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The Open Group IT4IT Reference
Architecture, Version 2.0, an Open
Group Standard, provides a vendor-
neutral, technology-agnostic, and

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industry-agnostic reference architecture for managing the business of IT. The Open Group IT4IT Reference Architecture standard comprises a reference architecture and a value chain-based operating model. The IT

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Value Chain has four value streams supported by a reference architecture to drive efficiency and agility. The four value streams are:
Strategy to Portfolio Request to Fulfill Requirement to Deploy
Detect to Correct Each IT Value

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Stream is centered on a key aspect of the service model, the essential data objects (information model), and functional components (functional model) that support it. Together, the four value streams play a vital role in helping IT control

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the service model as it advances through its lifecycle. The IT4IT Reference Architecture: Provides prescriptive guidance on the specification of and interaction with a consistent service model backbone (common data

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model/context) Supports real-world
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use-cases driven by the Digital
Economy (e.g., Cloud-sourcing,
Agile, DevOps, and service
brokering) Embraces and
complements existing process
frameworks and methodologies

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(e.g., ITIL® , CoBIT® , SAFe, and TOGAF®) by taking a data-focused implementation model perspective, essentially specifying an information model across the entire value chainThe audience for this standard is: IT Professionals who

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are responsible for delivering
services in a way that is flexible,
traceable, and cost-effective IT

Professionals / Practitioners who
are focused on instrumenting the
IT management landscape IT
Leaders who are concerned about

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their operating model Enterprise
Architects who are responsible for

IT business transformation Topics
covered include: An introduction to
the standard and the purpose of the
IT4IT work Key terminology of the
standard An introduction for

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executives and others introducing
the IT Value Chain and IT4IT

Reference Architecture concepts
IT4IT Core, which defines the
structure of the IT4IT standard as
well as the process and document
structure used by the IT4IT

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standard The Strategy to Portfolio
(S2P) Value Stream The
Requirement to Deploy (R2D)
Value Stream The Request to Fulfill
(R2F) Value Stream The Detect to
Correct (D2C) Value Stream
Background information on the

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standard.

Presents trends and techniques for
successful intelligent decision-
making and transfer of products
through digital signal processing.
Discusses wireless technology and
its deployment, methods to alter

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business processes to take
advantage of mobility, and portable
solutions for concerns such as
application gateways and security.

Information first: Integrating
Knowledge and Information
Architecture for Business

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from knowledge management and
information architecture to provide
a layer above the detail techniques
for seeing the big picture.

Encyclopedia of Information
Science and Technology, First
Edition

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Business Process Transformation

Mobilize Your Enterprise

Proceedings of the 2003

Symposium, October 7-9, 2003,

Stevenson, Washington

Enterprise Architecture A to Z

Handbook of Research on Global

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Management in the Digital
Economy

*The Open Group IT4IT™ Reference
Architecture, Version 2.1, an Open
Group Standard, provides a vendor-
neutral, technology-agnostic, and*

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industry-agnostic reference

*architecture for managing the business
of IT. The Open Group IT4IT Reference*

*Architecture standard comprises a
reference architecture and a value*

*chain-based operating model. The IT
Value Chain has four value streams*

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supported by a reference architecture to drive efficiency and agility. The four value streams are:

- Strategy to Portfolio
- Request to Fulfill
- Requirement to Deploy
- Detect to Correct

Each IT Value Stream is centered on a key aspect of the service

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model, the essential data objects

(information model), and functional

components (functional model) that

support it. Together, the four value

streams play a vital role in helping IT

control the service model as it

advances through its lifecycle. The

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IT4IT Reference Architecture:•

*Provides prescriptive guidance on the
specification of and interaction with a
consistent service model backbone
(common data model/context)•*

*Supports real-world use-cases driven
by the Digital Economy (e.g., Cloud-*

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sourcing, Agile, DevOps, and service brokering) • Embraces and complements existing process frameworks and methodologies (e.g., ITIL® , CoBIT® , SAFe, and TOGAF®) by taking a data-focused implementation model perspective,

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*Reengineering Information
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*essentially specifying an information
model across the entire value chain*
The audience for this standard is:

- *IT Professionals who are responsible for delivering services in a way that is flexible, traceable, and cost-effective*
- *IT Professionals / Practitioners who*

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*are focused on instrumenting the
IT management landscape • IT Leaders
who are concerned about their
operating model • Enterprise Architects
who are responsible for IT business
transformation* Topics covered
include: • An introduction to the

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*standard and the purpose of the IT4IT
work • Key terminology of the
standard • An introduction for
executives and others introducing the
IT Value Chain and IT4IT Reference
Architecture concepts • IT4IT Core,
which defines the structure of the IT4IT*

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standard as well as the process and document structure used by the IT4IT standard• *The Strategy to Portfolio (S2P) Value Stream*• *The Requirement to Deploy (R2D) Value Stream*• *The Request to Fulfill (R2F) Value Stream*• *The Detect to Correct (D2C) Value*

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*Stream • Background information on
the standard.*

*Enterprise architecture is leading IT's
way to the executive boardroom, as
CIOs are now taking their place at the
management table. Organizations
investing their time, money, and talent*

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in enterprise architecture (EA) have realized significant process improvement and competitive advantage. However, as these organizations discovered, it is one thing to acquire a game-changing technology but quite another to

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*discover ways to use it well. A project
of the Society for Information*

Management's Enterprise Architecture

Working Group and edited by Leon A.

Kappelman, The SIM Guide to

Enterprise Architecture provides

insights from leading authorities on

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EA, including John Zachman, Larry DeBoever, George Paras, Jeanne Ross, and Randy Hite. The book supplies a solid understanding of key concepts for effectively leveraging EA to redesign business processes, integrate services, and become an Information Age

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*enterprise. Beginning with a look at
current theory and frameworks, the
book discusses the practical
application of enterprise architecture
and includes a wealth of best practices,
resources, and references. It contains
the SIM survey of IT organizations' EA*

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activities, which provides important metrics for evaluating progress and success. Successful businesses exploit synergy among business functions and push the boundaries of process design. IT's cross-functional position uniquely qualifies it to lead process innovation.

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EA lets CIOs integrate technology with business vision and is the roadmap for implementing new systems, changing behavior, and driving value. This book explores the vision, foundation, and enabling technology required to successfully transform organizations

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with enterprise architecture.

*The book introduces the idea of
Coherency Management, and asserts
that this is the primary outcome goal of
an enterprise's architecture. With
submissions from over 30 authors and
co-authors, the book reinforces the*

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*idea that EA is being practiced in an
ever-increasing variety of
circumstances - from the tactical to the
strategic, from the technical to the
political, and with governance that
ranges from sell to tell. The
characteristics, usages, value*

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*statements, frameworks, rules, tools
and countless other attributes of EA
seem to be anything but orderly,*

definable, classifiable, and

understandable as might be hoped

*given heritage of EA and the famous
framework and seminal article on the*

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*subject by John Zachman over two
decades ago. Notably, EA is viewed as
an Enterprise Design and Management
approach, adopted to build better
enterprises, rather than a IT Design
and Management approach limited to
build better systems.*

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*Architecture and Patterns for IT
Service Management, Resource*

*Planning, and Governance: Making
Shoes for the Cobbler's Children*

*provides an independent examination
of developments in Enterprise*

Resource Planning for Information.

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Major companies, research firms, and vendors are offering Enterprise Resource Planning for Information Technology, which they label as ERP for IT, IT Resource Planning and related terms. This book presents on-the-ground coverage of enabling IT

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*governance in architectural detail,
which can be used to define a strategy
for immediate execution. It fills the gap
between high-level guidance on IT
governance and detailed discussions
about specific vendor technologies. It
provides a unique value chain*

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*approach to integrating the COBIT,
ITIL, and CMM frameworks into a
coherent, unified whole. It presents a
field-tested, detailed conceptual
information model with definitions and
usage scenarios, mapped to both
process and system architectures. This*

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*book is recommended for practitioners
and managers engaged in IT support in
large companies, particularly those
who are information architects,
enterprise architects, senior software
engineers, program/project managers,
and IT managers/directors.*

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The Enterprise Architecture IT Project
Enterprise Architectures and Digital
Administration

Business Information Systems:
Concepts, Methodologies, Tools and
Applications
Electronic Government

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*Integrated Design and Manufacturing
in Mechanical Engineering*

*A Systemic Perspective to Managing
Complexity with Enterprise
Architecture*

*Let us not go over the old
ground, let us rather*

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prepare for what is to come.

