

Aspects of Unit - 2. Emerging Organisation

Role of IT.

- past 10 years dramatic changes in IT
- changes ranged from new products such as cellular phones to computers that keep employers & employees in touch & handle inventory control
- IT has dramatic impact on overall org. structure & carried down to redesigns of individual jobs

Eg - electronic mails, electronic data interchanges & neural networks which affect both the org. design and way in which individual employees carry out their assigned tasks.

Flattening & Downsizing of Org

- IT led to flattening & Downsizing of today's Org.

Flattening

- Eg - Emails allows everyone to communicate directly eliminating the need for levels of bureaucracy and long chain of command. Org become flatter

- multiple copies of emails, letters & memos can be electronically transmitted in a matter of seconds, the need for "information switches", "paper pushers" and "number crunchers" is eliminated
- E-mail has promoted org to replace people with technology.

Downsizing - process of reducing the number of people in the organization
Eg. Covid.

Paperless Revolution

- Besides the impact on original structure dramatic effect on way business conducted in today's org.
- EDI (Electronic data interchange) process by which customers, suppliers & manufacturers can communicate directly on a computer-to-computer basis
- IT has become major force of creativity called Paperless revolution
- Written sales orders forms are eliminated & inform. directly entered into computer & interpret info & make decisions
- EDI eliminates jobs

MIMICKING Brains

- Another IT break through that is now beginning to change the way people do their jobs in neural network, which are a combination of computer software and chip that are capable of mimicking brain function.
- The "brain" network currently regarded as most imp form of emerging IT.
- The chips, mimics operations and carry out work the way human do
- also allow computer to fly airplane, run factories, hear, speak and respond to command.
- One of the major function of neural network is to learn customer purchase and look for spending patterns that may indicate stolen credit card.

Learning Organisations

- Advanced IT and Total Quality were almost become the cost of entry into competition in the global economy.
- To become successful and gain a competitive advantage, org today & tomorrow must become learning org.

Frederick W. Taylor.

- Learning on scientific management were all to be ~~stra~~ transferable to workers to make the org more efficient
- "Learning Org" is usually attributed to the work of Chris Argyris & his colleagues who made distinction between 1st order or single loop and 2nd order or double loop.

* Single Loop / 1st order.

- ↳ Involves improving the org's capacity to achieve the known objectives. It is associated with routine & behavioural ^{learning} change.
- ↳ Org is learning without changing its basic assumptions

* Double loop / 2nd order - -

- ↳ reevaluates the nature of the org's objective and the values and beliefs surrounding them.
- ↳ thing involves changing the org. culture
- ↳ Double loop consist of the org. learning how to learn

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Peter Senge and his colleagues have characterized ~~org~~ learning ~~as~~ from a systems theory distinction made b/w adaptive & generative learning.

- The simple adaptive learning is first stage of learning ~~as~~ adaptation to environmental changes.

- While generative learning involves creativity & innovation, going beyond just adapting to change to being ahead of anticipated change. Generative learning leads to a total reformation of an ~~org~~ experience and learning from that process.