

Investing in Information: The Information Management Body of Knowledge

Contents

Part One: Taking stock	1
Chapter 1: Introduction	2
The context	3
Four short stories	4
A global courier company can't find the address	4
The legal profession battles with huge numbers of documents	6
Information management in education	8
Big problems in big Government	9
Success is difficult to find	11
A brief history	12
The early days	12
The maturing years	13
The beginnings of an idea	14
Attention shifts	15
A meeting of minds	17
The situation today	18
IT is "commoditised"	18
A journey with no map?	19
The management perspective	20
Management 101 in a nutshell	20
New management competencies are needed	22
Chapter 2: The Information Management Body of Knowledge	23
A simple example	24
The IMBOK Framework step by step	26
The knowledge areas	27
The information management processes	29
Summary	31
Part Two: Exploring information management	33
Chapter 3: Exploring information technology	34
What is Information Technology?	34
Nature of technology	34
Context for use	35
Strategic issues	36
Recognising technology potential	36
Acquisition of technology	37
Summary	38
Managerial issues concerning Information Technology	38
Information technology management competencies	41
Research side-note: Chasing the hottest IT	42
Research side-note: Yes, technology is cool, but don't forget the people	42

Chapter 4: Exploring information systems	43
What is an Information System?	43
Nature of Information Systems	43
Information systems maturity	46
The applications portfolio	51
Turnaround information systems	55
Strategic information systems	55
Key operational information systems	57
Support information systems	58
Classifying applications	59
The need for discussion	60
Issues in managing the applications portfolio	62
Migration around the portfolio	62
Portfolio management in complex businesses	62
Shifting attitudes	65
Benefits vary around the applications portfolio	65
Information systems project management	66
Communicating information systems ideas	67
Managing systems development	69
Needs analysis and acceptance testing – the key to success?	71
Methods, techniques and tools	73
Business and systems analysis	74
Relating business analysis to the portfolio	83
Horses for courses	84
Summary	89
Managerial issues in Information Systems	89
Information systems management competencies	91
Research side-note: Understanding organisational agility	92
Research side-note: The consequences of “enterprise systems” on organisational agility	93
Research side-note: The consequences of “enterprise systems” on organisational agility	93
Chapter 5: Exploring business processes	94
What is a Business Process?	94
Nature of business processes	95
Processes and the organisation chart	95
Identifying business processes	96
The value chain as an early indicator of process thinking	97
Business process redesign	98
Radical process redesign	99
The depth and scope of change	99
Depth of change	102
Scope of change	103
Principles of BPR	104
Development of business processes	105
Approaches to business modelling	105
The general approach	106
An analysis method	108
Managing business processes	123
The process triangle	123
Concluding comment	125
Summary	125
Managerial issues in process management	125

Business process management competencies	127
Research side-note: Outsourcing business processes	127
Research side-note: Seeing change happening, from the bottom up	128
Chapter 6: Exploring business information	130
What is business information?	130
The nature of information	130
Current issues	132
Understanding information: a portfolio model	132
Organising information: a generic model	139
Summary	151
Managerial issues concerning business information	151
Business information management competencies	152
Research side-note: Getting a grip on a flood of information	153
Research side-note: Does information management contribute to performance?	153
Research side-note: You can smile but you can't hide!	154
Chapter 7: Exploring business benefits	155
What is benefits management?	155
Nature of business benefits	156
Benefits and the applications portfolio	158
A survey into benefits management	159
Managing benefits in the modern context	160
Two stages in achieving benefits	160
Relationship with process management and project management	162
Planning the delivery of benefits	163
A simple example	164
The benefits dependency network – a business example	166
The benefits management cycle	170
Stage 1: Identify and structure benefits	171
Stage 2: Plan benefits realisation	174
Stage 3: Execute benefits delivery plan	175
Stage 4: Review, evaluate and exploit	177
Summary	178
Managerial issues in benefits management	178
Benefits management competencies	179
Research side-note: IT capability no longer guarantees business performance?	180
Research side-note: A more optimistic worked example	180
Chapter 8: Exploring business strategy	181
What is strategy?	181
Nature of business and information systems strategy	181
Strategic contribution of IT	182
Consequences of a lack of strategy	182
Differences between information systems and information technology strategies	183
Different kinds of organisation	184
Development of information systems strategies	184
Systems strategy in context	184
The external business environment	185
The internal business environment	186
The internal IS/IT environment	187
The external IS/IT environment	187
Summary of strategic inputs	188

