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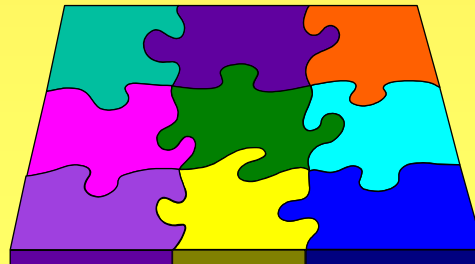
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***Dr. Vahap TECİM***

P D Q D J H P H Q W # F K D O O H Q J H V

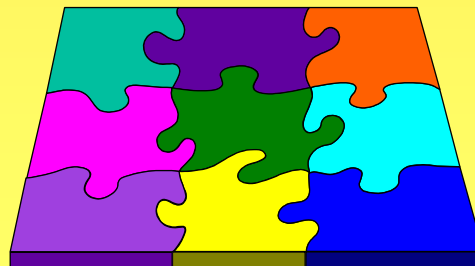
- **ORGANIZATIONS & INFORMATION SYSTEMS**
- **CHANGING ROLES OF SYSTEMS IN ORGANIZATIONS**
- **MANAGERS, DECISION MAKING & INFORMATION SYSTEMS**
- **INFORMATION SYSTEMS & BUSINESS STRATEGY**



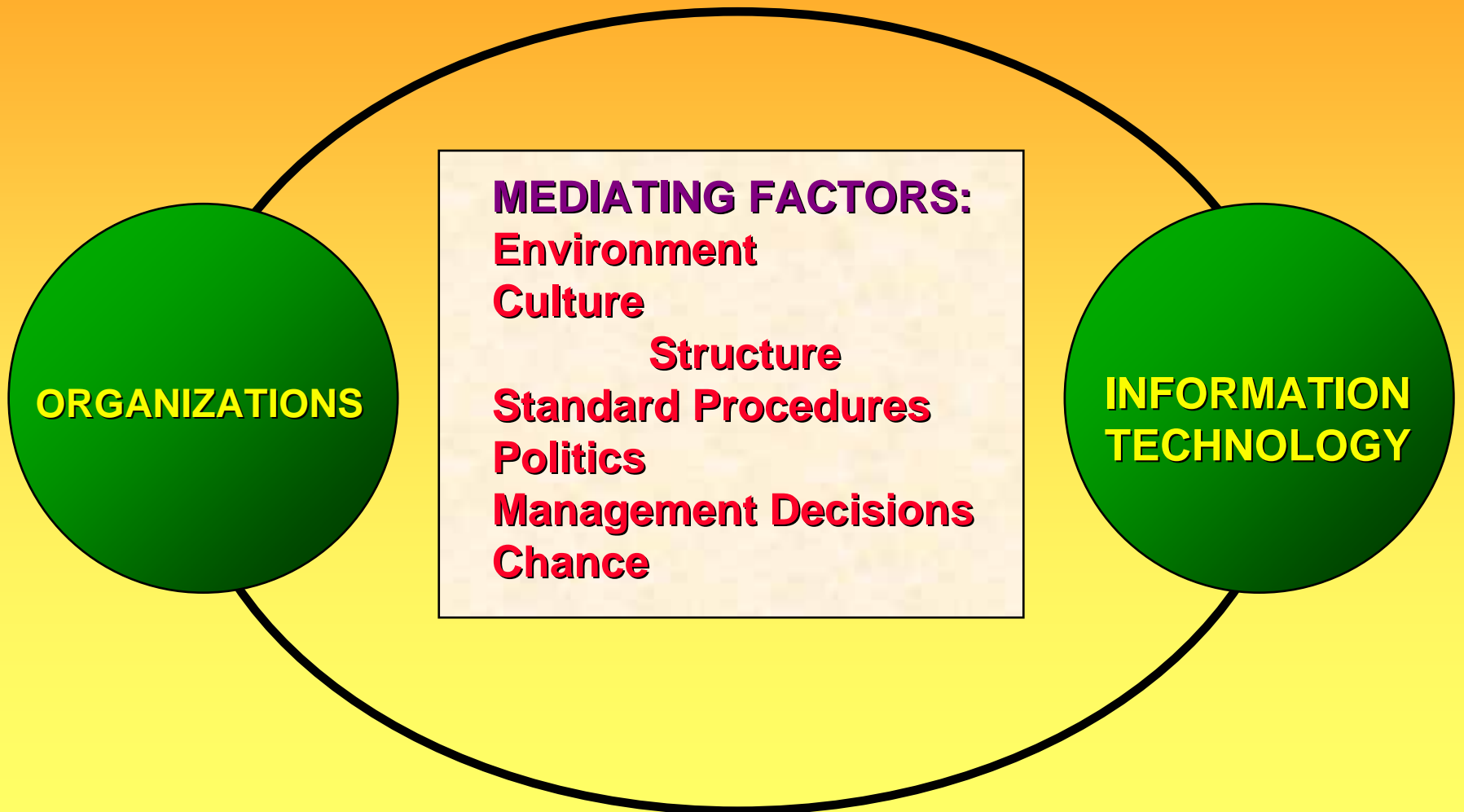
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- 1. SUSTAINABILITY OF COMPETITIVE ADVANTAGE**
- 2. FITTING TECHNOLOGY & ORGANIZATION**

