Chapter 13 Review Questions

1. **According to Drucker, Why are team-based organizations like hospitals or orchestras?**

Because of three factors: one, knowledge workers are becoming the dominant portion of labor, and they resist the command-and-control form of organizations. Two, all companies, even the largest ones, need to find ways to be more innovative and entrepreneurial. Three, IT is forcing a shift. Once companies use IT to handle information rather than data, their decision processes, management structure, and work patterns change

1. **Explain five characteristics of groups**

* Membership: Groups can be open or can be closed where membership is restricted
* Interaction: Group can be loosely coupled, where the activity of each member is relatively independent of the other members; or can be tightly coupled such as a project team where the work of each member is tied closely to the work of the other members
* Hierarchy: Group can be just one part of a chain of command, just like large public events such as the Olympics are planned and conducted by a hierarchy of committees
* Location: Group members may be collocated or dispersed
* Time: There are two aspect to the time dimension of group work: duration of the group and time intensity of the work

1. **Name several types of groups and briefly describe each**

* Authority groups: involved formal authority (and often hierarchy), such as boss and subordinates or team leader and team members
* Intra-departmental groups: Can have members all doing essentially the same thing work
* Project teams: Have members who work full-time to accomplish a goal within a specific schedule
* Interdepartmental work groups: Pass work from department to department in a chain, forming a super group.
* Committees and task forces: Are formed to deal with a subject area or issue
* Business relationship groups: Are relationships with customers, groups of customers, suppliers, and so on
* Peer groups: Meet to exchange ideas and opinions
* Networks groups: Groups of people who socialize, exchange information, and expand the number of their personal acquaintances
* Electronic groups: Include chat rooms, multi-user domains, user groups and virtual worlds
* “Communities of Practice”: Term coined by the people who work or socialize together for so long that they have developed an identifiable way of doing things
* “Network armies”: Term coined to mean a widely dispersed group of people that forms to further a cause

1. **Explain the three ways Communities of practice can be nurtured**

* Identifying Potential CoPs: to identify them companies provide the means and experience for developing the by providing CoP consultants
* Providing a CoP Infrastructure: To provide a CoP infrastructure, executives need to give CoPs legitimacy because they lack resources and formal standing in the enterprise
* Measuring CoPs: To measure CoPs appropriately often means measuring their contributions in non-traditional ways because their effects may not be immediate

1. **What are the characteristics of the open source movement?**

The open source movement is a community with a shared culture, where people earn their membership by the quality of the code they produce. Members are volunteers; no one is paid. They do it for fun, to hang around with other like-minded developers and to be part of a worthy cause

1. **Describe the four cells of the time/place matrix. Give an example of a technology used in each**

* The “same time/same place” requieres face to face meeting with electronic meeting support systems
* The “different times/ same place” requires Teams in Place and uses Team room tools
* The “same time/ different places” requires Cross-Distance Meetings and uses audio/video conferencing and screen sharing
* The “different times/ different places” requires Ongoing coordination and incorporates such communication-oriented system as e-mail, computer conferencing, and use of Lotus Notes

1. **What are some of the ways IT can help improve meetings?**

* Eliminate some meeting: The most likely candidates for elimination are the meetings that do not call for a group decision or group action but are simply for group updating
* Better preparation for meetings: Computer conferencing can play a significant role in improving preparation for meetings. A computer conferencing system is actually a form of enhanced e-mail
* Improve the effectiveness and efficiency of meetings: Meetings are more effective when the ideas generated by the group are more creative and everyone in the group is actively involved

1. **What benefits did Burr-Brown get from its use of a group decision room?**

Increased involvement: One senior vice president commented that the decision room allowed them to do in three days’ time what would have taken months.

The planning process was more effective: Several executives mentioned two aspects of the session that enhanced its effectiveness

1. **List some of the ways Group Support Systems (GSSs) can improve the traditional presentation-discussion session? What are some potential disadvantages?**

Advantages:

More opportunities for discussion

More equal participation

Permanent record of discussion

Improved feedback to presenters

Improved learning

Remote and asynchronous participation

Disadvantages:

Human attention is limited

Discussion could digress from the concepts in the presentation or develop into flaming

Anonymity of online discussion could hinder the evolution of a social community among the participants

1. **What were the four success factors for the SLICE team at Boeing-Rocketdyne?**

* The engine’s thrust changer had only six parts, down from more than 450
* The manufacturing cost was estimated to be $1.5 million, down from $20 million
* Quality was predicted to be Nine Sigma, up from the industry standard of Six Sigma, which meant on failure in 10 billion
* Development cost was $47,000 down from $4.5 million

1. **What sorts of motivators should managers of virtual organizations adapt from the open source movement, according to Markus et al.?**

Open source contributors volunteer for many often-interlocking reasons. They love to build software; that is pure joy for them. They take pride in helping others and giving something back to society, they often believe that software should be give away, as it is in university computer science labs where open source flourish.

1. **What sorts of governance practices might managers of virtual organization find useful, according to Markus et al.?**

* Managed Membership: Open source work has a well-defined leadership, with the originator often maintaining a lead role in development and distribution
* Rules and Institutions: One rule is open source license – how the software can be used. The license may, for instance, permit any form of commercial use or not allow commercial versions at all
* Social Pressures: To have teeth, rules need means to enforce compliance and resolve disputes. To bring continual noncompliers into line, open source groups generally use social pressures