

COPENHAGEN BUSINESS ACADEMY



Organisation

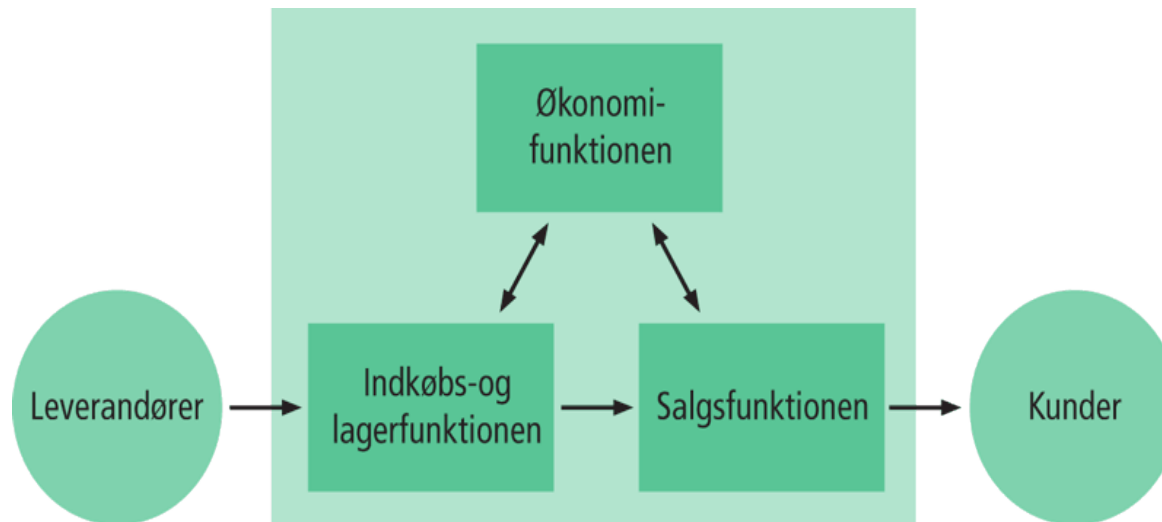


Generel virksomhedsforståelse

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Virksomhedens funktioner

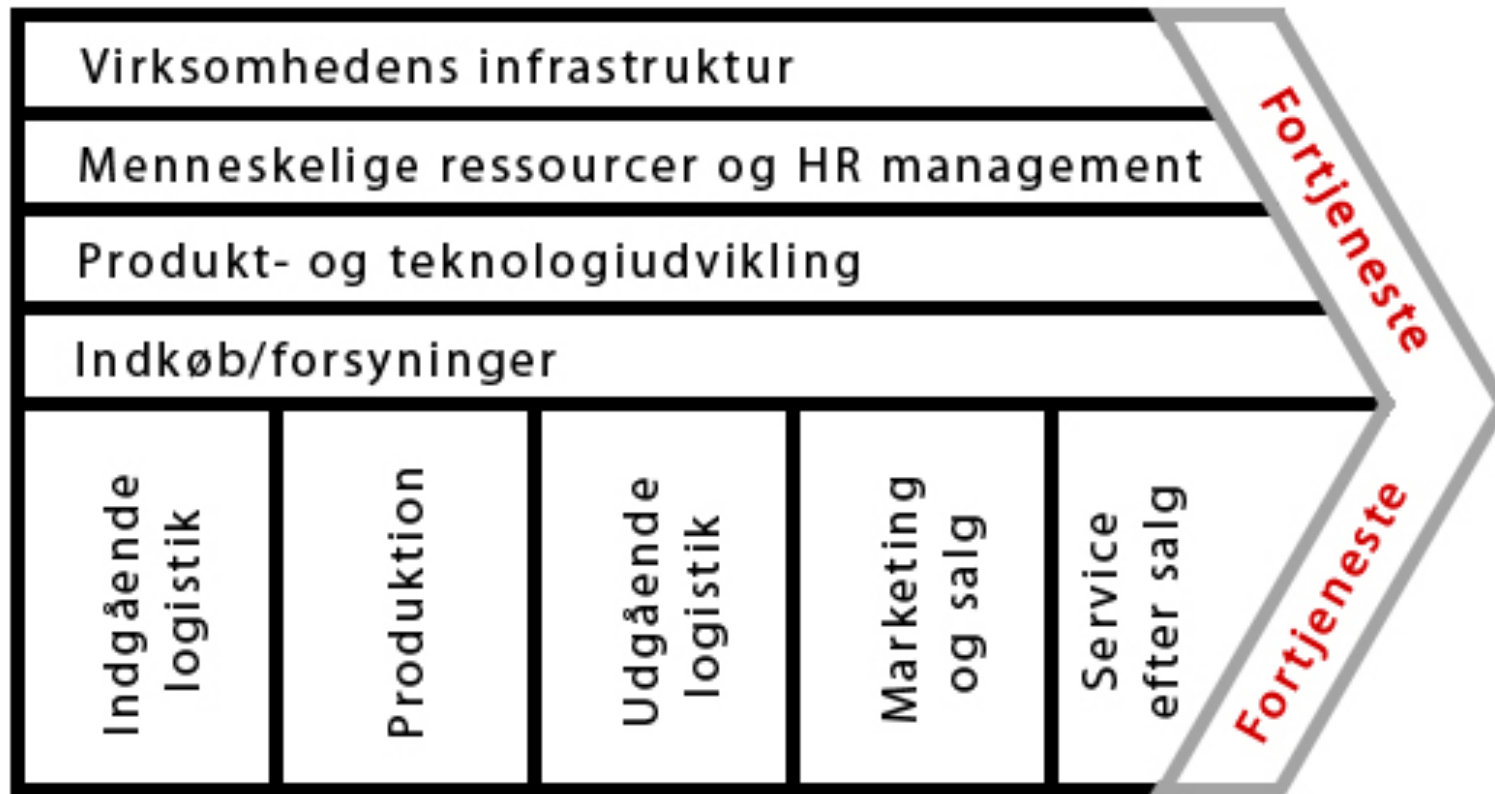
- Ved en funktion forstås arbejdsopgaver, der hører sammen.
- En handelsvirksomhed vil som udgangspunkt have følgende funktioner:
 - Indkøb og lager
 - Salg
 - Økonomi



Virksomhedens funktioner

Afdeling	Hovedopgaver
Indkøb og lager	Finde og udvælge leverandører Indkøbe varer i rette mængde, i rette kvalitet, i rette tid og på rette sted Opbevare varerne korrekt på lageret og i butikken frem til salg Kontrollere lagerbeholdningen
Salg	Betjene og ekspedere kunderne Sælge varer fra butik/lager Behandle klager fra kunder
Økonomi	Opstille regnskaber Udarbejde budgetter Udarbejde økonomiske rapporter til ledelse og øvrige afdelinger