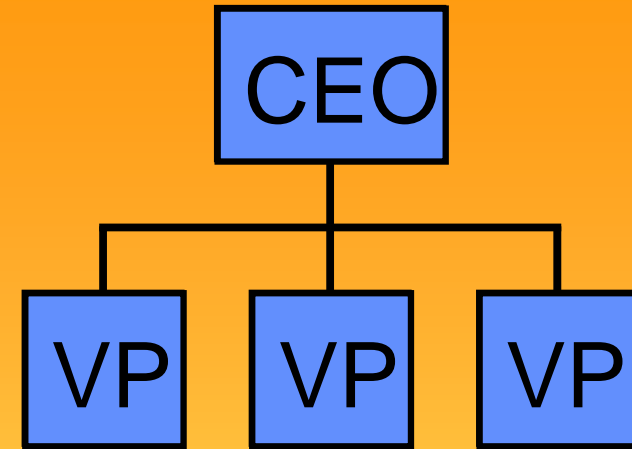
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**TECHNICAL DEFINITION:**

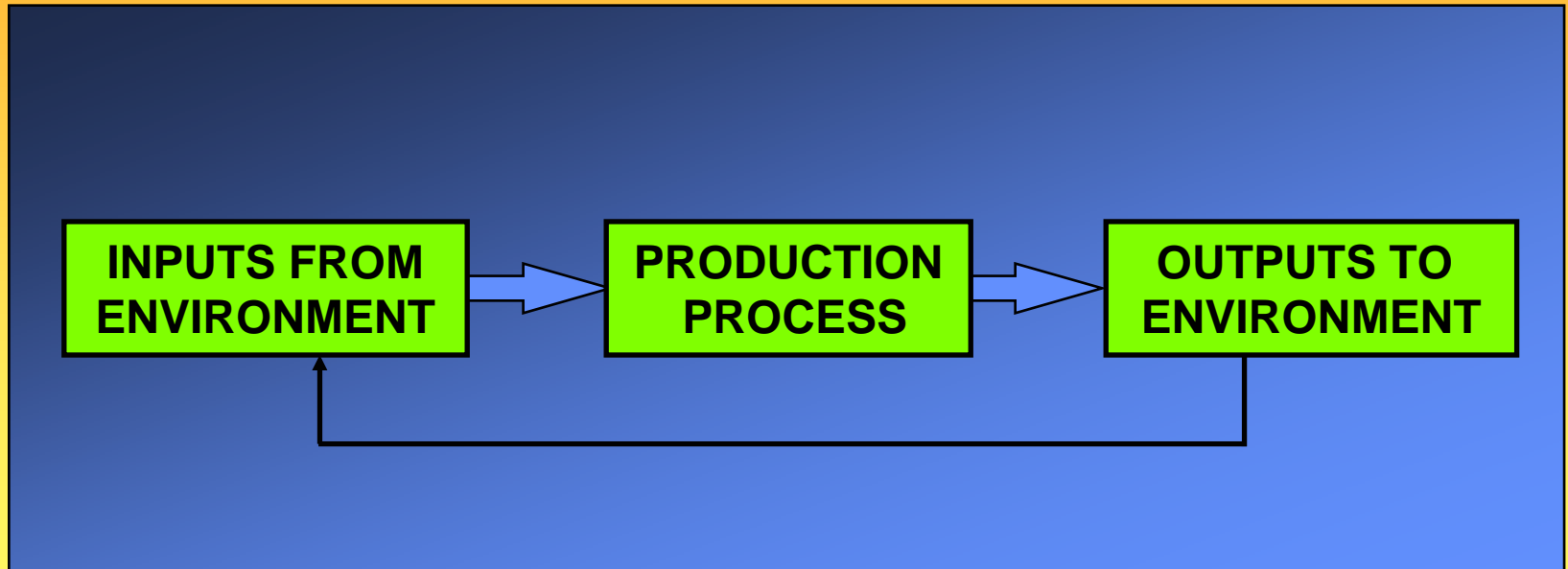
**STABLE, FORMAL STRUCTURE**

- **TAKES RESOURCES FROM ENVIRONMENT AND PROCESSES THEM TO PRODUCE OUTPUTS**

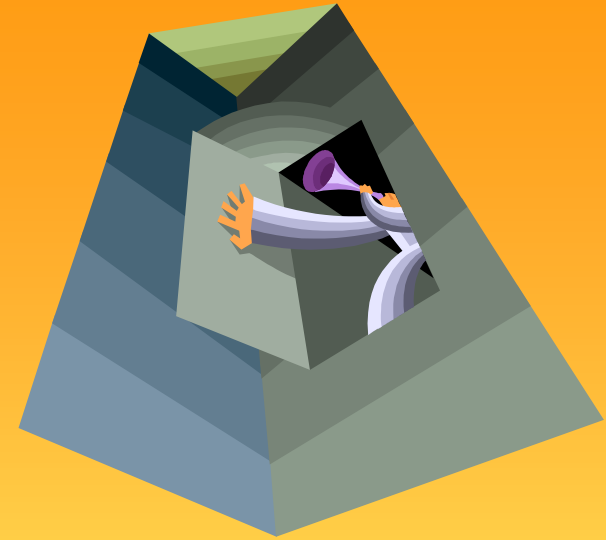
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WHFK Q LFDO#P LFUR HFR QRP LF#  
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## ORGANIZATION



R U J D Q L ] D W I R Q



**BEHAVIORAL DEFINITION:**

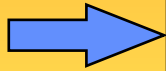
**COLLECTION OF:**

- **RIGHTS, PRIVILEGES,  
OBLIGATIONS, RESPONSIBILITIES**
- **DELICATELY BALANCED**
- **CONFLICT RESOLUTION**

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IRUP DO#R UJDQL] DWLR Q

ENVIRONMENTAL RESOURCES

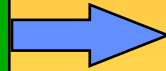


**STRUCTURE:**

- Hierarchy
- Division of labor
- Rules, Procedures

**PROCESS:**

- Rights/Obligations
- Privileges/Responsibilities
- Values
- Norms
- People



ENVIRONMENTAL OUTPUTS

VWUXFWXUDO#FKDUDEFWHULVWLFV#RI#OO#  
RUJDQL]DWLRQV

- **CLEAR DIVISION OF LABOR**
- **HIERARCHY**
- **EXPLICIT RULES & PROCEDURES**
- **IMPARTIAL JUDGMENTS**
- **TECHNICAL QUALIFICATIONS**
- **MAXIMUM ORGANIZATIONAL EFFICIENCY**

