

Contents

Preface	vii
Credits	xiii
Part I	
Methodologies and Metamodels for Information System Development and Their Evaluation	1
1. Framework for Information Activities	3
<i>Esa Auramäki, Mauri Leppänen, and Vesa Savolainen</i>	
1.1. Motivation	3
1.2. Foundations of the Framework	4
1.2.1. Information System and Its Environment	5
1.2.2. Principles of Level Construction	6
1.3. IST, the Fundamental Conceptual Component of Information Systems	7
1.4. Levels of Information Activity	9
1.4.1. Hierarchical Structure	9
1.4.2. IS Use Level	11
1.4.3. ISD Level	11
1.4.4. ISD Model Construction Level	12
1.4.5. Theory Development Level	12
1.4.6. Interpretations of the Framework	13
1.5. Evaluation	15
1.5.1. Framework for Research	15
1.5.2. Frame of Reference for Tools	16
1.6. Conclusions	19
2. Analysis of Three IS and ISD Reference Frameworks	23
<i>Vesa Savolainen</i>	
2.1. Related Works	23
2.2. Definitions and Concepts	25
2.3. A Short Description of Three Reference Frameworks	25

2.3.1. Framework for Understanding	26
2.3.2. HECTOR Framework of Reference	28
2.3.3. FRISCO Framework	31
2.4. Scheme for Evaluating Metamethodologies	33
2.4.1. Internal Validity of Frameworks	34
2.4.2. External Validity of Frameworks	37
2.4.3. Coverage of Frameworks	38
2.5. Comparison Results	39
2.5.1. Internal Validity of Frameworks	39
2.5.2. External Validity of Frameworks	43
2.6. Conclusions	47

Part II

Contingency Factors and Uncertainty in Decision Making in Information System Development 51

3. Favorable Atmosphere for Effective Information Technology Decisions	53
<i>Vesa Savolainen</i>	
3.1. Basic Assumptions	53
3.2. MISD Contingency Factors	54
3.3. Main Information Technology Decisions	56
3.4. Priority Setting and Other Strategic Decisions	56
3.5. Feasibility Study, Contingency Analysis, and Methodology Selection	58
3.6. MIS Implementation Decisions	60
3.7. Introduction of the New MIS and Maintenance Decisions	60
3.8. Conclusions	61

Part III

Development of Holistic ISD Methodologies and Selection of ISD Methods and Tools 65

4. Overview of the OSSAD Methodology	67
<i>David W. Conrath and Vesa Savolainen</i>	
4.1. Principles, Functions, and Approach	67
4.2. Main Principles	67
4.3. Approach	69
4.3.1. Set Contract	71
4.3.2. Analyze Situation	71
4.3.3. Design System	72
4.3.4. Implement Changes	74

4.3.5. Monitor System Performance	75
4.4. Management Issues	75
4.4.1. Organization	76
4.4.2. Procedures for Getting Under Way	76
4.5. Modeling	76
4.6. Language	79
4.6.1. Abstract Model	80
4.6.2. Descriptive Model	82
4.6.3. Specification Models	87
4.7. Conclusions	87
5. Refinement of the OSSAD Methodology by Multiclient Field Testing	91
<i>Mauri Leppänen and Vesa Savolainen</i>	
5.1. Overview	91
5.2. Framework for Research Work	92
5.2.1. Research Objective	92
5.2.2. Research Setting	93
5.3. Research Methods	94
5.3.1. Study Methods	95
5.3.2. Experimental Methods	97
5.3.3. Action Research	97
5.3.4. Methodological Pluralism	99
5.4. Field Test Practice in the Development of OSSAD Methodology	99
5.4.1. The Application of the 7S-Frame to the OSSAD Field Test Practice	100
5.4.2. The Contextual Framework of the Analysis	101
5.4.3. Sequence of Methodological Steps	101
5.4.4. Use and Relevance of Instruments and Procedures, Models and Concepts	102
5.4.5. Strategic Aspects and Findings on the OSSAD Methodology	104
5.5. Some Results of Other OSSAD Field Testings	105
5.6. Conclusions	106
6. Technical Specification of an Information System	111
<i>Vesa Savolainen</i>	
6.1. Technical Information System Specification	111
6.2. Information System Structure and User Interface Specification	114
6.3. Software Specification	116
6.4. Specification of Files, Databases, and Knowledge Bases	117
6.5. Specification of Data Media, Hardware, and Other Facilities	118
6.6. Specification of Systems Interconnections	119
6.7. Specification of Information System Quality and Control Features	120
6.8. Framework for Technical Specification Process	121
6.9. Conclusions	122

7. Decision Criteria for Information System Development	
Tool Selection	127
<i>Vesa Savolainen</i>	
7.1. Types of Tools for Supporting ISD Processes	127
7.2. Reasons for Acquiring a Tool	128
7.3. Issues in Selection Processes	130
7.4. Rating Selection Criteria	130
7.5. Computerized Support of the Selection Process	133
7.6. Conclusions	134
Part IV	
Toward Intelligent Executive Information Systems	139
8. Strategic Decision Making	141
<i>Vesa Savolainen and Shuhua Liu</i>	
8.1. Motivation for Classifying Decision Problems	141
8.2. Classification of Strategic Decision-Making Problems	142
8.3. Analysis of Information Requirements	143
8.4. Decisions Supported by Knowledge-Based Technology	145
8.5. Conclusions	148
9. Evaluation of Executive Information Systems	151
<i>Kari Partanen and Vesa Savolainen</i>	
9.1. Acquiring an EIS Product to Match the Managerial Requirements	151
9.2. Development of Managerial Support Systems	152
9.2.1. Management Information Systems	153
9.2.2. Decision Support Systems	153
9.2.3. Executive Information Systems	155
9.2.4. Generalization Trends in Information Systems for Managerial Use	156
9.3. Framework for Evaluating EIS Products	157
9.4. Functional Capabilities of EIS Products	159
9.5. Qualitative Properties of EIS Products	161
9.6. Technical Properties of EIS	163
9.7. Cost Issues	164
9.8. User's Experiences	164
9.8.1. Utilization of the Functional Properties of EIS	165
9.8.2. Utilization of the Qualitative Properties of EIS	167
9.8.3. Utilization of the Technical Properties of EIS	168
9.9. Issues in Construction, Introduction, and Use of EIS	168
9.10. Conclusions	169

