Study Guide for the Exam

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

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


1 Resources


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, details to be announced

2 Preparation and Contents

Unit 1

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

Additional reading:
   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
2. Wikipedia: Economic Calculation Problem
3. Wikipedia: Ideas and Life of Friedrich Hayek
   http://en.wikipedia.org/wiki/Friedrich_Hayek
5. Wikipedia: Game Theory
   http://en.wikipedia.org/wiki/Game_theory
   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
2. Semiotics
   a. http://www.aber.ac.uk/media/Documents/S4B/semiotic.html
3. Shannon and Weaver
   http://www.cultsock.ndirect.co.uk/MUHome/cshtml/index.html
4. Watzlawick, Beavin, Jackson
   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
7. Media Richness
   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 become 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?