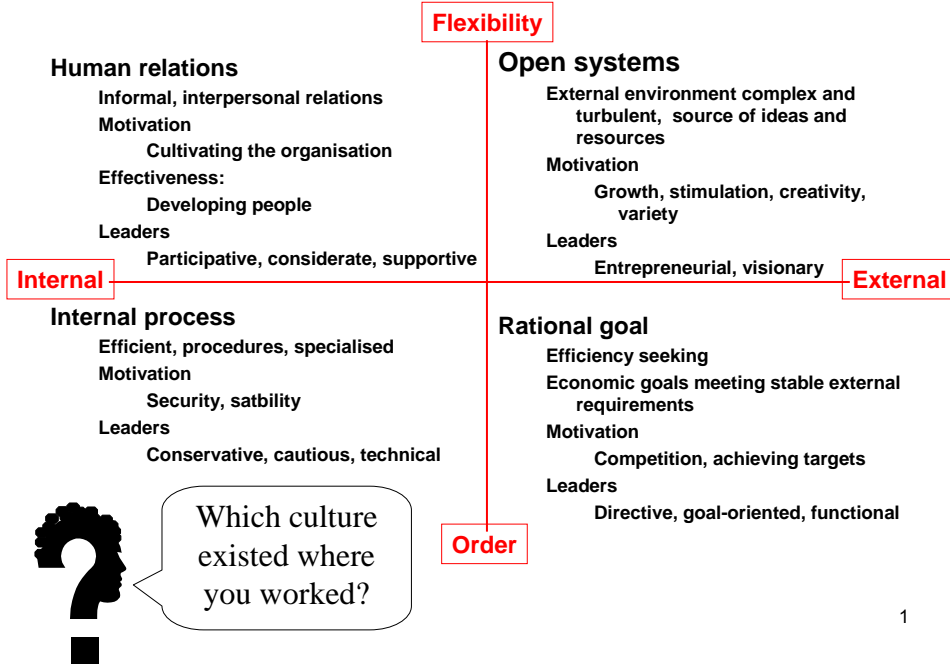
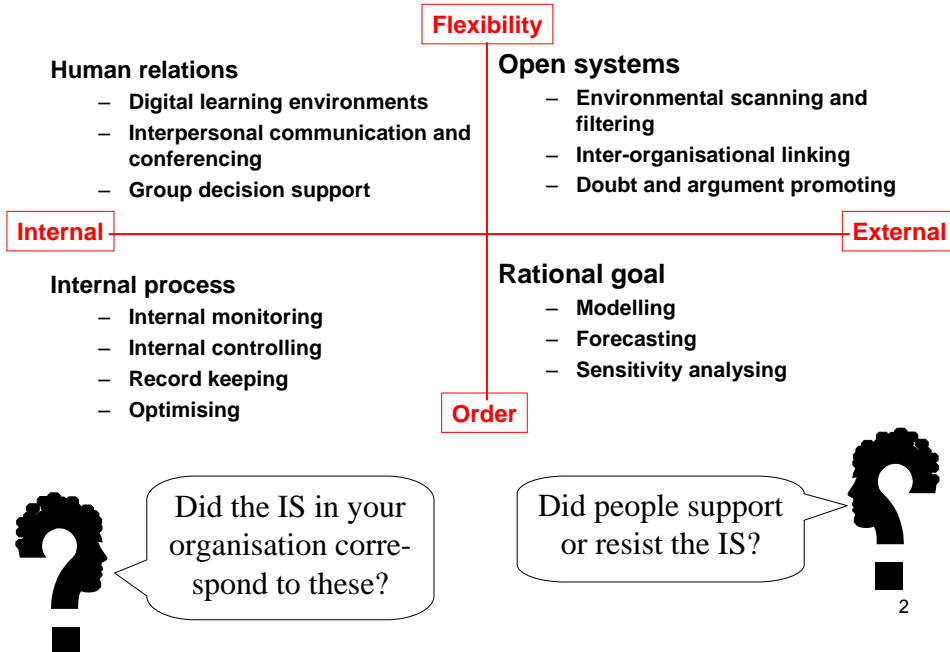


Organisational cultures (6.1)



1

Information systems



2

Organisational cultures and Structures



What were Oticon's cultures before and after reorganisation?
(Video, Boddy et al, 2005, p 155)



How do the 4 cultures correspond to the 5 structures?

3

(De)centralisation (6.2)

- Time ↓
- High communication costs
 - Decisions made by relatively independent local units
 - Medium communication costs
 - Managers collect information in the centre
 - Low communication costs
 - Information can move both ways



Does this theoretical model correspond with observed development?

4

Power (6.5)

Bases

- Coercive
 - Authority to instruct and threat with sanctions
- Reward
 - Use financial resources to reward others
- Administrative expertise
 - Create organisational regulations which bolster influence
- Technical expertise
 - Being aware of technological trends and opportunities
- Referent
 - Convincing others that suggestions are consistent with accepted values and cultures

IS increasing power base → **Support**

IS decreasing power base → **Resistance**



Making previously secret information available. Which power base is affected?

The flowering of feudalism. (Boddy et al, 2005, p 164)

5

IS management policies (7.1)


- Monarchy
 - Top level management define information categories and reporting structures
- Technocratic utopianism
 - Modelling of all information, relying on emerging technologies
- Federalism
 - Negotiations and consensus of the key information elements and reporting structures.
- Feudalism
 - Information managed by individual business units
- Anarchy
 - Absence of overall information policy, leaving individuals and user departments to manage their own information

6

Outsourcing (7.2)

Questions for those considering outsourcing

1. Are the systems being outsourced truly not strategic?
2. Are we certain that our IS requirements will not change?
3. Even if a system is a commodity, can it be broken off?
4. Could the IT department provide this more efficiently than an outside provider?
5. Do we have the knowledge to outsource an unfamiliar or emerging technology?
6. What pitfalls should we expect when negotiating the contract?
7. Can we design a contract that minimises the risks and maximises the control and flexibility?
8. What in-house staff do we need to negotiate strong contracts?
9. What in-house staff do we need to ensure that get the most out of our contracts?
10. What in-house staff do we need to enable us to exploit change?



