## Contents

Preface		
1.	Introduction and case study	1
	Objectives	1
	Introduction	1
	Background to the case study (CC/GS & Co.)	1
	Functional areas of CC/GS	2
	The original IT strategy	6
	Implementation of the original IT strategy	14
2.	The information resource	17
	Objectives	17
	Information and data	17
	Users of information	18
	The decision making process	21
	Essential characteristics of information	23
	Information and communication flows	25
	Areas of application of information technology	31
	Information technology for competitive advantage	34
	Information technology and business strategy	36
	Questions	37
3.	Information systems	39
	Objectives	39
	Introduction	39
	Early computer-based systems	40
	From data processing systems to information systems	43
	Management information systems	45
	Decision support systems	50
	Executive information systems (EISs)	55
	Expert systems	59
	Office systems	63
	The increasing obsolescence of categorization	69
	Questions	72
4.	Communications systems	73
	Objectives	73
	Introduction	73
	Business communications	75

V1	CONTENTS

	Data communications	76
	Integrating voice and data	83
	Increasing the efficiency of data communications	84
	Security	88
	Concluding remarks	91
	Questions	92
5.	End users	93
	Objectives	93
	Personal computing	93
	Growth and development of end user computing	98
	Developments in human–computer interaction	103
	Prototyping	108
	End user participation in the development of corporate systems	109
	Issues of control and support	110
	Concluding remarks	118
	Questions	118
6.	Strategic planning of information systems	119
	Objectives	119
	Corporate strategic planning	119
	The strategic planning process	125
	The need for an integrated IS/IT strategy	142
	Building the links between business strategy and IS/IT strategy	144
	Tools and frameworks for developing IS/IT strategy	147
	Organizational issues	151
	Questions	152
7.	Components of IS/IT strategy	154
	Objectives	154
	Introduction	154
	Mission statement	155
	Understanding the business objectives	156
	Current situation analysis (CSA)	157
	Systems and facilities	162
	Information systems strategy	164
	Information technology strategy	166
	User strategy	167
	Financial strategy	169
	Maintenance and support strategy	178
	Security and disaster recovery strategy	180
	Privacy and data protection	184
	Purchasing strategy	185
	The final strategy document	188
	Questions	199

COl	NTENTS	vii
8.	Organizing the data	190
	Objectives	190
	Introduction	190
	Databases	191
	Advantages of databases	192
	The database users	194
	Database utilities	195
	Defining the data	197
	Database structure	197
	Strategic considerations	209
	Questions	210
9.	Tools for analysis and design	211
	Objectives	211
	Introduction	211
	The development life cycle	212
	Structured process analysis	216
	Data analysis	224
	Object oriented approaches	230
	Methodologies	230
	Prototyping tools	235
	Strategic considerations	236
	Questions	237
10.	Further case studies	238
	Objectives	238
	Introduction	238
	Case A: Local government	239
	Questions	250
	Case B: A strategy for information systems and information	
	technology at a UK university	250
	Questions	269
	Concluding remarks	269
Ref	erences	271
Ind	ex	275