? p. 251

You Are the Product p. 252

Revenue Models for Social Media p. 252

Does Mobility Reduce Online Ad Revenue? p. 253

5. How Can Organizations Address SMIS Security Concerns? p. 255

Managing the Risk of Employee Communication p. 255

Managing the Risk of Inappropriate Content p. 256

6. Where Is Social Media Taking Us? p. 258

How does the knowledge in this chapter help you? p. 259

Ethics Guide: Social Marketing? Or Lying? p. 260

Guide: Securing Social Recruiting p. 262

Case Study 8: Sedona Social p. 266

CHAPTER 9: BUSINESS INTELLIGENCE SYSTEMS P. 271

This Could Happen to You p. 271

1. How Do Organizations Use Business Intelligence (BI) Systems? p. 273

How Do Organizations Use BI? p. 273

What Are Typical Uses for Business Intelligence? p. 274

2. What Are the Three Primary Activities in the BI Process? p. 276

Using Business Intelligence to Find Candidate Parts at AllRoad p. 277

3. How Do Organizations Use Data Warehouses and Data Marts to Acquire Data? p. 282

Problems with Operational Data p. 283

Data Warehouses Versus Data Marts p. 285

4. What Are Three Techniques for Processing BI Data? p. 286

Reporting Analysis p. 286

Data Mining Analysis p. 287

Unsupervised Data Mining p. 287

Supervised Data Mining p. 287

BigData p. 288

MapReduce p. 288

Hadoop p. 289

5. What Are the Alternatives for Publishing BI? p. 289

So What?: Data Storytelling p. 290

Characteristics of BI Publishing Alternatives p. 291

What Are the Two Functions of a BI Server? p. 292

How does the knowledge in this chapter help you? p. 293

Ethics Guide: Unseen Cyberazzi p. 294

Guide: Semantic Security p. 296

Case Study 9: Hadoop the Cookie Cutter p. 300

Part 4 Information Systems Management

This Could Happen to You p. 303

CHAPTER 10: INFORMATION SYSTEMS SECURITY P. 305

This Could Happen to You p. 305

1. What Is the Goal of Information Systems Security? p. 308

The IS Security Threat/Loss Scenario p. 308

What Are the Sources of Threats? p. 309

What Types of Security Loss Exist? p. 310

Goal of Information Systems Security p. 312

2. How Big Is the Computer Security Problem? p. 312

3. How Should You Respond to Security Threats? p. 314

4. How Should Organizations Respond to Security Threats? p. 316

So What?: The Latest from Black Hat p. 317

5. How Can Technical Safeguards Protect Against Security Threats? p. 318

Identification and Authentication p. 319

Single Sign-on for Multiple Systems p. 319

Encryption p. 320

Firewalls p. 321

Malware Protection p. 322

Design for Secure Applications p. 324

6. How Can Data Safeguards Protect Against Security Threats? p. 324

7. How Can Human Safeguards Protect Against Security Threats? p. 325

Human Safeguards for Employees p. 325

Human Safeguards for Nonemployee Personnel p. 327

Account Administration p. 328

Systems Procedures p. 329

Security Monitoring p. 330

8. How Should Organizations Respond to Security Incidents? p. 330

How does the knowledge in this chapter help you? p. 331

Ethics Guide: A Look Through NSA's PRISM p. 332

Guide: Phishing for Credit Cards, Identifying Numbers, Bank Accounts p. 334

Case Study 10: Hitting the Target p. 338

CHAPTER 11: INFORMATION SYSTEMS MANAGEMENT P. 341

This Could Happen to You p. 341

1. What Are the Functions and Organization of the IS Department? p. 343

How Is the IS Department Organized? p. 343

Security Officers p. 345

What IS-Related Job Positions Exist? p. 345

2. How Do Organizations Plan the Use of IS? p. 347

Align Information Systems with Organizational Strategy p. 347

Communicate IS Issues to the Executive Group p. 348

Develop Priorities and Enforce Them Within the IS Department p. 348

Sponsor the Steering Committee p. 348

So What?: Is James Right for the Job? p. 349

3. What Are the Advantages and Disadvantages of Outsourcing? p. 350

Outsourcing Information Systems p. 350

International Outsourcing p. 351

What Are the Outsourcing Alternatives? p. 352

What Are the Risks of Outsourcing? p. 353

4. What Are Your User Rights and Responsibilities? p. 355

Your User Rights p. 355

Your User Responsibilities p. 356

How does the knowledge in this chapter help you? p. 357

Ethics Guide: Using the Corporate Computer p. 358

Guide: Is Outsourcing Fool's Gold? p. 360

Case Study 11: iApp\$\$\$\$ 4 U p. 364

CHAPTER 12: INFORMATION SYSTEMS DEVELOPMENT P. 367

This Could Happen to You p. 367

1. What Is Systems Development? p. 369

2. Why Is Systems Development Difficult and Risky? p. 370