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FR P P R Q #HDXUHV#R I#  
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- **FORMAL STRUCTURE**
- **STANDARD OPERATING PROCEDURES**
- **POLITICS**
- **CULTURE**



X Q L T X H # H D W X U H V # R I #  
R U J D Q L ] D W I R Q V

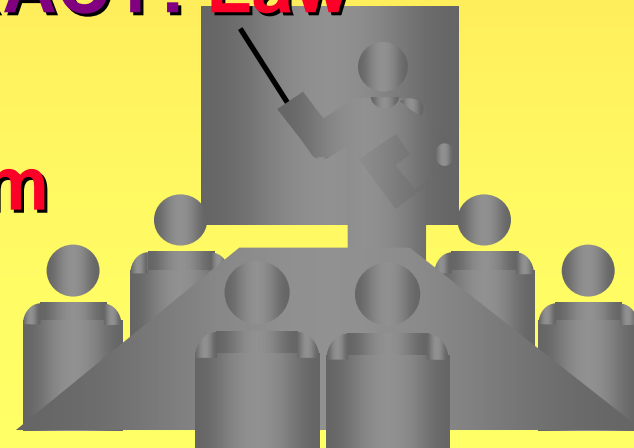
- **ORGANIZATIONAL TYPES**
- **ENVIRONMENTS, GOALS, POWER**
- **CONSTITUENCIES, FUNCTION**
- **LEADERSHIP, TASKS**
- **TECHNOLOGY**
- **BUSINESS PROCESSES**

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R U J D Q L ] D W I R Q D O # / W U X F W X U H V

- **ENTREPRENEURIAL: Startup business**
- **MACHINE BUREAUCRACY: Mid-sized manufacturing firm**
- **DIVISIONALIZED BUREAUCRACY: Fortune 500**
- **PROFESSIONAL BUREAUCRACY: Law firms, hospitals**
- **ADHOCRACY: Consulting firm**

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## THE ENVIRONMENT:

RESOURCES & CONSTRAINTS

GOVERNMENTS

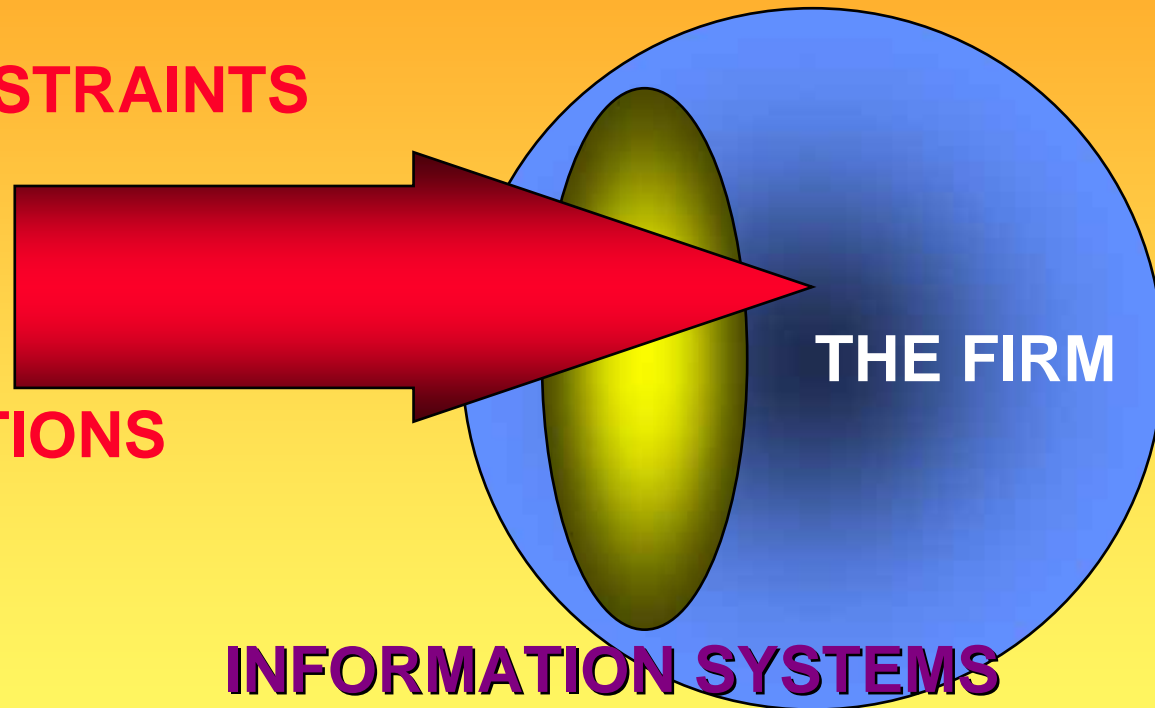
COMPETITORS

FINANCIAL INSTITUTIONS

CULTURE

KNOWLEDGE

TECHNOLOGY



LQ IR UP DWLR Q #/ \ VWHP V#G HSDUWP HQW

- **PROGRAMMERS:** Write software
- **SYSTEMS ANALYSTS:** Translate business problems into solutions
- **IS MANAGERS:** Department leaders
- **END USERS:** Department reps for whom applications are developed

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WK H # R U J D Q L ] D W I R Q

**SENIOR MANAGEMENT  
MAJOR END-USERS (DIVISIONS)**

**INFORMATION SYSTEMS DEPARTMENT**

**IT Infrastructure:**

**Hardware  
Software  
Data Networks**

**Information System  
Specialists:**

**CIO**

**Managers  
System Analysts  
System Developers  
Programmers  
Network Specialists  
Database  
Administrator Clerical**



K R Z # Q I R # V \ V W H P V #

D I I H F W # R U J D Q L J D W I R Q V

- **MICROECONOMIC MODEL: Info technology is a factor of production, like capital & labor**
- **TRANSACTION COST THEORY: Firms attempt to minimize transaction costs internally & externally**

