

Link 9.4 Answers to Exercise 9.1

1. What is the primary reason for organizational change?
 - Organizations need to change in order to survive.
2. What effect does incremental change have on organizations?
 - Incremental change improves efficiency.
3. What is the aim of transformational change?
 - Transformational changes aim to improve effectiveness.
4. Name the four organizational dimensions that are affected by organizational transformation.
 - Strategy.
 - Infrastructure.
 - Business processes.
 - Cultural practice.
5. Name the four types of organizational infrastructure.
 - Geographic.
 - Functional.
 - Informal.
 - Technical.
6. Explain the purpose of infrastructure.
 - An infrastructure implements control mechanisms within which to manage resources and coordinate interaction between people, systems and technology.
7. How might changes to business processes impact information?
 - When a business process changes, different data may need to be input to the business process, and different data may be created by or output from the business process.

8. List the three ways that organizational growth can be measured and provide an example of each.
 - Internal organizational parameters, for example, number of staff employed.
 - Organizational performance, such as the number of sales.
 - Organizational relative performance, for example, percentage of market.
9. If Match Lighting decides to outsource production, what information will Match Lighting need?
 - Information to identify potential organizations.
 - Information to form the outsource agreement (including the quantity and quality of the products required).
 - Information to monitor the process.
10. How might the information resource be affected if an organization seeks to increase capacity through diversification?
 - A strategy of diversification requires additional information to be captured about the new products or services, and markets in which the organization plans to trade. This will increase the volume of information to be managed.
11. List four ways in which information might be affected by an organization's plans to increase capacity.
 - Increase in volume of information.
 - Different information may be required.
 - Different types of information may be required.
 - Different characteristics (qualities) of information may be required.
12. How might the IT infrastructure be affected by an increase in the volume of information to be processed?
 - The infrastructure design will no longer be the optimal design to satisfy the organization's requirements and will need to change. Additional IT technology may be required to capture and process the information and the location and links between devices may need to change.
13. Explain how information is used in the four stages of merger.
 - Assessment stage. Identify the needs of the organization, identify potential partners and assess feasibility of the merger.
 - Planning and design stage. Design the new merged enterprise, its structure and its information requirements.

- Implementation stage. Communicate and monitor the changes that take place as the new organizational design is implemented.
- Development stage. Create the plans for the new enterprise and define criteria to monitor the progress of the plans.

14. Why is merging information from two organizations not a simple process?

- Merging information from two organizations is not a simple process because information only has meaning in context and the context of the two organizations will differ. A new merged context needs to evolve to give meaning to information in the new enterprise.

15. List three approaches to designing an information architecture for the merged organization.

- Develop a new information architecture to replace the existing architectures.
- Impose one of the information architectures from one of the merged organizations.
- Develop an intermediate mapping between the two separate information architectures.

16. Why is developing an agreed information architecture and IT infrastructure in the merged organization important?

- An agreed information architecture and IT infrastructure in the merged organization provide the foundation for shared procedures, create a shared context within which information can be interpreted and ratifies the merger.

17. Explain the difference between vertical and horizontal diversification.

- Vertical diversification involves a different stage in the product life cycle, moving backwards or forwards in the supply chain.
- Horizontal diversification involves the same product, or a different product at the same stage in the product life cycle, in a different market.

18. What is the purpose of a company's privacy policy?

- A company's privacy policy states whether a company can sell, transfer or share data with other organizations.

19. How does a change of leader impact information management?

- A change of leader may change the organizational strategy. This will change the information required by the organization. Different information, different levels of detail, different characteristics of information, or different presentation of information may be required by the new leader.

20. How is the leadership style influenced by the information available?

- If a leader has all the information they need, they may adopt an autocratic leadership style.
- If a leader has some of the information they need, they may adopt a consultative leadership style.
- If a leader has none of the information they need, they may adopt a participative leadership style.