The Difficulty of Requirements Determination p. 370

Changes in Requirements p. 370

Scheduling and Budgeting Difficulties p. 371

Changing Technology p. 372

Diseconomies of Scale p. 372

Is It Really So Bleak? p. 372

3. What Are the Five Phases of the SDLC? p. 373

4. How Is System Definition Accomplished? p. 374

Define System Goals and Scope p. 374

Assess Feasibility p. 374

Form a Project Team p. 375

5. What Is the Users' Role in the Requirements Phase? p. 376

Determine Requirements p. 376

Approve Requirements p. 377

Role of a Prototype p. 377

6. How Are the Five Components Designed? p. 377

So What?: Systems Development? p. 378

Hardware Design p. 379

Software Design p. 379

Database Design p. 379

Procedure Design p. 379

Design of Job Descriptions p. 380

7. How Is an Information System Implemented? p. 380

System Testing p. 380

System Conversion p. 381

8. What Are the Tasks for System Maintenance? p. 383

9. What Are Some of the Problems with the SDLC? p. 384

The SDLC Waterfall p. 384

Requirements Documentation Difficulty p. 384

Scheduling and Budgeting Difficulties p. 385

How does the knowledge in this chapter help you? p. 385

Ethics Guide: Estimation Ethics p. 386

Guide: The Final, Final Word p. 388

Case Study 12: When Will We Learn? p. 393

CHAPTER EXTENSIONS

CHAPTER EXTENSION 1: COLLABORATION INFORMATION SYSTEMS FOR DECISION MAKING, PROBLEM SOLVING, AND PROJECT MANAGEMENT P. 395

1. What Are the Two Key Characteristics of Collaboration? p. 395

Importance of Effective Critical Feedback p. 396

Guidelines for Giving and Receiving Critical

Feedback p. 397

Warning! p. 397

2. What Are Three Criteria for Successful Collaboration? p. 398

Successful Outcome p. 398

Growth in Team Capability p. 398

Meaningful and Satisfying Experience p. 399

3. What Are the Four Primary Purposes of Collaboration? p. 399

Becoming Informed p. 400

Making Decisions p. 400

Solving Problems p. 401

Managing Projects p. 402

4. What Are the Components and Functions of a Collaboration Information System? p. 404

The Five Collaboration System Components p. 404

Primary Functions: Communication and Content

Sharing p. 404

CHAPTER EXTENSION 2: COLLABORATIVE INFORMATION SYSTEMS FOR STUDENT PROJECTS P. 408

1. What Are the IS Requirements for Student Project Collaborations? p. 408

Required Features p. 408

Nice-to-Have Features p. 409

Collaboration Tool Characteristics p. 409

2. How Can You Use Collaboration Tools to Improve Team Communication? p. 410

3. How Can You Use Collaboration Tools to Share Content? p. 412

Shared Content with No Control p. 414

Shared Content with Version Management on

Google Drive p. 415

Shared Content with Version Control p. 417

4. How Can You Use Collaboration Tools to Manage Tasks? p. 419

Sharing a Task List on Google Grid p. 420

Sharing a Task List Using Microsoft

SharePoint p. 420

5. Which Collaboration Information System Is Right for Your Team? p. 422

The Minimal Collaboration Tool Set p. 422

The Good Collaboration Tool Set p. 423

The Comprehensive Collaboration Tool Set p. 423

Choosing the Set for Your Team p. 424

Don't Forget Procedures and People! p. 425

CHAPTER EXTENSION 3: MOBILE SYSTEMS P. 428

1. What Are Mobile Systems? p. 428

2. Why Are Mobile Systems Important? p. 428

Hardware p. 429

Software p. 429

Data p. 430

Procedures p. 431

People p. 431

3. How Do Native and Web-Based Mobile Applications Compare? p. 432

Developing Native Mobile Applications p. 433

Developing Web Mobile Applications p. 433

Which Is Better? p. 435

4. What Characterizes Quality Mobile User Experiences? p. 436

Feature Content p. 436

Use Context-sensitive Chrome p. 436

Provide Animation and Lively Behavior p. 437

Design to Scale and Share p. 437

Use the Cloud p. 439

5. What Are the Challenges of Personal Mobile Devices at Work? p. 440

Advantages and Disadvantages of Employee Use of Mobile Systems at Work p. 440

Survey of Organizational BYOD Policy p. 441

CHAPTER EXTENSION 4: INTRODUCTION TO MICROSOFT EXCEL 2013 P. 445

1. **What Is a Spreadsheet?** p. 445
2. **How Do You Get Started with Excel?** p. 446
3. **How Can You Enter Data?** p. 448
 - Key in the Data p. 448
 - Let Excel Add the Data Using a Pattern p. 449
4. **How Can You Insert and Delete Rows and Columns and Change Their Size?** p. 452
5. **How Can You Format Data?** p. 454
6. **How Can You Create a (Simple) Formula?** p. 456
7. **How Can You Print Results?** p. 459

