Part One: Textbook Revisions

Style edits throughout the book

I am proposing a series of edits that will apply to each chapter in the book. Each chapter will begin with a list of definitions. Most of the chapters have the definitions written into the paragraphs. While this is an okay way to approach explanations, readers will have a better comprehension of the topic, if they see the definitions first.

An example is the word Knowledge in the introduction. Since information and knowledge are integral terms when it comes to understanding information management, I will be moving the definition from page 12 to the first page. This same style will be applied throughout the textbook.

Introduction

There is currently no definition of Information Management at the beginning of this textbook. I have added an introductory definition of what Information Management is to the introduction and revised the existing introduction.

“Why do managers need to understand and participate in the information systems decisions of their organizations? After all, most corporations maintain entire departments dedicated to the management of information systems (IS). These departments are staffed with highly skilled professionals devoted to the field of technology. Shouldn’t managers rely on experts to analyze all the aspects of IS and to make the best decisions for the organization? The answer to that question is an

emphatic “no.” Managing information is a critical skill for success in today’s business environment” (Galletta, Pearlson, Saunders, p 1, 2015).

Information Management is the management of information that is collected from multiple sources and the ways in which it is distributed, across an organization. Information managers must be able to process, structure, and deliver information to members of their organization and its surrounding communities. (AIIM, 2018)

“Managers today need to know about their organization’s capabilities and uses of information as much as they need to understand how to obtain and budget financial resources” (Galletta, Pearlson, Saunders, p 1, 2015). This textbook will act as an introduction to information systems and the ways in which information managers, can manage these systems.

Chapter One: The Information Systems Strategy Triangle

Page 23- The Generic Strategies Framework-

“Each Ritz-Carlton employee is expected to promote personalized service by identifying and recording individual guest preferences. To demonstrate how this rule could be implemented, a waiter, after hearing a guest exclaim that she loves tulips, could log the guest’s comments into the Ritz-Carlton CRM system called “Class.” On her next visit to a Ritz-Carlton hotel, tulips could be placed in the guest’s room after querying Class to learn more about her as her visit approaches. The CRM is instrumental in implementing the differentiation-focus strategy of the Ritz-Carlton chain. Its strategy allows the Ritz-Carlton chain to live up to its unique motto which emphasizes that its staff members are distinguished people with distinguished customers” (Galletta, Pearlson, Saunders, p 23,

2015). While the Ritz-Carleton model, emphasizes personalized service, the Information Manager needs to be aware of the ethical concerns of this approach. The privacy of the individual needs to be taken into consideration. Some customers may enjoy the personalized touches, but others may feel, that listening to the conversation about tulips was an invasion of privacy. A bigger concern, is what happens to this information after the guests stay? How long does this information stay in the system? To ensure customer privacy, a proper records management plan needs to be in place. If a customer is not active for a certain period, the information should be destroyed. The Information Manager needs to be able to find a balance between customized service, and not holding onto personal information for longer than necessary.

Chapter 2: Strategic Use of Information Resources

Pages 34 and 35- Evolution of Information Systems

The Eras Model is confusing. Instead of putting the definitions of what the model is into paragraphs, they will be defined at the beginning of the paragraph. By introducing the terms at the start of the section, the reader will not have to sift through paragraphs of text to find a definition.

Figure 2.1 will be moved to the beginning of the Evolution of Information Systems from page 35 to 34, so the reader can see a visual chart before the theories are introduced.

Page 39-Bargaining Power of Suppliers

“Suppliers’ bargaining power can reduce a firm’s options and ultimately its profitability. Suppliers often strive to “lock in” customers through the use of systems (and other

mechanisms). For example, there are many options for individuals to back up their laptop data, including many “cloud” options. The power of any one supplier is low because there are a number of options. But Apple’s operating system enables easy creation of backups and increases Apple’s bargaining power. Millions of customers find it easy to use the iCloud, and they do” (Galletta, Pearlson, Saunders, p 39, 2015). While many customers use Apple’s cloud service, information managers need to be aware of the risks of cloud storage systems. While Apple’s system has proved successful, security risks and data breaches could lead to Apple losing their bargaining power. Information managers need to be prepared to handle privacy breaches that could lead to skepticism from the users using their system.

