Study Guide for the Exam

Information Management: Information, Organization, and Management

Winter Trimester 2008

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


1 Resources

Course Web Page: http://www.heppnetz.de/teaching/img/

2 Preparation and Contents

Additional reading:
   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://www.eldritchpress.org/fwt/taylor.html
6. Wikipedia: Principal-Agent Problem
   http://en.wikipedia.org/wiki/Principal-agent_problem
7. Wikipedia: Economic Calculation Problem
8. Wikipedia: Ideas and Life of Friedrich Hayek
   http://en.wikipedia.org/wiki/Friedrich_Hayek
10. Wikipedia: Game Theory
    http://en.wikipedia.org/wiki/Game_theory
11. Wikipedia: *Prisoner's Dilemma*  
   [http://en.wikipedia.org/wiki/Prisoner%27s_dilemma](http://en.wikipedia.org/wiki/Prisoner%27s_dilemma)

12. Radical Constructivism  
   a. [https://tspace.library.utoronto.ca/citd/holtorf/3.8.html](https://tspace.library.utoronto.ca/citd/holtorf/3.8.html)  

13. Semiotics  
   c. [http://www.aber.ac.uk/media/Documents/S4B/semiotic.html](http://www.aber.ac.uk/media/Documents/S4B/semiotic.html)  

14. Shannon and Weaver  
   [http://www.cultsock.ndirect.co.uk/MUHome/cShortly/index.html](http://www.cultsock.ndirect.co.uk/MUHome/cShortly/index.html)

15. Watzlawick, Beavin, Jackson  
   f. [http://www.colorado.edu/communication/meta-discourses/Theory/watzlawick/](http://www.colorado.edu/communication/meta-discourses/Theory/watzlawick/)

16. Schulz von Thun  

17. Speech Act Theory  

18. Media Richness  

### 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?