CHAPTER EXTENSION 5: DATABASE DESIGN P. 464

1. **Who Will Volunteer?** p. 464
2. **How Are Database Application Systems Developed?** p. 464
3. **What Are the Components of the Entity-Relationship Data Model?** p. 465
 - Entities p. 466
 - Relationships p. 466
4. **How Is a Data Model Transformed into a Database Design?** p. 468
 - Normalization p. 469
 - Representing Relationships p. 470
5. **What Is the Users' Role?** p. 472
6. **Who Will Volunteer? (Continued)** p. 474

CHAPTER EXTENSION 6: USING MICROSOFT ACCESS 2013 P. 479

1. **How Do You Create Tables?** p. 479
 - Starting Access p. 480
 - Creating Tables p. 480
2. **How Do You Create Relationships?** p. 484
3. **How Do You Create a Data Entry Form?** p. 486
4. **How Do You Create Queries Using the Query Design Tool?** p. 490
5. **How Do You Create a Report?** p. 493

CHAPTER EXTENSION 7: USING EXCEL AND ACCESS TOGETHER P. 499

1. **Why Use Excel and Access Together?** p. 499

2. What Is Import/Export? p. 499

- Import/Export of Text Data p. 500
- Import/Export of Excel and Access Data p. 503

3. How Can You Create Charts with Excel? p. 503

- Creating a Pie Chart p. 503
- Creating a Column Chart p. 505

4. How Can You Create Group Totals in Access? p. 506

5. How Can You Use Excel to Graph Access Data? p. 512

6. How Can You Use Access to Report Excel Data? p. 515

7. How Can You Combine Excel and Access to Analyze Data? p. 519

CHAPTER EXTENSION 8: NETWORK AND CLOUD TECHNOLOGY P. 527

1. What Is a Computer Network? p. 527

2. What Are the Components of a LAN? p. 528

- Connecting Your LAN to the Internet p. 529

3. How Does the Internet Work? p. 530

- An Internet Example p. 531
- Carriers and Net Neutrality p. 531
- Internet Addressing p. 531
- Processing on a Web Server p. 533

4. How Does the Cloud Work? p. 534

- Service-Oriented Architecture (SOA) p. 534
- Protocols Supporting Web Services p. 537

CHAPTER EXTENSION 9: ENTERPRISE RESOURCE PLANNING (ERP) SYSTEMS P. 542

1. What Is the Purpose of ERP Systems? p. 542

2. What Are the Elements of an ERP Solution? p. 545

- Hardware p. 545
- Software: ERP Application Programs p. 546
- Data: ERP Databases p. 546
- Procedures: Business Process Procedures p. 546
- People: Training and Consulting p. 548

3. How Are ERP Systems Implemented and Upgraded? p. 548

4. What Types of Organizations Use ERP? p. 549

- ERP by Industry Type p. 549
- ERP by Organization Size p. 550
- International ERP p. 550

5. How Do the Major ERP Vendors Compare? p. 551

- ERP Market Leaders p. 551
- ERP Products p. 552
- ERP in the Cloud p. 554

CHAPTER EXTENSION 10: SUPPLY CHAIN MANAGEMENT P. 557

1. What Are Typical Inter-Enterprise Processes? p. 557
2. What Is a Supply Chain? p. 557
3. What Factors Affect Supply Chain Performance? p. 559
4. How Does Supply Chain Profitability Differ from Organizational Profitability? p. 560
5. What Is the Bullwhip Effect? p. 561
6. How Do Information Systems Affect Supply Chain Performance? p. 562

CHAPTER EXTENSION 11: ENTERPRISE SOCIAL NETWORKS AND KNOWLEDGE MANAGEMENT P. 565

1. How Do Organizations Develop an Effective SMIS? p. 565
 - Step 1: Define Your Goals p. 565
 - Step 2: Identify Success Metrics p. 566
 - Step 3: Identify the Target Audience p. 567
 - Step 4: Define Your Value p. 567
 - Step 5: Make Personal Connections p. 568
 - Step 6: Gather and Analyze Data p. 569
2. What Is an Enterprise Social Network (ESN)? p. 569
 - Enterprise 2.0 p. 569
- Guide: Developing Your Personal Brand p. 570
 - Changing Communication p. 572
 - Deploying Successful Enterprise Social Networks p. 573
3. What Are the Benefits of Knowledge Management? p. 573
4. What Are Expert Systems? p. 575
5. What Are Content Management Systems? p. 576
 - What Are the Challenges of Content Management? p. 576
 - What Are Content Management Application Alternatives? p. 577

