NOT IN ORDER AND NOT ALL SAME QUESTIONS. DO NOT COPYPASTA FUCKHEAD.  
-Love Sino.

Task 3.1: Review Questions 1, 2, 4, 6, 10, 13, 14, 15, and 16 on p. 479.

1.  According to Hammer, how does measurement of a task differ from measurement of a process?

Michael Hammer did extensive research on business process re-engineering for corporations. The measurement of a task concentrates on individual performance or productivity. Essentially, this is the measurement of one person doing one specific job. An example of task measurement is the number of calls a customer service representative handles each hour.

Conversely, the measurement of a process concentrates on group performance, essentially, measuring the outcome of a process. The measurement includes how long it takes to complete the process, as well as its accuracy and cost. Most processes have a sense of urgency. They are completed in a team; therefore, they are more intense, allowing for very little slack time.

2.  What elements of a football team make it a process-centric organization?

According to Michael Hammer there are several elements that make a football team process-centric. The first element is the fact that a football team has two processes: offense and defense. Both these processes have two process owners:  offence coordinators and defense coordinators. They select the players, train them, and script them. These process owners’ main concern is the performance of the process.

Another element of process-centric organization that is incorporated in a football team is a “position coach.” An example of this is a line coach, who trains and develops the athletes for specific tasks. The position coaches are concerned with the performance of the team members.

A final element is the head coach. This coach creates the organization and names the coaches and coordinators. He or she also creates the team culture, motivates players to play their best, and calls the plays during the game. The football team then plays the game in a self-directed manner.

4.  According to Kelly, what were the three rules given to the computer-generated bats in *Batman Returns?* What was the effect of these rules?

 Kevin Kelly, executive director of *Wired* magazine has tried to explain the concept of self-organization with the example of the movie *Batman Returns*, in which computer-generated bats were to flock through Gotham City. The following three rules were given to them:

        Don’t bump into another bat.

        Keep up with your neighbors.

        Don’t stray too far away.

The effect of these rules was amazing. When the computer simulation of the mob of bats ran, they flocked just like real bats.

6.  According to Kelly, what is the only way to create truly complex systems?

According to Kelly, the only way to create truly complex systems is to use biology’s logic of self-governance, self-replication, and partial learning and some self-repair. He thinks that the mechanical and biological worlds are merging, leading to bionic systems.

10.  According to Gage, how does he really know about the hot work being performed at Sun?

John Gage, chief scientist at Sun Microsystems, thinks there is a virtual organization within existing companies, and these organizations are created through networks. He uses Sun’s master list of its e-mail distribution list to keep attuned to developments at Sun. When a new e-mail distribution list is generated, he knows that a new project has started. Furthermore, when he sees a list balloon, from say 35 to 200, he knows some important work is being performed at Sun.

13.  Why should companies invest in making their customers smart?

According to Kelly, the companies with smarter customers win. One example Kelly gives is Amazon.com and their use of a recommendation system. This type of system recommends to the current customer other books that have been bought by other customers who bought the same book the current customer is buying. The power of this system is that it lets a person know of others who have similar interests, which creates new communities among Amazon’s customers. This helps to increase loyalty to the company and increases the knowledge base and expertise of the company’s customers. Kelly suggests that companies should invest in encouraging affinity groups and create a group of loyal customers who have a trusting relationship with the company. This group can become a company’s best ambassador to the outside world, increasing product marketing exponentially.

14.  What two meanings does “follow the free” have?

One meaning of “follow the free” lies in the important aspect of the networked economy that “The best gets better and cheaper.” This inverted pricing principle applies in the networked economy; so smart corporations anticipate cheapness and offer products for free. Any item, soft or hard, that can be copied adheres to this inverted pricing principle. Technology creates an opportunity for demand, and then fulfills it.

A reverse meaning of “follow the free” is the process of seeing what is free today that could have value and a price in the future. A product that is free today will be shared with many. This can lead to predominance, which in turn may lead to having a valuable item.

15.  What does “feed the web first” mean?

In the statement “feed the web first,” the meaning of “the web” is the platform or standards within which a company chooses to operate. The prosperity of a company is linked with the prosperity of its platform or web. Therefore, it becomes a necessity for a company to ensure that its network is growing and having a sustained growth. To accomplish this, companies must invest in their network; they must feed their network to have a large community within which they will operate and then reap the benefits from this network.

An example of this is the software industry, where companies pay as much attention to their web as they do to their software. Ways in which software companies feed the web that surrounds their products include holding conferences for developers who use their software, providing tools for these developers, and education for consultants. Moreover, software companies that give away their products to schools promote their name to future customers.

16.  List the roles executives need to play in managing the use of IT.

Senior executives need to play the following crucial roles in managing the use of IT:

        Setting the tone of the organization towards technology.

        Using IT to promote business change.

        Guiding technology introductions.

        Envisioning how IT can serve business strategy.

        Aligning IT with business objectives.

        Assessing costs and benefits.

        Using systems with comfort.