Information Systems and Organizational Change (Classic Reprint)

By Peter G W Keen

Forgotten Books, United States, 2015. Paperback. Book Condition: New. 229 x 152 mm. Language: English . Brand New Book ***** Print on Demand *****.Excerpt from Information Systems and Organizational Change This paper discusses long-term change in organizations in relation to information systems. The aim is to explain why innovation is so difficult and to point towards effective strategies for managing the process of change. Many commentators have drawn attention to problems of implementation that result in systems being technical successes but organizational failures Urban (69), Grayson (23), Keen (32), Drake (18). Their analyses stresses the complexity of organizational systems and the social inertia that dampens out the intended effects of technical innovations. The growing body of research on implementation mainly deals with tactical issues: how to create a climate for change and build and institutionalize a specific system. This paper focuses on strategic questions: (1) What are the causes of social inertia? (2) What are the main organizational constraints on change? (3) What are the mechanisms for effecting change? The dilemma to be resolved is that effective implementation relies on incremental change, small-scale projects and face-to-face facilitation [Ginzberg (22), Vertinsky, et al. (71), Keen and Scott Morton (36)]. About the...

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