CHAPTER EXTENSION 12: DATABASE MARKETING P. 581

1. What Is a Database Marketing Opportunity? p. 581
2. How Does RFM Analysis Classify Customers? p. 581
3. How Does Market-Basket Analysis Identify Cross-Selling Opportunities? p. 582
4. How Do Decision Trees Identify Market Segments? p. 584
 - A Decision Tree for Student Performance p. 584

Guide: Data Mining in the Real World p. 586
A Decision Tree for Loan Evaluation p. 588

CHAPTER EXTENSION 13: REPORTING SYSTEMS AND OLAP P. 592

1. How Do Reporting Systems Enable People to Create Information? p. 592
2. What Are the Components and Characteristics of Reporting Systems? p. 594
 - Report Type p. 595
 - Report Media p. 596
 - Report Mode p. 597
3. How Are Reports Authored, Managed, and Delivered? p. 597
 - Report Authoring p. 597
 - Report Management p. 598
 - Report Delivery p. 598
4. How Are OLAP Reports Dynamic? p. 598

CHAPTER EXTENSION 14: DATA BREACHES P. 604

1. What Is a Data Breach? p. 604
 - Why Do Data Breaches Happen? p. 605
2. How Do Data Breaches Happen? p. 606
 - Hitting Target p. 606
 - How Did They Do It? p. 606
 - The Damage p. 607
3. How Should Organizations Respond To Data Breaches? p. 608
 - Respond Quickly p. 608
 - Plan for a Data Breach p. 609
 - Be Honest About the Breach p. 609
4. What Are the Legal Consequences of a Data Breach? p. 610
5. How Can Data Breaches Be Prevented? p. 611

CHAPTER EXTENSION 15: INTERNATIONAL MIS P. 615

1. How Does the Global Economy Affect Organizations and Processes? p. 615
 - How Does the Global Economy Change the Competitive Environment? p. 616
 - How Does the Emerging Global Economy Change Competitive Strategy? p. 616
 - How Does the Global Economy Change Value Chains and Business Processes? p. 617

2. What Are the Characteristics of International IS Components? p. 618

What's Required to Localize Software? p. 618

What Are the Problems and Issues of Global Databases? p. 619

What Are the Challenges of International Enterprise Applications? p. 620

3. How Do Inter-Enterprise IS Facilitate Globalization? p. 621

How Do Global Information Systems Affect Supply Chain Profitability? p. 621

What Is the Economic Effect of Global Manufacturing? p. 622

How Does Social Media Affect International Business? p. 622

4. What Are the Security Challenges of International IS? p. 623

Legal Environment p. 623

Physical Security p. 624

Cultural Norms p. 624

5. What Are the Challenges of International IS Management? p. 624

Why Is International Information Systems Development More Challenging? p. 625

What Are the Challenges of International Project Management? p. 626

What Are the Challenges of International IS Management? p. 627

CHAPTER EXTENSION 16: SYSTEMS DEVELOPMENT PROJECT MANAGEMENT P. 631

1. Why Is Formalized Project Management Necessary? p. 631

2. What Are the Trade-offs in Requirements, Cost, and Time? p. 632

3. What Are the Dimensions of Project Management? p. 633

4. How Does a Work Breakdown Structure Drive Project Management? p. 635

5. What Is the Biggest Challenge for Planning a Systems Development Project? p. 637

6. What Are the Biggest Challenges for Managing a Systems Development Project? p. 639

7. What Is the Single Most Important Task for Users on a Systems Development Project? p. 640

CHAPTER EXTENSION 17: AGILE DEVELOPMENT P. 644

1. Why Is the SDLC Losing Credibility? p. 644

2. What Are the Principles of Agile Development Methodologies? p. 645

3. What Is the Scrum Process? p. 646

Scrum Essentials p. 646

When Are We Done? p. 647

Key Roles p. 648

4. How Do Requirements Drive the Scrum Process? p. 648

Creating Requirements Tasks p. 649

Scheduling Tasks p. 649

Committing to Finish Tasks p. 650

Hocus-Pocus? p. 650

CHAPTER EXTENSION 18: BUSINESS PROCESS MANAGEMENT P. 653

1. Why Do Organizations Need to Manage Business Processes? p. 653

A Sample Ordering Business Process p. 653

Why Does This Process Need Management? p. 653

2. What Are the Stages of Business Process Management (BPM)? p. 655

3. How Do Business Processes and Information Systems Relate? p. 657

4. Which Comes First, Business Processes or Information Systems? p. 658

Business Processes First p. 659

Information System First p. 659

Another Factor: Off-the-Shelf Software p. 660

And the Answer Is... p. 660

5. How Is BPM Practiced in the Real World? p. 661

Defining the Process Problem p. 661

Designing the New Process p. 663

Create Process Components p. 664

Implement New Processes p. 664

Application Exercises p. 667

Glossary p. 681

Index p. 699