10. Application of Knowledge-Based Technology in Executive Information Systems	173
<i>Shuhua Liu and Vesa Savolainen</i>	
10.1. The Diversity of Decision Support Systems	173
10.2. DSS, EIS, and ESS	175
10.2.1. Decision Support Systems	175
10.2.2. Executive Information Systems	177
10.2.3. Executive Support Systems	179
10.3. IESS as an Integration of ES/KBS Technology to EIS and DSS	180
10.3.1. Expert Systems and Knowledge-Based Systems	180
10.3.2. Intelligent Decision Support Systems	183
10.3.3. Intelligent Executive Support Systems	185
10.4. Structure of Intelligent Executive Support Systems	186
10.4.1. The Interface	189
10.4.2. Office Support Subsystem	189
10.4.3. Database Subsystem	189
10.4.4. Model Base Subsystem	189
10.4.5. Knowledge Base Subsystem	190
10.4.6. Work Space	191
10.5. Conclusions	192

Part V

Mobile Information Systems **195**

11. Executives' Views of Mobile Information Services	197
<i>Seppo Puuronen and Vesa Savolainen</i>	
11.1. Concepts, Research Objectives, and Research Methods	197
11.1.1. Basic Concepts	198
11.1.2. Research Objectives	198
11.1.3. Research Methods	199
11.2. Executives' Work	199
11.2.1. Main Characteristics of Executives' Work	199
11.2.2. Trends	200
11.2.3. Our Case Studies of Executives	200
11.2.4. Time Distribution of Executives' Work	201
11.3. Information Technology Support for Executives' Tasks	202
11.3.1. Personal Work Support	202
11.3.2. Mail and Communication Services	202
11.3.3. Information Services	204
11.3.4. Office Support Services	204
11.3.5. Analytical Support Services	204
11.3.6. Other Services	205
11.3.7. IT Use Experiences and the Executives' Tasks	205

11.4. Trends in Information Technology Support for Executives	206
11.4.1. Value-Added Services	206
11.4.2. Executives' Expectations of Mobile IT Services	207
11.5. Conclusions	211

Part VI

Exception Handling in Information Systems 215

12. Basic Concepts of Exception Handling in Office Information Systems	217
<i>Heikki Saastamoinen and Vesa Savolainen</i>	
12.1. Event Handling	217
12.2. Dynamic Nature of Office Information Systems	220
12.2.1. Office	220
12.2.2. Rules	220
12.2.3. Exceptions	221
12.3. Characteristics of Exceptionality	222
12.3.1. Severity Classes of Exceptions	222
12.3.2. Frequencies of Exceptions	223
12.3.3. Organizational Influence of Exceptions	223
12.3.4. Reasons for Exceptions	224
12.4. Exception Handling Principles	225
12.4.1. Event Handling	225
12.4.2. Action Analysis	225
12.4.3. Handling of Established Exceptions	226
12.4.4. Handling of Otherwise Exceptions	227
12.4.5. Handling True Exceptions	228
12.5. Exception Handling in Organizations	229
12.5.1. Levels of Information Systems	229
12.5.2. Exception Handling Practices	231
12.5.3. Consequences of Exception Occurrence	233
12.6. Conclusions	233

Part VII

Quality Assurance and Performance Evaluation of Information Systems 237

13. Concepts and Practices in Performance Evaluation of Office Information Systems	239
<i>Vesa Savolainen</i>	
13.1. System Performance and Changing User Preferences	239
13.2. Concepts and Criteria	241

13.2.1. Main Concepts	241
13.2.2. Evaluation Criteria in OSSAD Models	242
13.2.3. Evaluation of the OIS Development Process and Its Results	244
13.2.4. Organizational, Social, Economic, and Technical Criteria for the Evaluation	245
13.3. Framework for Dynamic OIS Evaluation	246
13.4. Evaluation Practices and User Participation	249
13.5. Conclusions	250
14. Analysis of the Dynamic Nature of Information Systems Performance Evaluation	253
<i>Vesa Savolainen</i>	
14.1. Theoretical Background and Research Issues	253
14.1.1. Theoretical Foundations and Research Methodology	254
14.1.2. Research Issues	254
14.2. Evaluation from the Systems Developers' Viewpoints	255
14.3. Changing Interest in Systems Evaluation Through the ISLC	255
14.4. Changing Evaluation Criteria Throughout the ISLC	258
14.5. Conclusions	259
15. Performance Evaluation of an Information System: An Experiment	263
<i>Vesa Savolainen</i>	
15.1. Background for Our Case Studies	263
15.2. Performance Evaluation Process	264
15.3. Performance Evaluation Criteria and Measurement	264
15.4. Performance Evaluation over the ISLC	269
15.5. Some Evaluation Experiments	269
15.6. Conclusions	270