

# CAUSAL MAPPING

for Research in Information  
Technology



V.K. Narayanan & Deborah J. Armstrong

# **Causal Mapping for Research in Information Technology**

## **Table of Contents**

**Preface** ..... vi

### **Section I: Causal Mapping: An Overview of Approaches**

#### **Chapter I**

**Causal Mapping: An Historical Overview** ..... 1

*V.K. Narayanan, Drexel University, USA*

#### **Chapter II**

**Causal Mapping: A Discussion and Demonstration** ..... 20

*Deborah J. Armstrong, University of Arkansas, USA*

#### **Chapter III**

**What Have We Learned from Almost 30 Years of Research on Causal Mapping? Methodological Lessons and Choices for the Information Systems and Information Technology Communities** ..... 46

*Gerard P. Hodgkinson, The University of Leeds, UK*

*Gail P. Clarkson, The University of Leeds, UK*

### **Section II: Advances in Causal Mapping Methods**

#### **Chapter IV**

**Revealing Social Structure from Texts: Meta-Matrix Text Analysis as a Novel Method for Network Text Analysis** ..... 81

*Jana Diesner, Carnegie Mellon University, USA*

*Kathleen M. Carley, Carnegie Mellon University, USA*

**Chapter V**  
**Belief Function Approach to Evidential Reasoning in Causal Maps** ..... 109  
*Rajendra P. Srivastava, University of Kansas, USA*  
*Mari W. Buche, Michigan Technological University, USA*  
*Tom L. Roberts, University of Kansas, USA*

**Chapter VI**  
**An Empirical Comparison of Collective Causal Mapping Approaches** ..... 142  
*Huy V. Vo, Ho Chi Minh City University of Technology, Vietnam*  
*Marshall Scott Poole, Texas A&M University, USA*  
*James F. Courtney, University of Central Florida, USA*

**Chapter VII**  
**Expanding Horizons: Juxtaposing Causal Mapping and Survey Techniques** ..... 174  
*Deborah J. Armstrong, University of Arkansas, USA*  
*V.K. Narayanan, Drexel University, USA*

**Chapter VIII**  
**Reflections on the Interview Process in Evocative Settings** ..... 195  
*Kay M. Nelson, The Ohio State University, USA*

**Section III: Causal Mapping in IS/IT: Research and Applications**

**Chapter IX**  
**Using Causal Mapping to Uncover Cognitive Diversity within a Top Management Team** ..... 203  
*David P. Tegarden, Virginia Tech, USA*  
*Linda F. Tegarden, Virginia Tech, USA*  
*Steven D. Sheetz, Virginia Tech, USA*

**Chapter X**  
**Causal Mapping for the Investigation of the Adoption of UML in Information Technology Project Development** ..... 233  
*Tor J. Larsen, Norwegian School of Management, Norway*  
*Fred Niederman, Saint Louis University, USA*

**Chapter XI**  
**Using Causal Mapping to Support Information Systems Development: Some Considerations** ..... 263  
*Fran Ackermann, Strathclyde Business School, UK*  
*Colin Eden, Strathclyde Business School, UK*

**Chapter XII**  
**Strategic Implications of Causal Mapping in Strategy Analysis and Formulation ..... 284**  
*Douglas L. Micklich, Illinois State University, USA*

**Chapter XIII**  
**Knowledge at Work in Software Development: A Cognitive Approach for Sharing Knowledge and Creating Decision Support for Life-Cycle Selection ..... 312**  
*Luca Iandoli, University of Naples Federico II, Italy*  
*Giuseppe Zollo, University of Naples Federico II, Italy*

**Section IV: Potential Directions**

**Chapter XIV**  
**Object-Oriented Approaches to Causal Mapping: A Proposal ..... 343**  
*Robert F. Otondo, The University of Memphis, USA*

**Chapter XV**  
**An Outline of Approaches to Analyzing the Behavior of Causal Maps ..... 368**  
*V.K. Narayanan, Drexel University, USA*  
*Jiali Liao, Drexel University, USA*

**About the Authors ..... 378**

**Index ..... 384**