—Marcus Tullius Cicero

*Improvements in the health
status of communities depend
on effective public health
and healthcare
infrastructures. These
infrastructures are*

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*increasingly electronic and
tied to the Internet.*

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*Incorporating emerging
technologies into the
service of the community has
become a required task for
every public health leader.
The revolution in*

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*information technology
challenges every sector of
the health enterprise.*

*Individuals, care providers,
and public health agencies
can all benefit as we
reshape public health
through the adoption of new*

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*information systems, use of
electronic methods for
disease surveillance, and
reformation of outmoded
processes. However,
realizing the benefits will
be neither easy nor
inexpensive. Technological*

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*innovation brings the
promise of new ways of
improving health.*

*Individuals have become more
involved in knowing about,
and managing and improving,
their own health through
Internet access. Similarly,*

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Professional Books,

healthcare providers are

transforming the ways in

which they assess, treat,

and document - tient care

through their use of new

technologies. For example,

point-of-care and palm-type

devices will soon be capable

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*of uniquely identifying
patients, s- porting patient
care, and documenting
treatment simply and
efficiently.*

*This volume contains the
refereed technical papers
presented at ES99, the*

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Nineteenth *SGES*

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International Conference on
Knowledge-Based Systems and
Applied Artificial
Intelligence, held in
Cambridge in December 1999.

The papers in this volume
present new and innovative

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*developments in the field,
divided into sections on
knowledge engineering,
knowledge discovery, case-
based reasoning, learning
and knowledge representation
and refinement. This is the
sixteenth volume in the*

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*Research and Development
series. The series is
essential reading for those
who wish to keep up to date
with developments in this
important field. The
Application Stream papers
are published as a companion*

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volume under the title

Applications and Innovations

in Intelligent Systems VII.

Spillover of Adsorbed

Species: International

Symposium Proceedings

To provide structure and

transparency to the complex

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world of IT, Enterprise
Architecture was created.

However, we created
complexities within
Enterprise Architecture with
Frameworks that are not
easily understandable and
purposefully implementable.

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*In this book, Nagesh and
Gerry help to turnaround
Enterprise Architecture*

*organizations. They
introduce a simple IDEA
Framework that is based on
common practices and
investments within IT*

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organizations. The Ten
Systems Hewlett Packard
deliverables presented in
this book bring structure

and clarity to IT

organizations that are

10-people IT shops and 1000+

IT staff enterprises alike.

This book is not an ivory

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*tower work, it is
actionable, applied*

*Enterprise Architecture. It
is also a healthy dose of EA
tough love. If you want to
know why EA fails, read the
second chapter. It is
introspective, it does not*

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*blame external forces: the
not-my-fault syndrome. It
also does not blame, in fact
it hardly mentions,
technology. To be fair, the
Nagesh and Gerry do
recognize external
influences; however they are*

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viewed as risks that must be managed. Most corporations focus on this years budget, investments, and rewards. The same focus rolls downhill to the Information Technology department. If the IT department has not

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*successfully communicated
the budget and managed to
spend it within the limits
(10% variance), everything
else may seem irrelevant.*

*Eventually, Nagesh and Gerry
started looking through
current IT systems and IT*

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*assets to understand: (a)
where the current funds were
being invested, (b) how
these investments jelled or
were mandated because of the
previous investments that
had been made by IT, and (c)
how the companys business*

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*priorities aligned with
future technology needs,
including the need to meet
compliance requirements.*

*Considering and discovering
the answers to these three
questions led Nagesh and
Gerry to develop a*

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*definition of Enterprise
Architecture that was based
on technology investments*

*Investment Driven Enterprise
Architecture (IDEA)*

*Framework. The purpose of
the IDEA Framework is to
provide guidance on how the*

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corporations future

technology will be drafted

and communicated. Its method

is to utilize actual

systems, hardware, people,

and business functions in

order to establish

boundaries within which the

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IDEA Framework will work.

