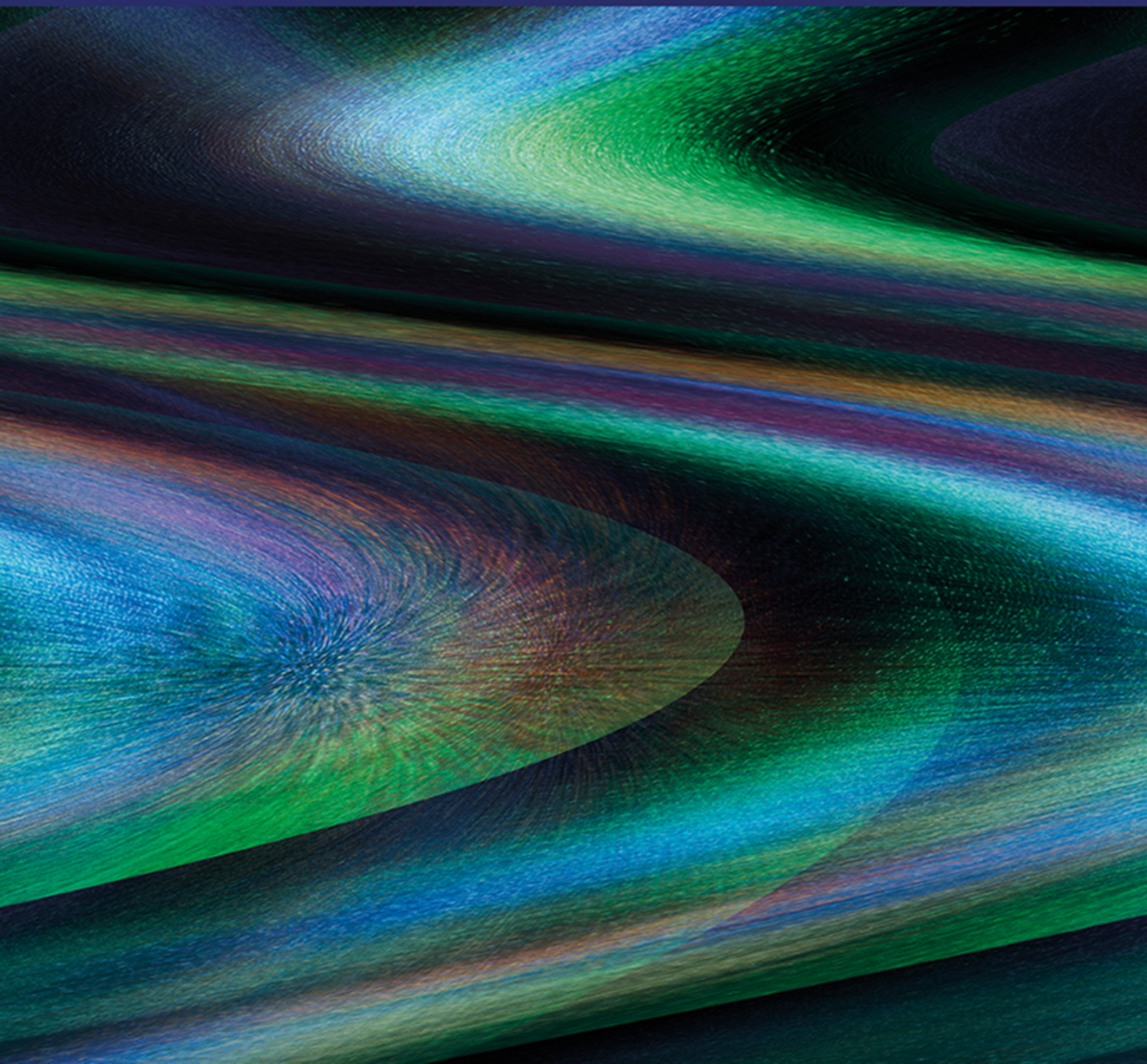


STRATEGIC INFORMATION MANAGEMENT

Theory and Practice

FIFTH EDITION

Edited by ROBERT D. GALLIERS, DOROTHY E. LEIDNER AND BOYKA SIMEONOVA



Strategic Information Management

Today, there are few in senior management positions who can afford to ignore modern information technology, and few individuals who would prefer to be without it. Modern IT is key to organizational performance; yet we often assume the benefits will occur without forethought or effort. As managerial tasks become more complex, so the nature of the required information systems changes – from structured, routine support to ad hoc, unstructured, complex enquiries at the highest levels of management. If taken for granted, serious implications can arise for organizations.