The strategy process	189
Current situation appraisal: 'where we are now?'	189
Opportunity spotting: 'where we could be?'	189
Decision time: 'where we want to be?'	190
Summary	190
Summary of approaches to strategic analysis	192
Implementation of strategy	192
Establishing the IS/IT strategic planning process	192
Common problems	193
Getting started	194
The longer term	194
Setting priorities	195
Prioritising within the portfolio segments	196
Support systems	196
Key operational systems	197
Strategic systems	197
Turnaround systems	198
The question of infrastructure	199
Summary	199
Strategic analysis tools	200
SWOT (Strategic drivers: Where are we now? Where could we be?)	201
Porter's five forces	204
Critical Success Factor analysis (CSFs)	208
Value chain analysis	210
Business modelling	221
Boston Box	227
Summary	230
Managerial issues in strategic management	230
Strategy management competencies	231
Research side-note: Strategic beginnings	233
Research side-note: Have we grown up yet?	233
Research side-note: What managers should do	233
Part Three: Operationalising information management	235
Chapter 9: Assessing information management capability	237
The survey instruments	237
The micro level	238
The macro level	238
Four cases assessed	238
The reference sample	239
Chief Information Officers	240
Real estate agent	241
Financial services company	242
Summary	243
Chapter 10: Researching information management	245
Epistemology	245
Positivist and interpretive research	245
Critical research	246
Pragmatic research	249
Final thoughts	250

Chapter 11: Some models and frameworks reviewed	251
Selected models	251
Zachman reveals complexity (1987)	252
ITIL (1989)	253
Capability Maturity Model (CMM) (1992)	254
Henderson and Venkatraman seek simplicity (1993)	255
Jacobs' ladder (1995)	256
COBIT (1996)	258
The Benefits Dependency Network (2005)	259
Consolidation	259
References	263
Bibliography	266
Index	267

Figures

Copies of these figures are available for legitimate educational purposes on request.

Contact us for more information: info@imbok.info

Figure 1:	A stakeholder context for Information Management	4
Figure 2:	The critical area where information needs to be managed	15
Figure 3:	“Think, Plan, Act, Check”: Managing information systems investments	21
Figure 4:	The Information Management Body of Knowledge framework (simplified)	24
Figure 5:	Five management domains, four intersections of necessary alignment	27
Figure 6:	Scope and benefit of information systems	47
Figure 7:	Introducing the Boston Box	52
Figure 8:	The Applications Portfolio	54
Figure 9:	Business units in context	63
Figure 10:	Summarising management around the Applications Portfolio	67
Figure 11:	The “V” Model for systems development	70
Figure 12:	A data flow (process or activity) model	77
Figure 13:	A simple information model	79
Figure 14:	The simple information model expanded	80
Figure 15:	Many-to-many relationship	80
Figure 16:	More about what is in an entity model	81
Figure 17:	The beginnings of the Zoo entity model	83
Figure 18:	Business processes and the organisation chart	95
Figure 19:	The internal value chain	97
Figure 20:	Using the Value Chain to indicate the scope of change	103
Figure 21:	The process of business process analysis	109
Figure 22:	The business object lifecycle	117
Figure 23:	Business performance at the Zoo – “Entertain visitors”	122
Figure 24:	Different categories of processes	124
Figure 25:	Data becomes information	130
Figure 26:	The DIKAR model	131
Figure 27:	The information portfolio	135
Figure 28:	Researching information technology in education: a sample ontology	137
Figure 29:	The manufacturing business, as seen by the management (simplified)	143
Figure 30:	A generic information model for business	145
Figure 31:	An example of a corporate information model: Retailing	148
Figure 32:	Discounted cash flow analysis	156
Figure 33:	The nature of benefits seen through the applications portfolio	158
Figure 34:	First and second stage achievement of benefits	161
Figure 35:	Programme and project management	163
Figure 36:	An example of benefits dependency	164
Figure 37:	Benefits dependencies in education, seen through the IMBOK	166
Figure 38:	A simple business example	167
Figure 39:	Benefits dependency networks: a simplified example	169
Figure 40:	Building the benefits dependency network	171
Figure 41:	The Benefits Plan	175
Figure 42:	An example stakeholder analysis	176
Figure 43:	The benefits review	177
Figure 44:	The strategic analysis process	185
Figure 45:	Michael Porter’s five forces	205
Figure 46:	The simple, original form of the value chain	211
Figure 47:	The value chain interpreted for a DIY retailing business	215

Figure 48:	A simple representation of a supply chain	216
Figure 49:	Information in the supply chain – form and just a hint of function	217
Figure 50:	A model for a retail business, in the form of a value chain	222
Figure 51:	A sample retailing information model (before loyalty cards)	224
Figure 52:	The Boston Box	228
Figure 53:	"Education" and "Government" capability compared	240
Figure 54:	Results for Chief Information Officers	241
Figure 55:	Results from a real estate business	241
Figure 56:	Analysis of macro data from a financial services business	243
Figure 57:	A summary of research approaches, loosely based on Myers	248
Figure 58:	The Zachman Framework (extended version)	252
Figure 59:	The Henderson and Venkatraman alignment model (1993)	255
Figure 60:	“Jacob's ladder”, as used in BP Chemicals	257
Figure 61:	Consolidation of the frameworks	261