# Table of Contents

Chapter I
Introduction to Strategic Alignment ................................................................. 1
*Raymond Papp, Quinnipiac University, USA*

Chapter II
Sustainable Competitive Advantage from Information Technology:
Limitations of the Value Chain ........................................................................... 25
*David L. Bahn, Metropolitan State University, USA*

Chapter III
Alignment Through Cross-Functional Integration .............................................. 40
*Mark R. Nelson, Rensselaer Polytechnic Institute, USA*

Chapter IV
Information Systems Strategy, Structure and Alignment .................................. 56
*Yolande E. Chan, Queen’s University, Canada*

Chapter V
Communicating Strategic IT Vision to Organization Members:
A Conceptual Framework .................................................................................. 82
*Mary Elizabeth Brabston, University of Manitoba, Canada*
*Robert W. Zmud, University of Oklahoma, USA*
*John R. Carlson, Baylor University, USA*

Chapter VI
Assessing Business-IT Alignment Maturity ...................................................... 105
*Jerry N. Luftman, Stevens Institute of Technology, USA*

Chapter VII
Outsourcing Decisions: Using Porter’s Model .................................................. 135
*Anne L. Powell, Southern Illinois University-Edwardsville, USA*
Chapter VIII
The Changing Roles of IT Leaders ................................................................. 150
Petter Gottschalk, Norwegian School of Management

Chapter IX
Strategic Information Systems for Competitive Advantage: Planning,
Sustainability and Implementation ............................................................... 169
Gareth Griffiths, Manchester Metropolitan University, UK
Ray Hackney, Manchester Metropolitan University, UK

Chapter X
Aligning IT Resources for E-Commerce ..................................................... 185
Makoto Nakayama, DePaul University, USA

Chapter XI
Competitive Force/Marketing Mix (CF/MM) Framework ......................... 200
Brian J. Reithel, University of Mississippi, USA
Chi Hwang, California State Polytechnic University-Pomona, USA
Katherine Boswell, University of Mississippi, USA

Chapter XII
The Importance of the IT-End User Relationship Paradigm in Obtaining
Alignment Between IT and the Business .................................................... 218
A.C. Leonard, University of Pretoria, South Africa

Chapter XIII
Strategic Human Resource Forecasting for an Internal Labor Market .......... 237
Wilfred S.J. Geerlings, Delft University of Technology, The Netherlands
Alexander Verbraeck, Delft University of Technology, The Netherlands
Pieter J. Toussaint, Delft University of Technology, The Netherlands
Ron P.T. de Groot, Royal Netherlands Navy, The Netherlands

Chapter XIV
Strategic Alignment for Electronic Commerce ........................................... 258
Christian Bauer, Electronic Commerce Network, Western Australia

Chapter XV
Strategic Significance of Information Technology to Developing Countries .... 273
Muhammadou Kah, Rutgers University-Camden, USA

About the Authors ......................................................................................... 292

Index ............................................................................................................ 298