# Table of Contents

Preface ........................................................................................................................................... xii

## Section 1
### Managing Adaptability

#### Chapter 1
Factors Influencing Information System Flexibility: An Interpretive Flexibility Perspective ................................................................................................................................. 1
* Ruey-Shun Chen, China University of Technology, Taiwan  
  Chia-Ming Sun, National Yunlin University of Science & Technology, Taiwan  
  Marilyn M. Helms, Dalton State College, USA  
  Wen-Jang (Kenny) Jih, Middle Tennessee State University, USA

#### Chapter 2
Contrasting Approaches to Preparedness: A Reflection on Two Case Studies ...... 18
* Lorraine Warren, University of Southampton, UK  
  Ted Fuller, Lincoln University, UK

#### Chapter 3
A Complex Adaptive Systems-Based Enterprise Knowledge Sharing Model ...... 35
* Cynthia T. Small, The MITRE Corporation, USA  
  Andrew P. Sage, George Mason University, USA
Chapter 4
Conflicts, Compromises, and Political Decisions: Methodological Challenges of Enterprise-Wide E-Business Architecture Creation ............................................. 60
Kari Smolander, Lappeenranta University of Technology, Finland
Matti Rossi, Helsinki School of Economics, Finland

Section 2
Managing Intervention

Chapter 5
Information System Conversion Strategies: A Unified View.......................... 91
Efrem G. Mallach, University of Massachusetts Dartmouth, USA

Chapter 6
Information Technology Interventions for Growth and Competitiveness in Micro-Enterprises ................................................................. 106
Sajda Qureshil, University of Nebraska at Omaha, USA
Mehruz Kamal, University of Nebraska at Omaha, USA
Peter Wolcott, University of Nebraska at Omaha, USA

Chapter 7
Small Firm Process Re-Engineering Success ........................................... 138
Li-Jen Chang, London South Bank University, UK
Margi Levy, University of Warwick, UK
Philip Powell, University of London, UK & University of Groningen, The Netherlands

Section 3
Managing People

Chapter 8
Aligning Systems, Structures and People: Managing Stakeholders in Enterprise Information Systems Projects......................................................... 157
Albert Boonstra, University of Groningen, The Netherlands
Chapter 9
People-Oriented Business Processes......................................................... 178

Giorgio Bruno, Politecnico di Torino, Italy

Chapter 10
Enterprise Information Systems Adoption in Iberian Large Companies:
Motivations and Trends........................................................................ 204

António Trigo, ISCAC – Coimbra Institute of Accounting and
Administration, Portugal
João Varajão, UTAD – Universidade de Trás-os-Montes e Alto Douro,
Portugal & Centro ALGORITMI, Universidade do Minho, Portugal
João Barroso, GECAD – Grupo de Investigação em Engenharia do
Conhecimento e Apoio à Decisão, Instituto Superior de Engenharia do
Porto, Portugal
Pedro Soto-Acosta, University of Murcia, Spain
Francisco J. Molina-Castillo, University of Murcia, Spain
Nicolas Gonzalvez-Gallego, University of Murcia, Spain

Compilation of References ........................................................................ 229

About the Contributors ............................................................................... 254

Index ........................................................................................................... 265