Produktionsvirksomhed



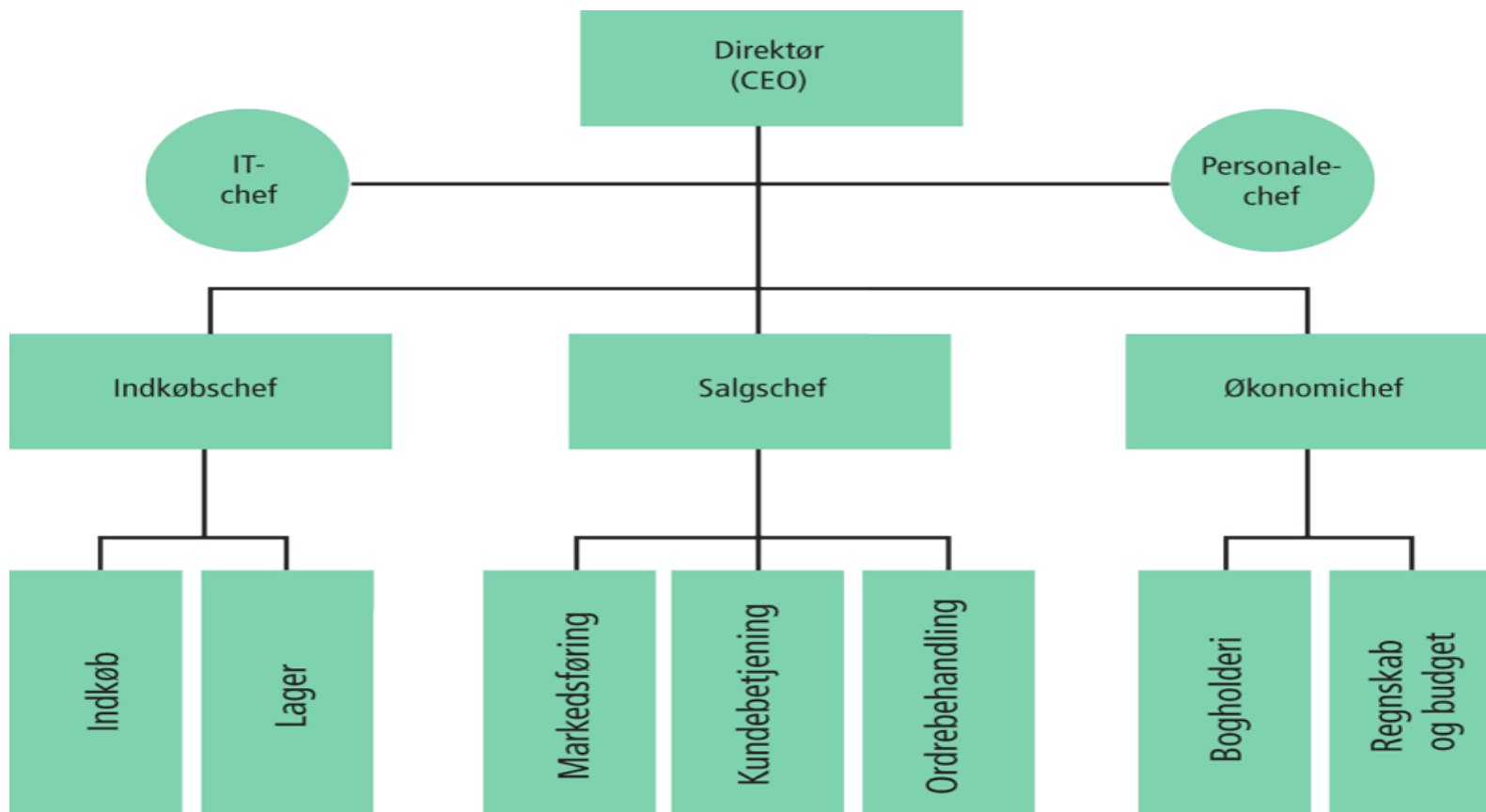
Formelle organisationsstrukturer

- Ved formel organisation forstås:
 - Arbejdsopgaverne fordeles på personer og afdelinger.
- Organisationsplan
 - En organisationsplan bruges til at vise virksomhedens formelle organisation.
- Pyramidestruktur
 - En struktur, hvor organisation er opdelt i niveauer med afgrænsede afdelinger samt velbeskrevne arbejdsfunktioner og arbejdsopgaver.