*The structure of the IDEA
Framework differs from that
of many others because it
consists of key deliverables
that fit into day-to-day
activities and it
accommodates an enterprise-*

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*wide strategic plan. It also
provides for the much-needed
interaction between these
key deliverables and
facilitates contributions
from key stakeholders across
Business Units and the
various IT departments. In*

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*essence, the IDEA Framework
takes the key deliverables,
stakeholders, and
organizations and
demonstrates how they
dynamically function
together.*

The IT4IT™ Reference

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Enterprise Transformation
CE00 Proceedings*

*Concepts, Methodologies,
Tools and Applications
Spillover of Adsorbed
Species: International
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Advantage Through Wireless
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*Proceedings of the Third IDMME
Conference held in Montreal,
Canada, May 2000
Comprehensive coverage of*

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*critical issues related to
information science and
technology.*

*In this book, noted expert
Melissa A. Cook shows you how
to put business management
back in charge of processes and*

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information, using easy-to-understand principles that have worked since antiquity. Whether you are an executive manager or a technical professional, you can use these principles to integrate the enterprise with information

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*systems that are more flexible,
less complex, less expensive,
and fully supportive of your
business process reengineering
efforts. Building Enterprise
Information Architecture is, in
short, field guide for taking*

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*control of information technology
and making it serve your bidding
- instead of the other way round.*

*Information is seriously
undervalued and underused as a
corporate resource. The
pressures of global competition*

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*and a growing dependence on
information technology mean that
the effective use of information is
more important now than it has
ever been. This book is a
fundamental guide for unleashing
information potential, by*

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*combining the discipline of
information architecture with the
power of knowledge*

*management, to drive
organizational changes. Instead
of unlocking the potential of
information, people are drowning*

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*in detail. Current books only
approach this subject from an
information technology*

*perspective. This book combines
techniques from knowledge
management and information
architecture to provide a layer*

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*above the detail - techniques for
seeing the big picture.*

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*General Technical Report PNW-
GTR*

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Resources

Information technology
architecture needed to guide
NASA's financial management
modernization.

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*Toronto, Canada, 27 - 28 April
2011*

*VI Preface Linz, August 2004 Roland
Traunmüller Roland Traunmüller,
University of Linz, Austria VIII Program
Committee Program Committee IX
Bartosz Nowicki, Rodan Systems, Poland*

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*Mariusz Momotko, Rodan Systems,
Poland Robert Müller-Török, University
of Debrecen, Leipzig, BBVL, Germany*

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*Public Administrations - A Case Study .
The basis for an Enterprise Architecture
IT project comes from the identification
of the changes necessary to implement the
enterprise or organisation's strategy, and
the growing information needs arising
from this, which increases the demand
for the development of the IT system. The*

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development of an IT system can be carried out using an urbanisation approach i.e. building an IT system using the metaphor of a city. This concept is based on the fact that in constructing or reorganising information systems, the reconstruction and modernisation involves permanent elements, as are found in a

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city. Although relatively new, this approach has been successfully employed in a number of projects over the past few years. The practical approach given in this book allows enterprises or organisations trying to safeguard the efficiency of their IT system, while minimising costs and risk, to implement

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the theory and put it into practice.

Driven by the need and desire to reduce costs, organizations are faced with a set of decisions that require analytical scrutiny. Enterprise Architecture A to Z: Frameworks, Business Process Modeling, SOA, and Infrastructure Technology examines cost-saving trends in

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*architecture planning, administration,
and management. To establish a
framework for discussion, this book
begins by evaluating the role of
Enterprise Architecture Planning and
Service-Oriented Architecture (SOA)
modeling. It provides an extensive review
of the most widely deployed architecture*

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*framework models. In particular, the
book discusses The Open Group
Architecture Framework (TOGAF) and
the Zachman Architectural Framework
(ZAF) in detail, as well as formal
architecture standards and all four layers
of these models: the business architecture,
the information architecture, the solution*