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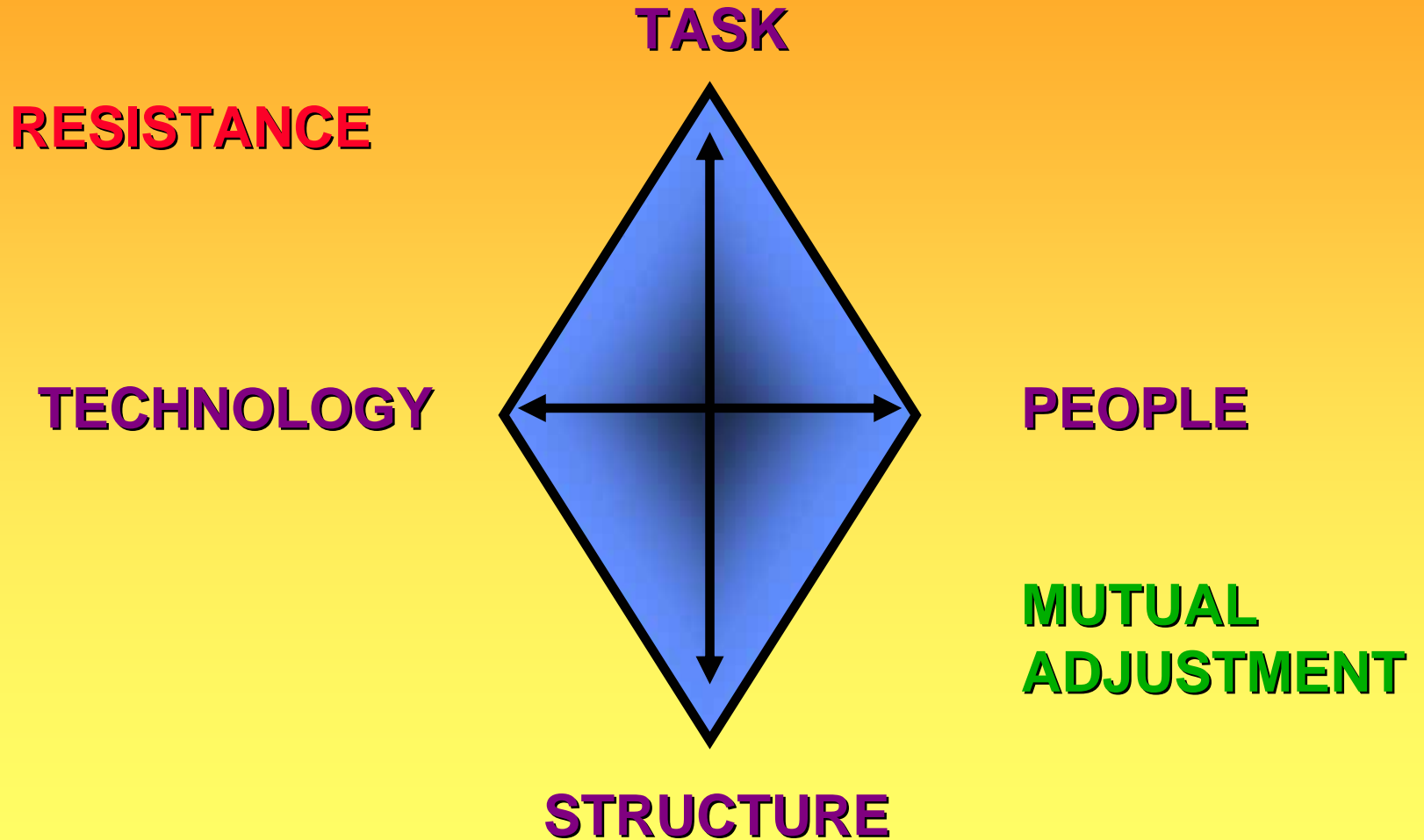
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- **AGENCY THEORY: Firm is nexus of contracts among self-interested parties requiring supervision**
- **BEHAVIORAL THEORIES: Info systems could change hierarchy of decision making; reduce need for middle management & clerical support; distribute information**

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LP SOHP HQWLQJ #FKDQJH



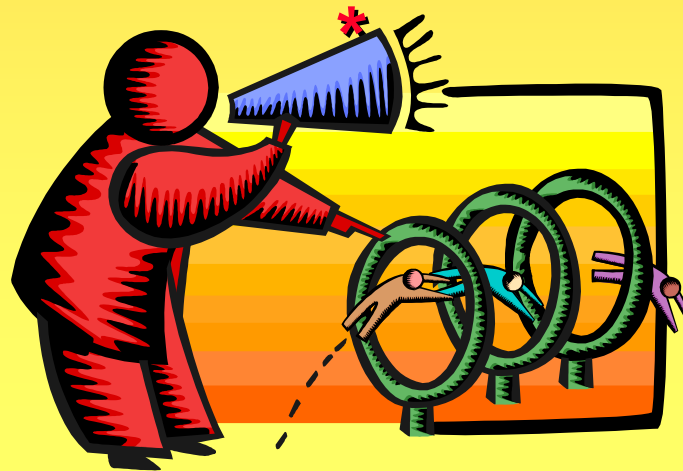
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- **E-mail communication**
- **Electronic handbooks published & revised**
- **Interactive training classes**
- **Employees review, update personal data**




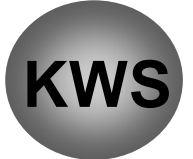




U R O H # R I # P D Q D J H U V

- **CLASSICAL:** Describe functions-  
plan, organize, coordinate, decide,  
control
- **BEHAVIORAL:** Based on  
observations of managers on the job

