

Chapter 3: IT Impact on Organizations

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| <p>1) What do commentators mean by arguing that “we are in the midst of an economic transition from the industrial economy to a global network economy that promises to be just as profound as the transition from the agrarian economy to the industrial economy during the latter half of the nineteenth century”? (p 81)</p> <p>2) What is your analysis of the position stated in question (1) above?</p> <p>3) What can you present in favor of the argument that managers “must determine how to best align the organization with the environment and the chosen strategy to quickly and effectively ‘sense and respond’ to opportunities and threats?” What’s so special about our current environment that it needs such responsiveness?</p> <p>4) Summarize how the text authors explain the reasons for the demolition of hierarchies in business organizations in the late 20th century.</p> <p>5) What are the contradictions that face managers trying to match the flexibility of the small, loosely structured enterprises with the efficiencies of large, centrally controlled and clearly structured organizations?</p> <p>6) Summarize the problems faced by LeapFrog in the 1990s and early 2000s.</p> <p>7) How did the inadequacy of information processing interfere with the success of matrix-management techniques?</p> <p>8) Summarize and analyze the problems faced by Barings Bank in the mid-1990s.</p> <p>9) What happened at Société Générale in January 2008? Why?</p> | <p>10) How would you have prevented the problems at Barings Bank and at Société Générale (questions 9 & 10)?</p> <p>11) Summarize the controls used in hierarchical management structures to ensure good results.</p> <p>12) In what sense does “empowerment” conflict with the principles of hierarchical controls?</p> <p>13) Discuss the three lessons summarized on pp 87-88: (a) Speed Counts, but Not at the Expense of Control; (b) Empowerment is not Anarchy; and (c) Transforming an Organization Requires More Than Just Changing the Structure.</p> <p>14) Explain what is meant by the assertion, “... organizations are information processing systems.” (p 88)</p> <p>15) Describe what happened to Frito-Lay and the lessons learned.</p> <p>16) How do “operating processes” and “management processes” interact for success?</p> <p>17) What is the role of information creation, transfer, and management in ensuring organizational flexibility and control?</p> <p>18) How did Phillips Petroleum go overboard in trying to control decision making? How did they eventually resolve their problems?</p> <p>19) Explain the meaning of Prof Kabay’s repeated (obsessive, neurotic, irritating, incessant) insistence that we consider both INFORMATION and TECHNOLOGY when thinking about how IT can serve the strategic interests of an organization. What <i>is</i> the man going on about??</p> |
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