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*architecture, and the technology
architecture. The first part of the text*

focuses on the upper layers of the

architecture framework, while the second

part focuses on the technology

architecture. In this second section, the

author presents an assessment of storage

technologies and networking and

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addresses regulatory and security issues. Additional coverage includes high-speed communication mechanisms such as Ethernet, WAN and Internet communication technologies, broadband communications, and chargeback models. Daniel Minoli has written a number of columns and books on the high-tech

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industry and has many years of technical hands-on and managerial experience at top financial companies and telecom/networking providers. He brings a wealth of knowledge and practical experience to these pages. By reviewing the strategies in this book, CIOs, CTOs, and senior managers are empowered by a

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*Reengineering Information
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*set of progressive approaches to designing
state-of-the-art IT data centers.*

*This landmark book begins with the
premise that an organization must often
fundamentally transform its business
practices and organizational culture to
fully align with and realize the value of
product and process innovations. The*

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*methods and practices that are set forth
give readers the tools to create the
essential organizational transformations
needed to meet the challenges of a
complex, rapidly evolving global economy.
Enterprise Transformation is organized
into four parts: * Introduction to
Transformation begins with an*

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*introduction and overview of the book. It then features a systems-oriented view of transformation as well as a theoretical perspective on the forces that propel transformation and the nature in which transformation is pursued. * Elements of Transformation addresses issues of transformational leadership and*

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*organizational and cultural change. Next, it examines transformation principles and case studies relevant to manufacturing, logistics, services, research and development, enterprise computing, and quality management. * Transformation Practices focuses on transformation planning and execution, financing,*

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*bankruptcy, tax issues, public relations,
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*Transformation Case Studies features
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academia with an overview of*

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fundamental change at Georgia Tech.

These case studies demonstrate the application of principles and practices and their results. The authors of this contributed work are senior executives, leading consultants, and respected academics. Their experience in leading enterprise transformation and supporting

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addresses how to

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effectively implement
teaching technologies
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boundaries. The scholarly
dimensions of belief,
inquiry, argument, and
reflection in information

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systems are presented with attention to educational theories of metacognition, technology literacy, and community informatics. Training for e-business and public agency work are

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discussed to better equip
instructors for the
distinctive information
needs of these sectors."

The 2003 symposium of
systems analysis in forest
resources brought together

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researchers and
practitioners who apply
methods of optimization,
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science, and systems
analysis to forestry
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10th symposium in the
series, with previous
conferences held in 1975,

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organized into five
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fire suppression, fire
planning, and fuels

management; (5) harvest

scheduling; and (6) mill

supply and forest product

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markets.

Alexis Papathanassis

postulates that ICS ought
to be treated as a complex
and demanding management
process and that it should
be acknowledged as a key

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enabler of merger value
realization. The

application of his "Post-
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framework" (POMICS) on a
real-life post-merger

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integration situation in a
tourism company serves as
a validation and as an
illustration of the
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Research and Development
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**Organizational complexity
is an unavoidable aspect
of all businesses, even**

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larger ones, which can
hinder their ability to
react to sudden or
disruptive change.
However, with the
implementation of
enterprise architecture

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(EA), businesses are able
to provide their leaders
with the resources needed
to address any arising
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large-size organizations
in the private sector

(such as banks, airlines
and auto industries) and
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government organizations

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and military services in
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Transformation. Processes

are interpreted broadly to

include operational and

managerial processes

within and between

organizations, as well as

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those involved in
knowledge generation.

Transformation includes
radical and incremental
change, its conduct,
management, and outcome.
The editors and

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in actor-network theory
were first written on
paper. Since then, the
Information and
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Technologies (ICT)
community has begun to

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discover the power of
using actor-network
theory as an explanatory
framework for much of
its research. This
research community has
come to an understanding

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that information systems
are, of necessity, socio-
technical in nature and
require a socio-
technical approach to
their investigation.

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in actor-network theory,
researchers can now
approach people and
technology as one single
entity that gives
support to social
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for socio-technical

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greatly on information
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Implementation and use
of information and
communication
technologies inevitably
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This publication
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