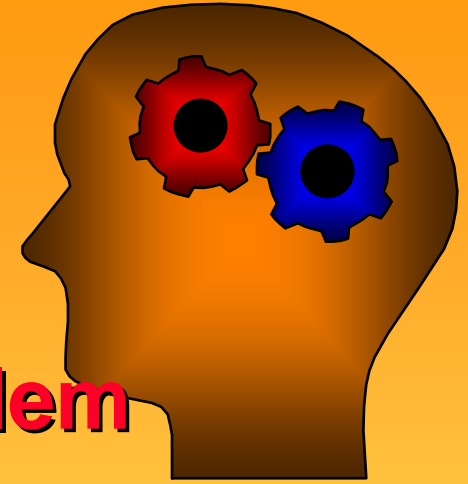


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TYPE OF DECISION	ORGANIZATIONAL LEVEL			
	OPERATIONAL	KNOWLEDGE	MANAGEMENT	STRATEGIC
STRUCTURED	ACCOUNTS RECEIVABLE 	ELECTRONIC SCHEDULING 	PRODUCTION COST OVERRUNS 	
SEMI-STRUCTURED	PROJECT SCHEDULING 		BUDGET PREPARATION 	
UNSTRUCTURED		PRODUCT DESIGN	FACILITY LOCATION	NEW PRODUCTS NEW MARKETS

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GHFLVLR Q #P DNIQJ

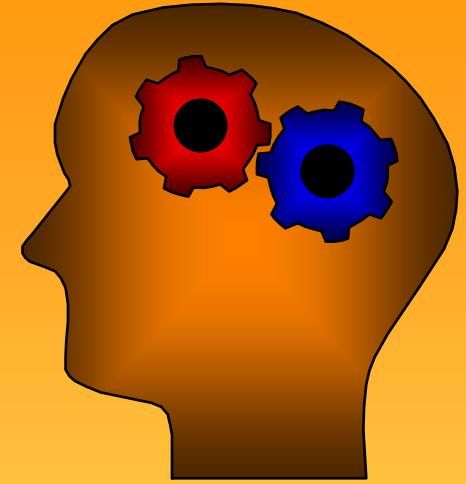


- **INTELLIGENCE: Collect information; identify problem**
- **DESIGN: Conceive alternatives; select criteria**
- **CHOICE: Use criteria to evaluate alternatives; select**
- **IMPLEMENTATION: Put decision into effect; allocate resources; control**

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SOURCE: Simon, The New Science of Management Decision (1960)

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G H F L V L R Q # P D N I Q J



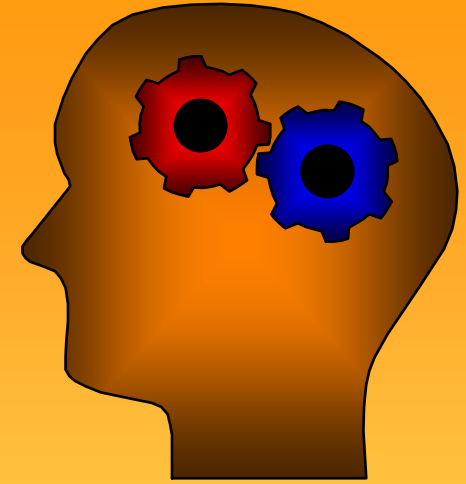
- **RATIONAL: Comprehensive rationality; evaluate all alternatives**
- **SYSTEMATIC: Structured, formal method**
- **INTUITIVE: Trial & error, unstructured, multiple approach**

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R U J D Q L ] D W L R Q D O #

P R G H O V # R I #

G H F L V L R Q # P D N L Q J



- **BUREAUCRATIC: Follow standard operating procedures (SOP)**
- **POLITICAL: Key groups compete and bargain**
- **“GARBAGE CAN”: Organizations not rational; solutions accidental**