Virksomheden

- Formelle organisationsstrukturer

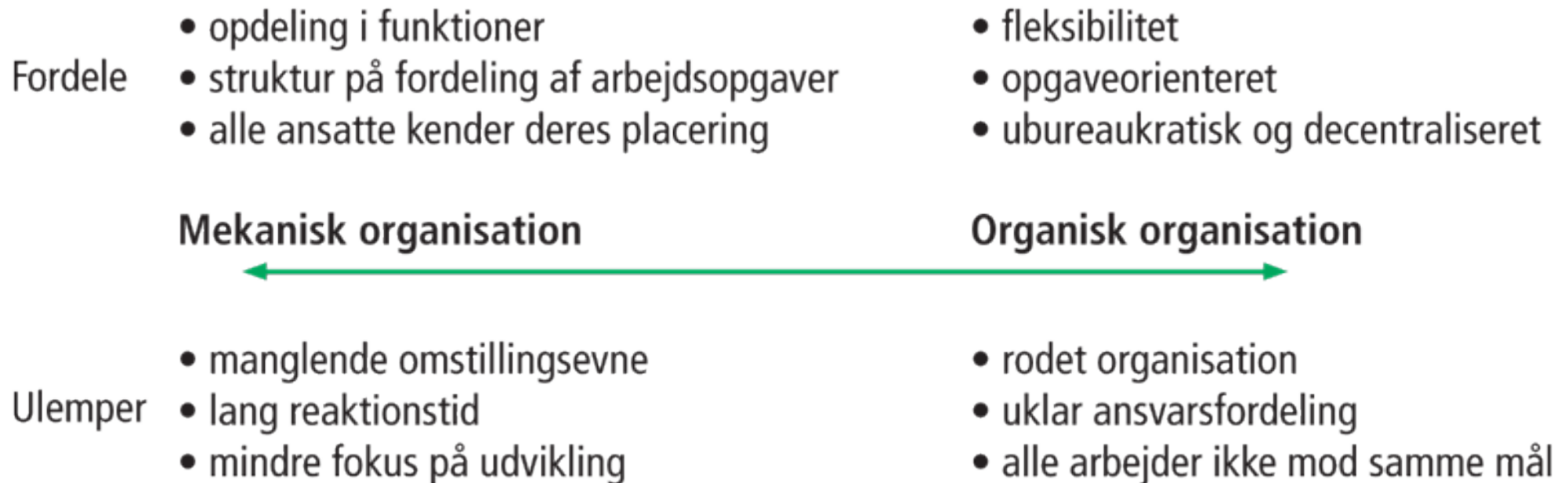
- Eksempel på organisationsplan med pyramidestruktur:



Virksomheden

- Organisationsstrukturer

- Mekanisk og organisk organisation



Virksomheden - generelt

- Hvad laver virksomheden – hvordan tjener den penge?
 - Hvad er dens produkter?
 - Hvem er kunderne?
 - Hvad er de forskellige arbejdsopgaver?
 - Hvordan organiserer den arbejdsopgaverne?



Forandringsmodstand

IT Systems can be a
technical success but an
organizational failure.

False Beliefs...

- “People want this change.”
- “Monday morning we’ll turn on the new system and they’ll use it.”
- “A good training program will answer all of their questions and then they’ll love it.”
- “Our people have been through a lot of change - what’s one more change going to matter?”
- “They have two choices: they can change or they can leave.”

However, the results may be quite different...

- The change may not occur.
- People will comply for a time and then do things to get around the change.
- Users will accept only a portion of the change.
- The full benefits of the project are never realized or are realized only after a great deal of time and resources have been expended.

Signs of Resistance to Change

Active signs of resistance

- Being critical
- Finding fault
- Ridiculing
- Appealing to fear
- Using facts selectively
- Blaming or accusing
- Sabotaging
- Threatening
- Manipulating
- Undermining.
- Starting rumors
- Arguing

Passive signs of resistance

- Agreeing verbally but not following through (“malicious compliance”)
- Failing to implement change
- Feigning ignorance
- Withholding information, suggestions, help, or support
- Standing by and allowing change to fail

Why Do People Resist Change?

- Dislike of change
 - People don't resist change, they resist pain!
 - Boredom can be pain, too.
- Discomfort with uncertainty
 - Low tolerance for ambiguity
- Perceived negative effects of interests
 - Authority, status, rewards, salary
- Attachment to the established culture/ways of doing things
- Perceived breach of psychological contract

Why Do People Resist Change?