Page 39- Threat of Substitute Products

“GPS systems have become substitutes for paper maps, digital cameras have made film and film cameras obsolete, and MP3 music has sharply reduced the market for vinyl records, record players, CDs, and CD players. Free Web-based applications are a threat to soft- ware vendors who charge for their products and who do not have Web-based delivery. Revolutions of many kinds and levels of maturity seem to be lurking everywhere. Cloud services are a substitute for data centers. Uber offers a substitute for taxicabs...” (Galletta, Pearlson, Saunders, p 39, 2015). Ebooks offer a substitute to paper books. Online serial subscriptions offer an alternative to paper journal subscriptions for Academic libraries. “Managers must watch for potential substitutes from many different sources to fully manage this competitive threat” (Galletta, Pearlson, Saunders, p 29, 2015).

Page 42- Competitive Advantage. Using Information Resources to Alter the Value Chain

Supply Chain Management, Enterprise Resource Planning, and, Customer Relationship Management need to be mentioned at the beginning of the section, for easier reading comprehension.

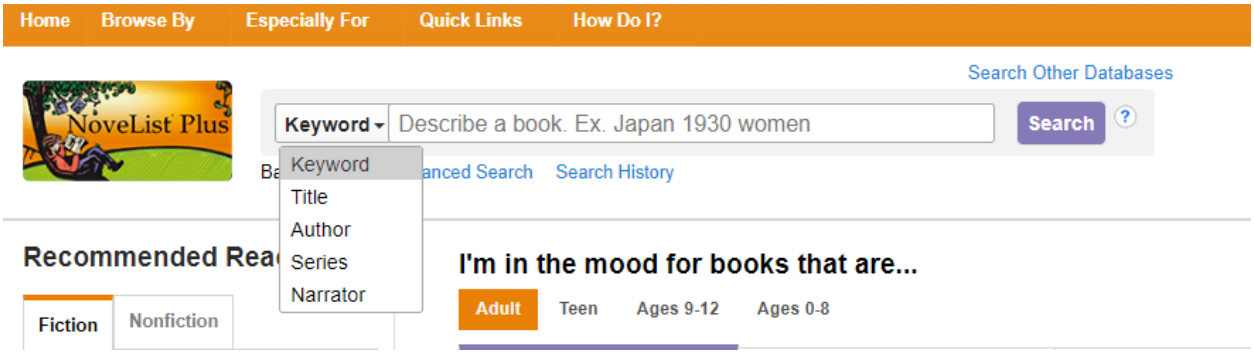
Page 42 – These examples provided to explain supply chain management, are very business focused, and the field of Information Management includes librarians as well. I am adding an example of supply chain management in a library context.

Example to be added: Supply chain management is a theory that can be applied to many different fields. In public libraries, making collections into floating collections is an example of supply chain management. Floating collections consist of library items that do not have a permanent allocated location. In a floating collection model, a library item will stay at the branch it is returned to. Floating collections allow for materials to be better distributed throughout branches and ensure items do not sit stagnant on shelves.

Page 44-45 Sustaining Competitive Advantage

"It would not be wise to stop there, however. The firm should continue to seek ways in which IT can improve offerings or service to customers. And the firm should go beyond those steps, focusing on how it might change its entire industry. One example is the way in which Netflix continued to speed its DVD delivery service while focusing on movie streaming, a technology that will someday make the delivery service obsolete. Netflix was more than aware that its revenue was falling every quarter, but it expected and embraced the shortfall with its strategic move into streaming. Given that other

services such as Amazon and many cable companies had begun streaming, Netflix has created original series offerings such as House of Cards and Orange Is the New Black" (Galletta, Pearlson, Saunders, p 44, 2015). A second example, is the use of online readers advisory software's in public libraries. Readers advisory is the process of suggesting book titles to library customers. While, traditionally done in person, software's now exist that will suggest read-alikes to customers. One software, Novelist, allows users to search for books with themes by keyword, title, author, series, and narrator (Novelist, 2018). Libraries that allow for customers to access book recommendations after hours, are sustaining competitive advantage by offering what was once service limited to business hours.



