bright, the future belongs to ESs". Being trained as a sceptical researcher and a pessimist by nature, I found myself having difficulty in agreeing entirely with his views and having some sense of disappointment with his failure to provide a critical view of ESs. For example, the book is keen to sell the idea of ESs but fails to give equal and fair consideration about the possible consequence of adopting the systems. Davenport may argue that this is not an accurate comment since he did discuss the consequences of ESs in his book, but if one examines closely, the discussions were based on the assumption that these would only happen when the management fails to prepare and consider the guidelines listed in the book. In addition to the above the principles and issues addressed in this book are not particularly new (indeed, they appear not to be very different from his earlier work), and adds little to the established IS management literature.

From the established information systems literature we learn that the consequences of an information system adoption do not only rely on the management's ability to get principles right (i.e. strategy, planning, re-engineering) but also rely on the management's ability to act *in situ*. This is because to be able to plan in advance only promises a relatively smooth implementation process and certain degree of organisational integrity. To ensure organisations can turn any situation in their favour requires that managers use their ability to prepare and act on contingency plans. Such issues, however, were not addressed and emphasised enough in the book.

In conclusion, Rowley's book is largely concerned with controlling access to information through classification and the use of appropriate information technologies. There is not a specific concern with the human element. Again, Boisot's text, although presenting a coherent theory, can be criticised for not successfully incorporating ideas of human agency. And while Davenport is noted for his work in human-centred information management, this text cannot be in that category. In sum, although each of the books succeeds on their own terms and will be of interest for their different audiences, each lacks an explicit focus on the problems associated with the human dimensions of information technology.

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Information Systems Strategic Management: An Integrated Approach
Steve Clarke
Routledge
London
2001
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Steve Clarke's book attempts to go beyond a standard textbook mould and includes ideas, particularly the critical approach, that are less prominent in

business and IS (IS) domains. Does it achieve its aim? Overall, yes, it does, although critical perspective could have been developed further. This is not an IS strategy (ISS) book written purely from the critical perspective. Rather, it is an overview of different perspectives, with critical thinking flavouring some of the chapters, and culminating in the last chapter. This is exactly what the author says he set out to do, i.e. to provide a theoretically and empirically grounded approach to ISS, and to do justice to all strategic developments considered relevant to the IS domain, ranging from the planned and political to the totally participative and emancipatory.

The main argument of the book is that IS are a mixture of social and technical aspects that must be seen within a broader organisational context, and that the IS strategic management (ISSM) should reflect this. This is a point of view that I share, thus I will not attempt to dispute it here. The question is – are the arguments in support of it well developed? The answer is yes, within limitations of a textbook.

This is a textbook written for masters and undergraduate students. Thus, this review will look at the merits of the book's ideas as well as its usefulness for teaching purposes.

With its very first page the book attempts to grab the student's attention – and introduces a short case study that illustrates the main points of the chapter. This is an interesting approach that should appeal to students. Case studies pop up throughout the book. Unfortunately, they are extremely short, as their aim is to demonstrate a particular argument. This leads to over-simplifications, and does not allow for alternative interpretations. Overall, however, the book structure lends itself well to teaching purposes, with clear introductions to chapters, summaries, learning objectives, as well as different exercises. Written in a concise, clear way, the book's message is pitched at an appropriate level for its target audience.

The book is divided into three parts, with the first one devoted to strategic management and IS. Curiously, there is no definition of IS, and no discussion of the implications of different types of systems (e.g. organisational, inter-organisational or global) for the development of strategies. The chapter immediately focuses on IS development (ISD). Although Steve Clarke presumes that the reader has some knowledge of IS and corporate strategy, a brief introduction to IS might have been useful. Nevertheless, the main trends in ISD are well covered. Equally, the corporate strategy is given a thorough overview.

What, perhaps, differentiates this work from other textbooks in this area is that not only it brings together IS and corporate strategy, but that it also grounds them in social theory concepts. These concepts are successfully introduced in chapter three. Where the chapter disappoints is in its treatment of critical theory. Somehow, the clarity with which the book has been written so far slightly fails the author. A number of concepts touched upon beg further explanations. These, thankfully, are delivered in the last chapter of the book. I was also disappointed with the focus on Habermas' theory of knowledge constitutive interests. So many authors in IS seem to follow it indiscriminately. However, again, the last chapter dispelled my disappointment. Clarke introduces and uses other strands of critical theory and he considers the narrow

focus on some of Habermas' ideas as needlessly limiting. It is so good to see a different approach to critical theory. It would have been even better if Clarke presented his ideas in greater depth. However, this is a textbook which aims to introduce different perspectives, not just one. What perhaps might have given the book an additional interest, is a longer case study (real or fictional) that would have illustrated the ideas in practice. Failing this, more references to books that offer a practical approach to critical theory, for example; Alvesson and Willmott, and Alvesson and Deetz (2000), might have been beneficial.

