

## Study Guide for the Exam

### ***International Management: Information, Organization, and Management (703607)***

***Winter Term 2006/2007***

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<http://www.heppnetz.de/teaching/ima/>

***Textbook: Wigand/Picot/Reichwald: Information, Organization and Management, John Wiley & Sons, 1997***

## **1 Resources**

**Textbook:** Rolf Wigand, Arnold Picot, Ralf Reichwald: *Information, Organization and Management*, John Wiley & Sons, 1997

**Course Web Page:** <http://www.heppnetz.de/teaching/ima/>

**Exam 1:** January 29, 2007, 16:00 – 18:00, Room: HSB3

**Exam 2:** March 26, 2007, 16:00 – 18:00, Room: HSB3

**Exam 3:** July, 2007, details to be announced

## **2 Preparation and Contents**

### ***Unit 1***

**Mandatory reading:** chapter 1 in the textbook (pp. 1-16)

**Additional reading:**

1. Leonard E. Read: "I, Pencil. My Family Tree as told to Leonard E. Read", Dec. 1958  
<http://www.econlib.org/library/Essays/rdPnc11.html>  
PDF version: <http://www.fee.org/pdf/books/I.%20Pencil%202006.pdf>
2. Wikipedia: *Management*  
<http://en.wikipedia.org/wiki/Management>
3. Wikipedia: *Taylorism*  
<http://en.wikipedia.org/wiki/Taylorism>
4. Charles Babbage: *Economy of Machinery and Manufactures*  
<http://socserv2.socsci.mcmaster.ca/~econ/ugcm/3ll3/babbage/index.html>

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Dr. Martin Hepp, University of Innsbruck, Austria, <http://www.heppnetz.de/teaching/ima/>

5. Frederick Winslow Taylor: *The Principles of Scientific Management, 1911.*  
<http://www.eldritchpress.org/fwt/taylor.html>

## **Unit 2**

**Mandatory reading:** chapter 2 in the textbook (pp. 17-55)

**Additional reading:**

1. Wikipedia: *Principal-Agent Problem*  
[http://en.wikipedia.org/wiki/Principal-agent\\_problem](http://en.wikipedia.org/wiki/Principal-agent_problem)
2. Wikipedia: *Economic Calculation Problem*  
[http://en.wikipedia.org/wiki/Economic\\_calculation\\_problem](http://en.wikipedia.org/wiki/Economic_calculation_problem)
3. Wikipedia: *Ideas and Life of Friedrich Hayek*  
[http://en.wikipedia.org/wiki/Friedrich\\_Hayek](http://en.wikipedia.org/wiki/Friedrich_Hayek)
4. Wikipedia: *Transaction Cost Theory*  
[http://en.wikipedia.org/wiki/Transaction\\_cost](http://en.wikipedia.org/wiki/Transaction_cost)
5. Wikipedia: *Game Theory*  
[http://en.wikipedia.org/wiki/Game\\_theory](http://en.wikipedia.org/wiki/Game_theory)
6. Wikipedia: *Prisoner's Dilemma*  
[http://en.wikipedia.org/wiki/Prisoner's\\_dilemma](http://en.wikipedia.org/wiki/Prisoner's_dilemma)

## **Unit 3**

**Mandatory reading:** chapter 3 in the textbook (pp.57-95)

**Additional reading:**

1. Radical Constructivism
  - a. <https://tspace.library.utoronto.ca/citd/holtorf/3.8.html>
  - b. [http://en.wikipedia.org/wiki/Constructivist\\_epistemology](http://en.wikipedia.org/wiki/Constructivist_epistemology)
2. Semiotics
  - a. <http://www.aber.ac.uk/media/Documents/S4B/semiotic.html>
  - b. <http://en.wikipedia.org/wiki/Semiotics>
3. Shannon and Weaver  
<http://www.cultsock.ndirect.co.uk/MUHome/cshtml/index.html>
4. Watzlawick, Beavin, Jackson
  - a. [http://en.wikipedia.org/wiki/Paul\\_Watzlawick](http://en.wikipedia.org/wiki/Paul_Watzlawick)
  - b. <http://www.colorado.edu/communication/meta-discourses/Theory/watzlawick/>
5. Schulz von Thun  
<http://de.wikipedia.org/wiki/Vier-Seiten-Modell> (in German only)
6. Speech Act Theory  
[http://en.wikipedia.org/wiki/Speech\\_act](http://en.wikipedia.org/wiki/Speech_act)
7. Media Richness  
[http://www.tcw.utwente.nl/theorieenoverzicht/Theory%20clusters/Mass%20Media/Media\\_Richness\\_Theory.doc/](http://www.tcw.utwente.nl/theorieenoverzicht/Theory%20clusters/Mass%20Media/Media_Richness_Theory.doc/)

## **Unit 4**

**Mandatory reading:** chapters 4 and 5 in the textbook (pp. 97-208)

## **Unit 5**

**Mandatory reading:** chapters 6 and 7 in the textbook (pp. 209-309)

## **Unit 6**

**Mandatory reading:** chapter 8 in the textbook (pp. 311-367)

## **Unit 7**

**Mandatory reading:** chapter 9 in the textbook (pp. 369-413)

## **3 Review Questions**

### ***Review Question I-1***

•What are Tayloristic Industrial Organizations and under which environmental characteristics did they became popular?