An example of the landing page for the resource Novelist.

Page 45- Using the Resource Based View: Overall, the page is too text heavy. The Resources to attain competitive advantage section will be broken up into two paragraphs.

Page 47-Zara and RBV

“In terms of information capability, much of Zara’s value creation is from its valuable and rare IT management skills. Zara’s relationship skills also serve as a tool for value creation and sustainability. Overall, Zara is able to create high value from its IT management and relationship skills. It would be moderately to extremely difficult to substitute, imitate, or transfer them” (Galletta, Pearlson, Saunders, p 47, 2015).

Added section on change management

While, non-transferable skills can lead to an organization remaining sustainable, information managers need to be wary of the fact they may be building skills that cannot be used elsewhere. Information managers, should focus on building skills that are relevant to their current positions, while being aware that circumstantial changes could lead to them and their organization needing to acquire new skills.

Information Managers who are building specific skill sets, need to develop their change management skills. Change management skills that Information managers need to develop are:

Communication Skills: Being able to communicate what change is and why it is happening to the members of an organization. (CCL, 2018)
Collaboration Skills: Being able to guide an organization through change by bringing colleagues together. (CCL, 2018)
Committing: Being able to take risks and try new strategies. (CCL, 2018)

Page 50-Co-Creating IT and Business Strategy

“For companies whose main product is information, such as financial services companies,libraries, and data companies, it’s clear that information management is the core of the business strategy itself” (Galletta, Pearlson, Saunders, p 50, 2015).

Chapter Five: Information Systems and Business Transformations

Page 101-Functional (Silo) Perspective

“When an organization has silos, departments are organized on the basis of their core competencies. Specialized silos allow them to focus on what they do best. For example, the operations department focuses on operations, the marketing department focuses on marketing, and so on. Each major function within the organization usually forms a separate department to ensure that work is done by groups of experts in that function. This functional structure is widespread in today’s organizations” (Galletta, Pearlson, Saunders, p 101, 2015). An example of a Silo structure in the workforce, is that of a public library. Public libraries traditionally consist of a circulation department and an information services department. The circulation department deals with processing returns and handling customer account issues. The information department deals with reference questions. The two departments have different staff who are qualified to work in each department. There is generally little cross over between the work a circulation staff member does and the work an information services worker does, due to a difference in qualifications. Some public libraries are moving towards a business process perspective, where circulation services can be performed at the information desk, to allow customers to be served at one desk. One of the considerations when

switching from a Silo structure to a Business Process Perspective structure, in any organization, is that job descriptions will have to be revaluated. Certain positions require certain levels of experience and education, and these roles and their pay grades will need to be evaluated if different staff will be taking on more responsibilities.

Page 101: Functional (Silo) Perspective

Figure 5.1 is in a weird location on the page. I will be moving figure 5.1 directly under the first paragraph on page 101. This way, the chart is right next to the sentence where it says to look at figure 5.1.

Page 102: Functional (Silo) Perspective

“After all, a business’s main objective is to create as much value as possible for its shareholders and other stakeholders by satisfying its customers to stimulate repeat sales and positive word of mouth” (Galletta, Pearlson, Saunders,p 102, 2015). Value can be measured by revenue, how many people use an organization, and, how satisfied customers are with a product.

Page 102/103: Business Process Perspective

I will be moving chart 5.2 to the top of the introductory paragraph for business process perspective and be moving chart 5.3 from page 103 to page 102, so the reader sees it before it is mentioned.

Page 110- Enterprise systems

“Information technology is a critical component of almost every business process today because information flow is at its core. A class of IT applications called enterprise

systems is a set of information systems tools that many organizations use to enable this information flow within and between processes across the organization" (Galletta, Pearlson, Saunders, p 110, 2015). An example of an enterprise system is a workplace's intranet. "An intranet is a private network that can only be accessed by authorized users. The prefix "intra" means "internal" and therefore implies an intranet is designed for internal communications" (Christensson, 2015). The Intranet allows users to share policy updates, meeting notes and job postings, quickly and centrally, so that workers know where to find all organizational information.