Part two of the book critically reviews key issues in the strategic management of IS. Clarke sees IS as embedded in organisational structures and cultures, and points out that the overemphasis on technical aspects of IS often leads to projects' failures. He offers a refreshing point of view on strategic alignment and competitive advantage, demonstrating that sustainable advantage from IS comes not from the technology but through its use in the organisational context. Furthermore, he argues that IS strategic management should be based upon information requirements not IT or even IS. He promotes a view that it is difficult to plan for competitive advantage from information, and thus it is better to try to strategically manage information more effectively and accept the advantage it gives. Discussing IS change management ideas, he emphasises the importance of understanding and matching the organisational structure and culture to the change management style, and calls for human activity factors to be given more weight.

These ideas are then taken further in the third and key part of the book. Drawing on works of Mintzberg (1987) and Orlikowski and Hofman (1997), Clarke suggests that people talk about strategies in one way, i.e. as a plan with fixed steps to achieve a known goal, while implementing them in another, more *ad hoc* way, to accommodate unforeseen circumstances. Since the technologies to be implemented and their organisational "impact" cannot be predicted, therefore a flexible approach to IS strategy is preferable to a planned one. Strategy must be able to deal not only with routine, foreseeable events, but also to react to "discontinuities", once they are identified. A key issue for ISSM is the choice between strategy as discovery (emergent, based on patterns of activity) and strategy as a plan (or design). Clarke concludes that ISSM should include both approaches to fit organisational form and context. He points out that strategies are not objective products of scientific planning, but they emerge through a subjective understanding of realities and organisational goals, and thus they should be forged in a strongly participative way. The concept of participation is the key to Clarke's vision of critically-led ISSM. Through (critical) participation of all those involved and affected by the system, boundaries of the system may be established, normative content of the system "design" can be exposed, and fixed patterns of thinking and taken for granted assumptions might be revealed. How this can be achieved, Clarke does not elaborate upon (beyond offering yet another framework), but refers the reader to other texts. Despite this, he does highlight important issues and poses questions that should be considered in strategic management of IS.

Overall, the book offers a good synthesis of IS domain and corporate strategy, giving them a distinct critical flavour. What is more, it does not shy

away from addressing important and often controversial issues in ISSM. It is well structured and written in an accessible language. It should prove to be an informative source for undergraduate and postgraduate students.

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Surveillance Society: Monitoring Everyday Life

David Lyon
Open University Press
Buckingham
2001
200 pp.
ISBN: 0335205461
£15.99

David Lyon's *Surveillance Society: Monitoring Everyday Life* is a welcome and timely extension of his earlier book, *The Electronic Eye: The Rise of Surveillance Society* (1994). I remember reading the latter on its publication in 1994, when I was embarking upon a PhD about surveillance in organizations. At the time, I had not quite realised the significance of the growth in IS and their corresponding infrastructures in terms of surveillance and, on finishing the book, I did not leave the house unless I had to, paid for everything in cash, and flitted from bush to bush when shopping in my local high street, for several weeks afterwards. Now I am older, wiser (arguably), and more cynical, the extent to which citizens of the Western world are surveilled does not surprise me any more, but having worked with surveillance-interested academics from across the spectrum of the social sciences, I am still left awestruck at the audacity some organizations have in the depth of personal data they attempt to collect and use to perpetuate themselves. After having read this book, the feeling remains.

The point is that as consumers, workers, and citizens, we leave an electronic trail of our movements and actions as we proceed through the spaces and places where we live, work and play. One of Lyon's main arguments in *The Electronic Eye* was that any information society is a surveillance society (because of its capacity to collect and process personal data for the purposes of managing those whose data have been gathered), and the considerably shorter *Surveillance Society* pursues, augments and updates this further. While the former was a *tour de force* in terms of an articulation of the history, trends (which, at the time,