This fifth edition of *Strategic Information Management* has been brought fully up to date with recent developments in the management of information systems, including digital transformation strategy, the issues surrounding big data and algorithmic decision-making. The book provides a rich source of material reflecting recent thinking on the key issues facing executives, drawing from a wide range of contemporary articles written by leading experts in North America, Europe and Australia. Combining theory with practice, each section is fully introduced, includes further reading and questions for further discussion.

Designed for MBA, master's level students, and advanced undergraduate students taking courses in information systems management, it also provides a wealth of information and references for researchers.

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“This fifth edition of *Strategic Information Management* updates and extends a unique selection of theories and valuable practice insights, established in the previous editions, and offers a roadmap for executives navigating in the digital landscape and coping with the digitization challenges associated with organizational transformation. The book has the right balance of theoretical frameworks and practical insights. Taken together, the book reflects recent thinking regarding many of the key issues facing executives in getting the most out of their investments in information technology and digitalization initiatives, highlighting the complex strategy, organizational and governance issues involved.”

– IOANNA CONSTANTIOU, Copenhagen Business School, Denmark

“I’m pleased the editors of *Strategic Information Management* have produced this fifth edition, which represents a major overhaul, including online supporting materials not available with prior editions. Particularly valuable is the amplification of theory in this edition – not theory for theory’s sake, but rather practice-guiding theory; the implication being that we are all researchers and that complex matters demand research and unique approaches and solutions. I strongly encourage students and practitioners to assume an evidence-based practice perspective when reading and reflecting on these writings which, combined, provide a much-needed stimulus for critical thinking on these complex matters in what are challenging times.”

– GUY GABLE, Queensland University of Technology, Australia

“The fifth edition of *Strategic Information Management* has great value in providing directions for practitioners and scholars towards an understanding of the strategic importance and managerial challenges of digital transformation in today’s organizations. With inputs from international scholars, the book offers really useful management frameworks and principles to help in understanding how organizations and industries are transformed by disruptive digital technologies.”

– CAROL HSU, Tongji University, China

“This fifth edition of *Strategic Information Management* updates and strengthens what has long served as a vehicle through which current and future executives obtain a foundational understanding as well as pragmatic insights regarding a host of strategic and managerial issues associated with the digital transformation of organizations. As with the earlier editions, the authors refuse to fall into the too-often-taken route of providing readers with a handbook offering ‘one-size-fits-all’ practices and procedures – solutions which ultimately fail to align with the situations faced by readers. Instead, the editors successfully provide readers with exposures to critical themes and frameworks and to illustrations of how some of our brightest executives are applying these in addressing digitalization initiatives and challenges – providing readers with the capability to formulate workable solutions to many, if not most, of the situations they face in their digital transformation efforts.”

– ROBERT W. ZMUD, University of Oklahoma, USA

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Edited by

**Robert D. Galliers, Dorothy E. Leidner and
Boyka Simeonova**

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Preface

This is the fifth edition of *Strategic Information Management*. First published in 1994, each of the editions deals with the *challenges and strategies in managing information systems*, as indicated by the subtitle of the first four editions. We have changed the title of this edition slightly to *Strategic Information Management: Theory and Practice* to better reflect the content of this edition of the book and to reinforce Kurt Lewin's (1943) maxim that, 'There's nothing as practical as a good theory'. As before, we aim to present the many complex and inter-related issues confronting those in management positions concerned with the management of information systems with their organizations.

As previously, the primary audiences are MBA or other master's level students and senior undergraduate students taking courses in the management, organizational and/or strategic implications of business information systems. Students embarking on research in these areas should also find the book of help in providing a rich source of material that reflects recent thinking regarding many of the key issues facing executives in getting the most out of investments in information technology – whether these issues relate to strategy processes or organizational and governance issues. For research students in particular, prior editions of the book can also be referred to with a view to obtaining a contemporaneous understanding of such issues and concerns over the period of the last quarter century.