### ***Review Question I-2***

•Why have Tayloristic Industrial Organizations difficulties with environmental change? (also: spotting environmental change)

### ***Review Question I-3***

•Why leads Division of Labor to a higher productivity?

### ***Review Question I-4***

•How does the advancement in ICT enable and demand new forms of work and enterprise organization?

### ***Review Question I-5***

•What is meant by the term „border-less enterprise“?

### ***Review Question II-1***

•Explain the basic assumption of the principal/agent theory. Name four typical failures and give an example of a principal/agent problem.

### ***Review Question II-2***

•Use the findings from Wallis/North (1986) to explain why a microeconomic theory that assumes complete information in markets is deficient.

### ***Review Question II-3***

•Explain how division of labor and specialization are interrelated.

### **Review Question II-4**

•Why is the reduction of transaction cost a necessity if we want to reach additional specialization gains?

### **Review Question III-1**

•Why do you think is information a special good? Is it fundamentally different from capital, land, labor, and other input factors to production?

### **Review Question III-2**

•What are the three levels of Semiotics and what is their scope?

### **Review Question III-3**

•How can the newness-confirmation model be used to explain why long-term collaborations in the production of software are more productive?

### **Review Question III-4**

•Communication is based on digital and analog modalities. What does this mean for someone presenting a novel proposal to a new audience?

### **Review Question III-5**

•Why do you think recommends an increased level of confidentiality an increase in proximity (e.g. f2f)?

### **Review Question III-6**

•Explain how hiring business consultants can have a signaling effect.

### **Review Question III-7**

•How can the media richness theory explain why e-mail is not always the most efficient means of communication?

### **Review Question IV-1**

•Explain how modeling (e.g. producing an abstraction from reality) is a prerequisite for using ICT.

### **Review Question IV-2**

•How is building models constrained by dynamics in the real world?

### **Review Question IV-3**

•What is the difference between declarative and procedural process models?

### **Review Question IV-4**

•Why is it problematic to model the current processes in an enterprise? What may be an alternative approach?

### **Review Question IV-5**

•Name three forms of integration in the context of information systems.

### **Review Question IV-6**

•What are the advantages of an integrated data model?

### **Review Question IV-7**

•What is Moore's „Law“ and what does it mean for human labor in the business world?

### **Review Question IV-8**

•Explain the productivity paradox.

### **Review Question IV-9**

•Name three sources of business process models.

### **Review Question IV-10**

•What is Reverse Business Engineering?

### **Review Question V-1**

•What are symbiotic arrangements?

### **Review Question V-2**

•Why are symbiotic arrangements growing in popularity and replace hierarchical organizational types? (Use transaction cost theory in your explanation)

### **Review Question V-3**

•Which criteria can be used to assess the level of integration between partners in organizational arrangements?

### **Review Question V-4**

•What is typical of *cooperative* forms of collaboration?

### **Review Question V-5**

•What types of vertical governance patterns can be found in governance structures between multiple business parties? Give examples for each pattern.

### ***Review Question V-6***

•What is meant with the plasticity and potency of resources, and how do these two characteristics affect the design of symbiotic arrangements?

### ***Review Question V-7***

•What is a Keiretsu?

### ***Review Question V-8***

•What are the individual benefits and disadvantages between very open communication standards versus proprietary or context-specific communication agreements? Use the comparison of “comprehensive” EDIFACT vs. EDIFACT subsets for your explanation.

### ***Review Question V-9***

•What are the three stages of a market transaction process?

### ***Review Question V-10***

•What is disintermediation and how can it make markets more efficient from a transaction cost perspective?

### ***Review Question VI-1***

•Describe the typical decision problem in choosing the location for an enterprise in classic location theory.

### ***Review Question VI-2***

•How has the availability of global communication infrastructure with a high media richness and low costs changed this decision problem?

### ***Review Question VI-3***

•Discuss the benefits and problems of global telecooperation by contrasting synchronous and asynchronous collaboration.

### ***Review Question VI-4***

•What has been found out about the social proximity and amount of interaction between employees in large enterprise locations?

### ***Review Question VI-5***

•Which criteria can be used to typify telework settings?

### ***Review Question VII-1***

•Describe the Tayloristic view on human labor.

### ***Review Question VII-2***

•What was the main motivation for the Human Relations Movement? In what sense do economic incentives exist for abandoning the Tayloristic view on human labor?

### ***Review Question VII-3***

•Summarize the theory of job satisfaction.

### ***Review Question VII-4***

•Give examples how new structures of work organization can contribute to the humanization of work.

### ***Review Question VII-5***

•What are team concepts in the workplace? Give examples.

### ***Review Question VII-6***

•How is the role of a manager different in team-oriented, relatively flat organizations from that in a Tayloristic setting?

### ***Review Question VII-7***

•What is organizational learning and how is it different from individual learning?