Page 113-Managing Customer Relationships

"Customer relationship management (CRM) is a set of software programs that supports management activities performed to obtain, enhance relationships with, and retain customers" (Galletta, Pearlson, Saunders, p 113, 2015). CRM'S can be very useful in aiding to provide good customer service. Cognitive expert advisors are an example of a CRM that can be used to enhance relationships with customers. Cognitive expert advisors, are a form of artificial intelligence, used to provide users of a system with recommendations and relevant information, like the subject they are engaging with. (Trotter, 2017) These systems help customers receive suggestions without having to engage with a person, however, information managers need to be careful not to base user experience off perceived repeated use of a system. Information managers need to continue to engage with customers and figure out what is working in a system and what is not.

Part Two: Case Study 1-1 Innovative Technologies for Modern Public Libraries

An urban public library system was in the process of opening a new satellite branch in the downtown urban core of the municipality. It was decided that the new branch needed new technological innovations to make book returns easier. The director of operations for the new branch, decided to install an AMH- automatic handling system into the library.

The AMH is a machine installed into the design of the new library. The AMH consists of a conveyer built, which users put library materials onto, to return them. There are two book return slots on the outside of the building, and two on the inside. To use the AMH, the library customer puts their materials into one of the book return slots on the outside. The materials are then transported on the conveyer belt, up into the ceiling, on tracks, which end in the circulation workroom. The items come out on the conveyer belt in the workroom, and are then checked in. Each item is equipped with an RFID tag, and when the item passes through a sensor in circulation, is checked in, and sent into the appropriate sorting bin.

The AMH machine was put into operation the grand opening day of the new library. Within minutes of being used, the AMH stopped working. There were various issues with the design.

First, the AMH was originally created to lift books up into the tracks vertically, and not horizontally. This resulted in books falling out of the tracks, despite it having been designed to keep them firmly pressed in place, in a vacuum hold. Second the AMH had

only been tested a few times, and with smaller volumes of materials. The machine was not properly tested to withhold the volumes of materials brought back on opening day. Third, the AMH was designed so that only individuals with a forklift could get into the ceiling to remove items. The AMH's tracks are hidden in the ceiling, to be aesthetically appeasing. Due to the vertical lift of the AMH going into the ceiling, and the fact it was built into the building, only specific people could retrieve jammed items. Fourth, the AMH was implemented without policy and procedures. The staff working with the machine, had to troubleshoot, and come up with ideas on a whim to stop the backlog of materials, and figure out how to stop the machine from jamming.

The AMH was the subject of a lot of anticipation, but its immediate inability to work, left customer and staff frustrated. The AMH was supposed to streamline check ins, and sorting, allowing circulation staff to focus on other things. Circulation staff, ended up consequently spending hours focusing on the AMH and nothing else. The AMH caused major delays in items being returned and checked in, because they kept getting stuck in the ceiling. Staff were putting up out of order signs all the time, to the frustration of customers, who wanted to know why such an expensive system did not work.

The AMH design was worked on in the year following the opening of the new library. Some of the changes made to solve problems included items being held in the tracks horizontally, so they could not fall out of the machine, bumpers being installed so items did not fall off turns in the ceiling and get stuck, and multiple sections of the machine being redesigned. The AMH, while a massive technological advancement, caused significant problems and major budget issues in its first years. The AMH system was

going to be implemented in different library branches, but after seeing the outcome at the satellite branch, it was decided it would no longer be used elsewhere.

Questions

1. The AMH was designed to make checking in materials faster, so staff could focus on other duties. The AMH ended up taking up most of the staff's time. Is the implementation of advanced technology, worth the risk that it could fail?
2. Do traditional methods used, such as checking in items by hand, need to be changed?
3. What are some of the risks that come with implementing modern technology that is not properly tested?
4. Could the system failing have been prevented? Why or why not?
5. What are some change management skills that would have aided a circulation staff member in working this this machine?

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