What are the challenges for the application service provider (ASP)?

7



Relate Enterprise Resource Planning (ERP) systems to

- Organisational culture
- Power
- IS management policies
- Outsourcing

8

Management, users and IT staff

Managers	Users	IS staff
No clear business plan	No clear expression of needs and expectations of IS	Inability to match information systems to business needs
Inability to spot strategic uses of IS	Focus only on operational support, no strategic vision	Preoccupation with the technicalities of IS
Failure to communicate requirements to IS staff	Lack of appreciation of technical complexities	Lack of understanding of business environment
Lack of appreciation of technical complexities	No contribution to planning and policy of IS	Failure to market business successes of IS
Insistence on cost justifying all investments		

9

Participation

- User Participation and Democracy: A Discussion of Scandinavian Research on System Development
 - Bjerknes and Bratteteig
 - Scand J Inf Sys, 1995, 7 (1) 73-98
- Reasons for user participation
 - Improving the knowledge upon which the systems are built
 - Enabling people to develop realistic expectations and reducing resistance to change
 - Increasing workplace democracy by giving the members of the organisation the right to participate in decisions that are likely to affect their work

10

Trade union research in Scandinavia

- Cooperation employers' federation and trade union action research (1965-70)
 - Increased involvement by workers in industrial management
 - Improve productivity
 - Introduce democracy also in industry
- Trade union action research (1970-80)
 - Basic assumption
 - When not reflecting on their roles, systems developers and also researchers support those in power
 - Aims
 - Empower workers with respect to systems for work scheduling and control
 - Avoid deskilling of work
 - Develop knowledge within the union

11

Developing alternative technologies in the lab (1980-85)

- Development methods
 - Requirements specifications and models were too abstract
 - Prototyping
 - design-by-doing
 - Unnecessary to explicate work processes
- Computerized tools
 - Means of forming raw material into more refined products
 - Materialisation of accumulated knowledge about work process
 - Computer systems tools for skilled workers
- Strengthening trade union power through knowledge about work
 - Tools requiring specific skills for use
 - A collective that controls the production of professional knowledge and tools

[Power](#)

12

Design by doing – graphical workers



13

... and in the workplace (1985-90)

- Mutual learning
 - Users and developers need knowledge about each other
 - During work and during seminars
- Development methods
 - Concrete models were useful
- Computer applications
 - The value of computer systems is demonstrated through their use
- Design for collaborative work needs to depart from studies of actual work, not lab experiments
- Strengthening professional power through
 - Computer systems fitted for practice of a particular profession



14

Work sheet for nurses

<p>507-2 <NAME>, Hans Diag: AMI-F</p> <p>Hosp.hist: Arr. 24.1. Earlier post-traumatacal epilepsy, uses fenemal. Still bothered with some pain. Out of bed. Tries to stop smoking.</p> <p>IV:</p> <p>Inv:</p>	<p>508 <NAME>, Kjell Diag: Arr. 25/1 dyspnoe</p> <p>Hosp.hist: AMI and insuff. earlier. Now acute dyspnoe. Improved cond from morphin ogdiurnal. Foleycat. Started on capoten.</p> <p>IV:</p> <p>Inv: 27/1: 3dayspr. Ecg</p>	<p>510 <NAME>, Gunnar Diag: Arr. 25/1 AMI stop</p> <p>Hosp.hist: Hypertension earlier. To day br.pain. Pulse and resp.less in doctor's office. H.massage couple of min. Rubbing. Insuff. Tachycard</p> <p>IV:</p> <p>Inv: 27/1: 3dayspr. Ecg, stix</p>	<p>512-1 <NAME>, Thorbjørn Diag: Arr. 22.01. AMI-L small</p> <p>Hosp.hist: Been trough uncomplicated small AMI now. Proved leukemi lately. ST-swel V2-V3. Proved Cronical lymfatacal leukemi. 3 days.</p> <p>IV:</p> <p>Inv:</p>
<p>507-1 <NAME>, Albert Diag: AMI-N</p> <p>Hosp.hist: Arr. 24.1. Earlier asthma bronciale. Felt br.pain since 21.1. Still br.p. arriving ward. ECG:AMI-N. Now bothered with insp.pain. To be activated</p> <p>IV:</p> <p>Inv:</p>	<p>WORK TEAM</p> <p>WORK TASKS</p>		<p>512-2 <NAME>, Torhild Diag: Arr. 26/1 88. AMI? H.insuff?</p> <p>Hosp.hist: AMI 77 and 81. Increasing AP since Nov.87. Insuff. lately. ACT: Br.pain since 5pm. Dyspnoe.</p> <p>IV: Nitrodr.</p> <p>Inv: 27/1: 2d. ECG.stix</p>

15

Conflict and harmony perspectives in IS research

- Harmony
 - Socio-technical
 - Employers and employees have common interests in developing useful computer systems
 - Researchers should balance the interests
- Conflict
 - Collective resource approach
 - Inherent conflict between employers and employees, and employers have superior power
 - Researchers should act in the interest of the underpriviledged



Which power base is affected?



Which choices do developers have?

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