Index

A
activity-based theory 90
agency theory 63, 203
alliance 204
alliance theory 204
ANOVA 83
application service provision (ASP) 162
arbitrating 52
atomic business model 168
attribution 25
Australia 191

B
B2B 156
B2C 156
bandwidth 225
budget 120
business application need 226
business consultant 193
business leader 49
business model 148
business standards 193
business strategy 214

C
causal relationship 115
centralized top sight 193
CEO 16, 33, 39, 101, 116, 118, 186, 213, 242, 283
CEO age 27
CEO archetypes 34
CEO career experience 28
CEO characteristics 27
CEO compensation 30
CEO dismissals 18
CEO education 28
CEO resources 104
CEO succession 3
CEO succession planning 16
CEO successors, three types 21
CEO tenure 27
change leader 76
change management 110
charismatic leadership 25
chief architect 76
chief executive officer (CEO) 16, 33, 39, 101, 116, 118, 186, 213, 242, 283
chief financial officer (CFO) 217
chief information officer (CIO) 1, 38, 72, 101, 113, 116, 118, 148, 186, 213, 235, 283
chief knowledge officer (CKO) 41, 235, 243
chief learning officer (CLO) 243
chief operating officer (COO) 44
chief operating strategist 77
chief technology officer (CTO) 41, 44
CIO 1, 38, 72, 101, 113, 116, 118, 148, 186, 213, 235, 283
circulation of corporate control 33
CKO 41, 235, 243
client 196, 225
coach 76
coaching 52
commerce 150
communication 286
competitive advantage 190
competitive strategy 130, 153
complexity 132
Computer Science Corporation 75
customer 156
contender successors 23
content provider 164, 167
contract 217, 226
contractual theory 202
COO 9
core competencies 114, 197
corporate elite 118
corporate governance 216
corporate mission 127
corporate parenting 124
corporate strategic management 118
corporate strategy 123
cost-effective 109
cost advantage 201
craftsmen 193
creativity 284
culture 89
customer 149, 190, 227, 239
customer network 96
customer value 128
cyber ba 253

decentralized bias 193
deliberate strategy 127
direct to customer 156
disseminator 288
E
E*TRADE 153
e-business 148, 150, 167
e-commerce 148, 153
economic control 170
electronic bulletin board 257
electronic business 148, 150, 167
electronic commerce (EC) 148, 153
electronic data processing 248
emergent strategy 127
enterprise architecture 63
entrepreneur 74
ethics 206
expert 93
external relationship management 109
external role 80
F
federal chief information officer 62
figurehead 288
financial assets 216
firm 88, 197, 284
firm boundaries 199
firm competencies 114
firm performance 108, 114, 129
firm value 190
flexibility 219
follower successors 22
Fortune 500 154
founder-CEO succession 26
full-service provider 157
full-time equivalent (FTE) 189
functional background 33
functional integration 170
G
governance 213, 223
H
heir apparent 18
human assets 216
human capital 89
human resources 91
hybrid manager 45

I
industry conditions 89
industry standards 193
information broker 166
information sharing 220
information systems 38, 248
information technology 38, 190, 248
infrastructure planner 192
innovation 170
inside-out resource 108
integrating 102
integration 170, 195
integrator 60
intellectual capital 241
intellectual property (IP) 217
interaction 260, 286
internal market 188
internal role 79
Internet 148, 154
Internet strategy 154
interview 52
intrapreneurship 247
investment management 63
IT governance 213, 223

K
knowledge 89, 169, 244, 248, 283
knowledge application 258
knowledge champion 242
knowledge coordination 236
knowledge creation 252
knowledge inventory 239
knowledge management 236, 251
knowledge management system 260
knowledge manager 235
knowledge partner 243
knowledge retrieval 254
knowledge reuse 237
knowledge sharing network 247
knowledge skeptic 243
knowledge sponsor 243
knowledge storage 254
knowledge transfer 237, 256

L
leadership 52, 239, 283
leadership role 72, 82
learning 89
lecturing 52
legal bond 218
liaison role 80

M
management 77
market responsiveness 109
memory 254
mentor 49
mixed sourcing 192
monitor 74
monopoly supplier 192
mutuality 219

N
negotiator 73, 288
neo-classical economic theory 201
Norway 77

O
online marketplace 167
online service provider 167
ontology 169
open information sharing 220
organizational change 193
organizational memory 254
outside-in resource 109
outsider successors 24
outside succession 4
outsourcing 78, 190, 192, 195, 225
outsourcing governance model 225