- Lack of conviction that change is needed
- Lack of clarity as to what is needed
- Belief that the specific change being proposed is inappropriate
- Belief that the timing is wrong
- Excessive change
- Cumulative effects of other changes in one's life
- Reaction to the experience of previous changes
- Disagreement with the way the change is being managed

Why do people support change?

- Security
- Money
- Authority
- Status/prestige
- Responsibility
- Better working conditions
- Self-satisfaction
- Less time and effort

Managing Resistance – The Situational Approach

- The classic steps:
 - Education and communication
 - Participation and involvement
 - Facilitation and support
 - Negotiation and agreement
 - Explicit and implicit coercion

Change Has an Impact On Different Areas of the Organization

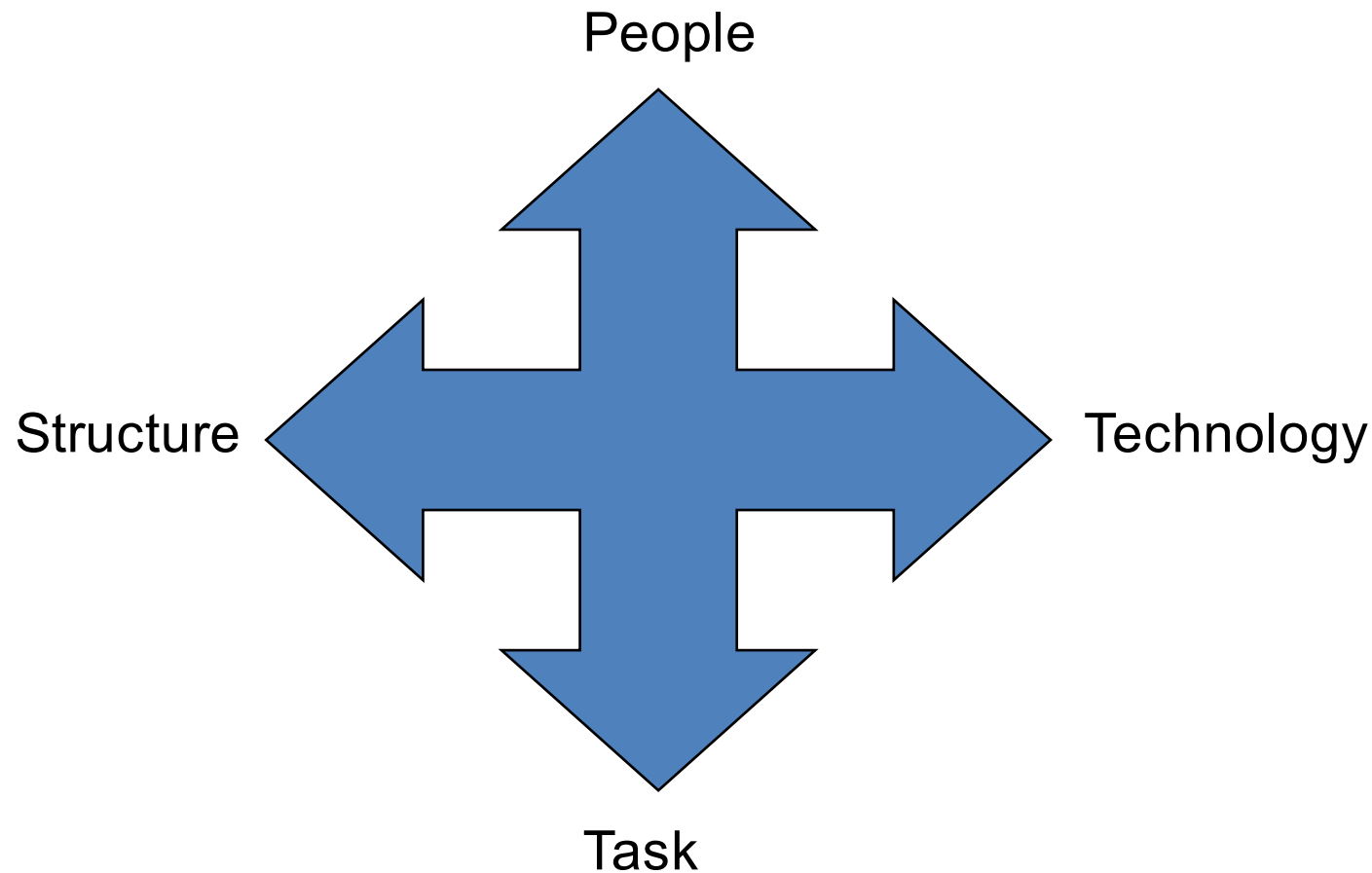


Figure 11.4: Leavitt's Model of Organizational Change

Lewin's Three-Step Model For Implementing Change

- Unfreezing
 - Change efforts to overcome the pressures of both individual resistance and group conformity.
- Moving
 - Efforts to get employees involved in the change process.
- Refreezing
 - Stabilizing a change intervention by balancing driving and restraining forces.

Deployment-strategies

Definition:

- Deployment (technical): installation and configuration of the IT functionality (eg a module or an entire system) in an environment so that end users can use it

Rollout in the organization: deployment of IT functionality in one or more departments so that it works in conjunction with the daily work processes. The rollout includes training of staff, changing working practices etc.

Deployment-strategies

There are several approaches to the implementation of IT systems:

Big Bang approach

The IT solution and all new working practices are implemented throughout the company in one major implementation

Phased approach

The IT solution and all new working practices are divided into smaller, incremental implementations.

Subsystem 1 -> Subsystem 2 -> Subsystem 3 ->the full system

Cluster approach

The full Solution to be gradually rolled out in subsidiaries / departments

Subsidiary B -> Subsidiary A -> Headquarters

Phased-cluster approach

Subsystem 1 in department A -> Subsystem 1 in department B -> Subsystem 2 in department A ->.....-> the full system in all departments

