Table of Contents

Prologue ........................................................................................................................................... xviii

Section I
Fundamental Concepts and Theories

Chapter I
The Nature of Strategic Intelligence: Current Practice and Solutions ........................................... 1
Mark Xu, University of Portsmouth, UK
Roland Kaye, University of East Anglia, UK

Chapter II
Developing and Analysing Core Competencies for Alignment with Strategy ........................... 20
Keith Sawyer, Alpha Omega International, UK
John Gammack, Griffith University, Australia

Chapter III
Implementing Supply Chain Management in the New Era: A Replenishment Framework for
the Supply Chain Operations Reference Model .................................................................................. 34
William Y. C. Wang, University of South Australia, Australia
Michael S. H. Heng, Universitas 21 Global, Singapore
Patrick Y. K. Chau, The University of Hong Kong, Hong Kong

Chapter IV
Behavioral Factors and Information Technology Infrastructure Considerations in Strategic
Alliance Development ......................................................................................................................... 52
Purnendu Mandal, Lamar University, USA
Section II
Development and Design Methodologies

Chapter V
A Methodology for Developing an Integrated Supply Chain Management System .......................... 66
 Yi-chen Lan, University of Western Sydney, Australia
 Bhuvan Unhelkar, University of Western Sydney, Australia

Chapter VI
Challenges in Developing a Knowledge Management Strategy: A Case Study of the Air Force
Material Command ............................................................................................................................... 76
Summer E. Bartczak, University of Central Arkansas, USA
Jason M. Turner, Air Force Institute of Technology, USA
Ellen C. England, ISN Software Corporation and Kaplan University, USA

Chapter VII
Developing a Global CRM Strategy .................................................................................................. 81
Michael Shumanov, Monash University, Australia
Michael Ewing, Monash University, Australia

Chapter VIII
Improving IT-Enabled Sense and Respond Capabilities: An Application of Business Activity
Monitoring at Southern International Airlines ..................................................................................... 94
Richard Welke, Georgia State University, USA
Gabriel Cavalheiro, Ernst & Young, NL
Ajantha Dahanayake, Georgia College & State University, USA

Section III
Tools and Technologies

Chapter IX
Intelligent Design Advisor: A Knowledge-Based Information System Approach for Product
Development and Design .................................................................................................................... 112
Quangang Yang, University of South Wales, Australia
Carl Reidsema, University of South Wales, Australia

Chapter X
Data Quality-Based Requirements Elicitation for Decision Support Systems ........................................ 128
Alejandro Vaisman, Universidad de Buenos Aires, Argentina
Chapter XI
A Knowledge Integration Approach for Organizational Decision Support ................................................. 150
Kee-Young Kwahk, Kookmin University, Korea
Hee-Woong Kim, National University of Singapore, Singapore
Hock Chuan Chan, National University of Singapore

Chapter XII
Beyond Intelligent Agents: E-Sensors for Supporting Supply Chain Collaboration and Preventing the Bullwhip Effect ................................................................. 170
Walter Rodriguez, Florida Gulf Coast University, USA
Janusz Zalewski, Florida Gulf Coast University, USA
Elias Kirche, Florida Gulf Coast University, USA

Section IV
Utilization and Application

Chapter XIII
Making Decisions with Data: Using Computational Intelligence within a Business Environment ................................................. 183
Kevin Swingler, University of Stirling, Scotland
David Cairns, University of Stirling, Scotland

Chapter XIV
EBBSC: A Balanced Scorecard-Based Framework for Strategic E-Business Management .......... 200
Fen Wang, University of Maryland, Baltimore County, USA
Guisseppi Forgionne, University of Maryland, Baltimore County, USA

Chapter XV
An Application of Multi-Criteria Decision-Making Model to Strategic Outsourcing for Effective Supply-Chain Linkages ............................................. 223
N. K. Kwak, Saint Louis University, USA
Chang Won Lee, Jinju National University, Korea

Chapter XVI
The Cognitive Process of Decision Making .................................................................................... 237
Yingxu Wang, University of Calgary, Canada
Guenther Ruhe, University of Calgary, Canada
Section V
Critical Issues

Chapter XVII
Information System Development Failure and Complexity: A Case Study ............................................. 251
Abou Bakar Nauman, COMSATS Institute of Information Technology, Pakistan
Romana Aziz, COMSATS Institute of Information Technology, Pakistan
A.F.M. Ishaq, COMSATS Institute of Information Technology, Pakistan

Chapter XVIII
Empirical Assessment of Factors Influencing Success of Enterprise Resource Planning
Implementations........................................................................................................................................... 276
Fiona Fui-Hoon Nah, University of Nebraska – Lincoln, USA
Zahidul Islam, Independent University, Bangladesh
Mathew Tan, Agilent Technologies, Malaysia

Chapter XIX
IT Training as a Strategy for Business Productivity in Developing Countries................................. 300
Shirish C. Srivastava, National University of Singapore, Singapore
Thompson S. H. Teo, National University of Singapore, Singapore

Chapter XX
Customer Relationship Management (CRM) Metrics: What’s the Holdup?............................................. 311
Timothy Shea, University of Massachusetts Dartmouth, USA
Aherhn Brown, HDR Inc., USA
D. Steven White, University of Massachusetts Dartmouth, USA
Catherine Curran-Kelly, University of Massachusetts Dartmouth, USA
Michael Griffin, University of Massachusetts Dartmouth, USA

Chapter XXI
Supply Chain Risk Management: A Game Theoretic Analysis ............................................................ 318
Thorsten Blecker, Hamburg University of Technology, Germany
Wolfgang Kersten, Hamburg University of Technology, Germany
Hagen Späth, Hamburg University of Technology, Germany
Birgit Koeppen, Hamburg University of Technology, Germany

Section VI
Emerging Trends

Chapter XXII
The Future of Supply Chain Management: Shifting from Logistics Driven to a Customer
Driven Model........................................................................................................................................ 344
Ketan Vanjara, Microsoft, India
Chapter XXIII
Enterprise Resource Planning (ERP): Past, Present and Future .......................................................... 359
  Ronald E. McGaughey, University of Central Arkansas, USA
  Angappa Gunasekaran, University of Massachusetts Dartmouth, USA

Chapter XXIV
A Multi-Agent Decision Support Architecture for Knowledge Representation and Exchange........ 372
  Rahul Singh, University of North Carolina at Greensboro, USA

Chapter XXV
Change in Group Decision-Making Using Markov Chain Model.......................................................... 390
  Huizhang Shen, Shanghai Jiaotong University, China
  Jidi Zhao, University of New Brunswick, Canada
  Wayne W. Huang, Ohio University, USA

Index .......................................................................................................................................................... 416