P
parental developer 125
partnership 109, 204, 223
<table>
<thead>
<tr>
<th>Term</th>
<th>Page(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>performance</td>
<td>196</td>
</tr>
<tr>
<td>personality</td>
<td>39</td>
</tr>
<tr>
<td>personnel leader</td>
<td>74</td>
</tr>
<tr>
<td>physical assets</td>
<td>217</td>
</tr>
<tr>
<td>portal</td>
<td>167</td>
</tr>
<tr>
<td>portfolio manager</td>
<td>124</td>
</tr>
<tr>
<td>power perspective</td>
<td>12</td>
</tr>
<tr>
<td>practical intelligence</td>
<td>284</td>
</tr>
<tr>
<td>president</td>
<td>9</td>
</tr>
<tr>
<td>principal-agent theory</td>
<td>31</td>
</tr>
<tr>
<td>product developer</td>
<td>76</td>
</tr>
<tr>
<td>project manager</td>
<td>79, 193</td>
</tr>
<tr>
<td>R</td>
<td></td>
</tr>
<tr>
<td>rarity</td>
<td>106</td>
</tr>
<tr>
<td>realized strategy</td>
<td>128</td>
</tr>
<tr>
<td>relational exchange theory</td>
<td>205</td>
</tr>
<tr>
<td>relationship assets</td>
<td>217</td>
</tr>
<tr>
<td>relationship management</td>
<td>109</td>
</tr>
<tr>
<td>relay succession</td>
<td>3, 19</td>
</tr>
<tr>
<td>resource-based theory</td>
<td>88, 102, 198</td>
</tr>
<tr>
<td>resource allocator</td>
<td>74</td>
</tr>
<tr>
<td>restructurer</td>
<td>124</td>
</tr>
<tr>
<td>resurgere</td>
<td>102</td>
</tr>
<tr>
<td>revenue</td>
<td>157, 162, 165, 169</td>
</tr>
<tr>
<td>S</td>
<td></td>
</tr>
<tr>
<td>scenario planning</td>
<td>131</td>
</tr>
<tr>
<td>SECI process</td>
<td>261</td>
</tr>
<tr>
<td>self-organization</td>
<td>132</td>
</tr>
<tr>
<td>senior management</td>
<td>225</td>
</tr>
<tr>
<td>senior manager</td>
<td>190, 244</td>
</tr>
<tr>
<td>shareholder</td>
<td>123, 154</td>
</tr>
<tr>
<td>social exchange theory</td>
<td>206</td>
</tr>
<tr>
<td>socialization theory</td>
<td>57</td>
</tr>
<tr>
<td>solidarity</td>
<td>219</td>
</tr>
<tr>
<td>sourcing</td>
<td>170</td>
</tr>
<tr>
<td>spanning resource</td>
<td>109</td>
</tr>
<tr>
<td>spokesman</td>
<td>74, 80</td>
</tr>
<tr>
<td>stakeholder</td>
<td>38, 123, 206</td>
</tr>
<tr>
<td>stakeholder theory</td>
<td>206</td>
</tr>
<tr>
<td>stock options</td>
<td>30</td>
</tr>
<tr>
<td>strategic alignment</td>
<td>112</td>
</tr>
<tr>
<td>strategic drift</td>
<td>128</td>
</tr>
<tr>
<td>strategic fit</td>
<td>126</td>
</tr>
<tr>
<td>strategic innovation</td>
<td>132</td>
</tr>
<tr>
<td>strategic intent</td>
<td>132</td>
</tr>
<tr>
<td>strategic leader</td>
<td>127</td>
</tr>
<tr>
<td>strategic management</td>
<td>102, 125</td>
</tr>
<tr>
<td>strategic planning</td>
<td>120</td>
</tr>
<tr>
<td>strategic resource</td>
<td>104</td>
</tr>
<tr>
<td>strategic thinking</td>
<td>222</td>
</tr>
<tr>
<td>strategist</td>
<td>49</td>
</tr>
<tr>
<td>strategy</td>
<td>112, 118, 153, 191, 216</td>
</tr>
<tr>
<td>succession decisions</td>
<td>8</td>
</tr>
<tr>
<td>supplier</td>
<td>156</td>
</tr>
<tr>
<td>supply chain integration</td>
<td>170</td>
</tr>
<tr>
<td>synergy</td>
<td>124</td>
</tr>
<tr>
<td>synergy manager</td>
<td>124</td>
</tr>
<tr>
<td>systems analyst</td>
<td>193</td>
</tr>
<tr>
<td>systems provider</td>
<td>192</td>
</tr>
<tr>
<td>T</td>
<td></td>
</tr>
<tr>
<td>teamwork</td>
<td>89</td>
</tr>
<tr>
<td>technical skills</td>
<td>108</td>
</tr>
<tr>
<td>technology leader</td>
<td>49</td>
</tr>
<tr>
<td>technology provocateur</td>
<td>76</td>
</tr>
<tr>
<td>transaction broker</td>
<td>167</td>
</tr>
<tr>
<td>transaction cost theory</td>
<td>200</td>
</tr>
<tr>
<td>transformational outsourcing</td>
<td>192</td>
</tr>
<tr>
<td>U</td>
<td></td>
</tr>
<tr>
<td>Uniform Commercial Code (UCC)</td>
<td>218</td>
</tr>
<tr>
<td>V</td>
<td></td>
</tr>
<tr>
<td>value</td>
<td>105</td>
</tr>
<tr>
<td>value chain</td>
<td>91</td>
</tr>
<tr>
<td>value configuration</td>
<td>96</td>
</tr>
<tr>
<td>value network</td>
<td>92</td>
</tr>
<tr>
<td>value shop</td>
<td>92</td>
</tr>
<tr>
<td>vendor</td>
<td>151, 190, 204, 225</td>
</tr>
<tr>
<td>virtual community</td>
<td>162, 167</td>
</tr>
<tr>
<td>virtual storefront</td>
<td>166</td>
</tr>
<tr>
<td>visualization</td>
<td>256</td>
</tr>
<tr>
<td>W</td>
<td></td>
</tr>
<tr>
<td>Web site</td>
<td>156</td>
</tr>
<tr>
<td>wisdom</td>
<td>284</td>
</tr>
<tr>
<td>Y</td>
<td></td>
</tr>
<tr>
<td>Y Model</td>
<td>119, 134</td>
</tr>
</tbody>
</table>