TRAINING / EDUCATION

- Significant factor to anchor the system in the organization
- A rule of thumb: At least 20% of the cost of implementation should be used on education and training

Effect:

Users use the system as it is supposed to be used.

Less errors when used.

There is less wasted time.

Reduction of resistance to the changes that the IT system would cost.

Reduction of duration and "depth" of the effectiveness decreases in the company, which typically occur just after operation start.



TRAINING / EDUCATION

Opportunities.


- All employees
- Key Employees
- Super User Strategy

Clarify training needs

- Analysis of system
- Analysis of staff skills

Select Training Strategy

- Resources
- Time
 - Employee time
 - Organization time
- Staff
- Qualified instructors



Remember that training can be a "change management activity"!



IT Security

Organizational view

Important ?

- During the agricultural age, crops and the tools to produce them were the most important asset.
- During the industrial age, manufactured goods and the factories that produced them were the most important asset.
- Today, information is a key asset of almost every organization and individual!

The 3 core missions of Information Security:

- Making information available when needed.
- Keeping data confidential
- Maintaining data integrity

Elements of security

- Prevention
 - Firewalls, authentication, segmentation, antivirus etc.
- Discovery
 - Intrusion Detection, log analysis, alerting, etc.
- Repair
 - Backup systems, insurance, containment, etc.
- Risk = Probability x impact

Risks & threats

- Viruses and Trojans
 - E-mail viruses, macro viruses, worms
- Discrediting
 - Deface by a web server, mail spoofing
- Denial of service
 - DoS, Unable to work / use computer systems
- Loss of data
 - Data is lost when the systems are destroyed, downtime
- Compromise of data
 - Breach of confidentiality / secrecy, modification of data
- Unauthorized access
 - Springboard - can be used to compromise other web servers
 - Distribution of illegal / pirated material

Risk Reduction

- Security is achieved by a combination of
 - Procedures & Management / (management issues)
 - Design, tools and technical solutions
 - Ongoing monitoring and maintenance