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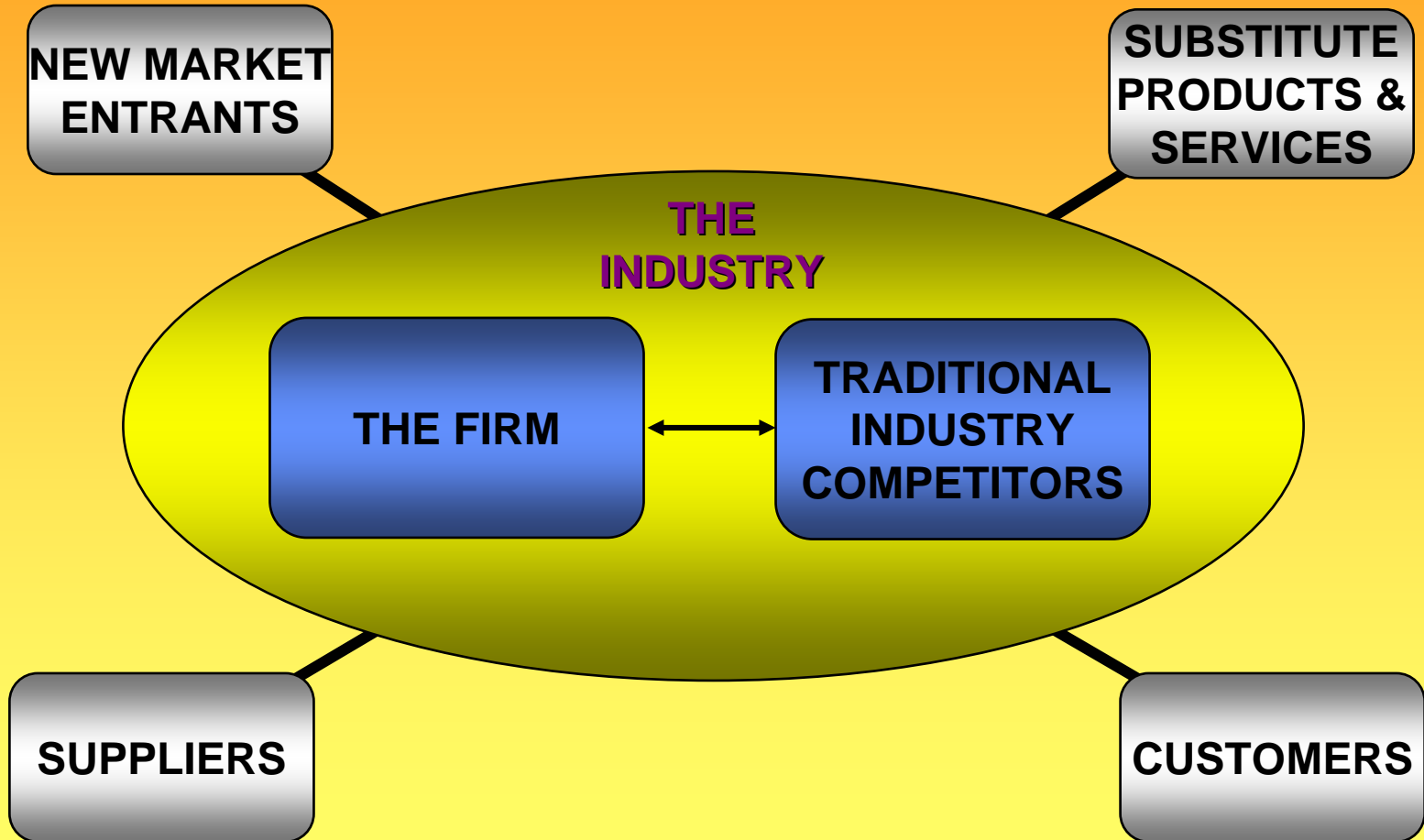
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## LOCK IN CUSTOMERS & SUPPLIERS

- **SUPPLY CHAIN MANAGEMENT: Stockless inventories, continuous replenishment, just-in-time delivery**
- **INTRA FIRM STRATEGY: Product differentiation, focused differentiation, low-cost producer**
- **EFFICIENT CUSTOMER RESPONSE: Point-of-sale systems, datamining**

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FR P SHWLWLYH IR UFHV# P R GHO



FR P SHWLWLYH IR UFHV# P R GHO