In line with this latter point, we have organized this edition of *Strategic Information Management* into four sections; the first of which provides something of an historical foundation to our treatment of information systems strategy, including the processes and practices of information systems strategizing. We then move on to more recent treatments of digital strategy and organizational transformation in Part II, while Part III considers organizational and governance issues associated with an organization's information technology function. We end, in Part IV, with a

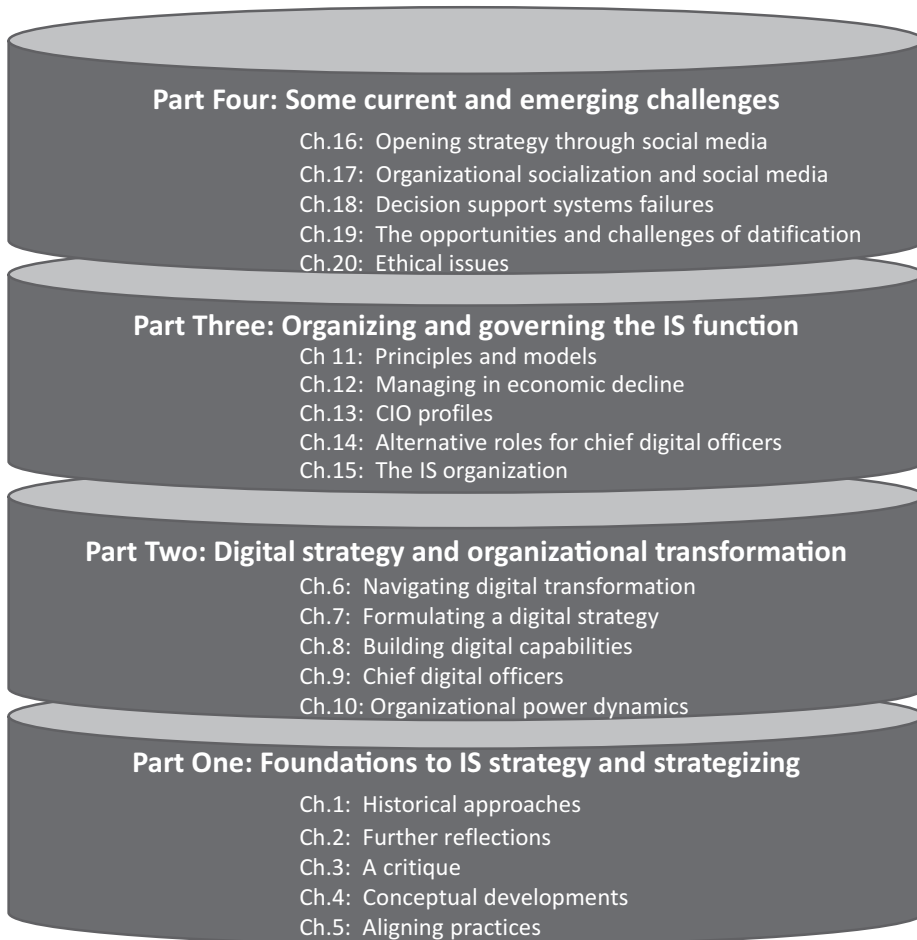


Figure 0.1 Book structure and contents

consideration of some of the current and emerging challenges. The book's structure and content are summarized in Figure 0.1 above.

As with previous editions of *Strategic Information Management*, the book is structured in such a way as to enable readers *either* to follow each chapter in the sequence in which they are presented *or* to 'dip into' the book as they wish, depending on their needs or interests at the time. Additionally, and this may be of particular interest to those who wish to consider historical developments, readings taken from previous editions of the book are recommended (cf. Galliers and Baker, 1994; Galliers and Leidner, 2003, 2009; Galliers et al., 1999).

In many instances, the approach taken is to challenge taken-for-granted notions that are often to be found in the mainstream or popular literature; you won't find an assumed 'best practice' solution, for example (cf. Swan et al., 1999; Wagner and Newell, 2004; Wagner et al., 2006). The subject matter of strategic information management is too complex for simple 'solutions'. The American columnist H.L. Mencken was one of the most quoted thinkers of the first half of the twentieth century for good reason. One famous quotation of his is apposite in this context: 'For every