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INSTITUTE OF HIGHER EDUCATION

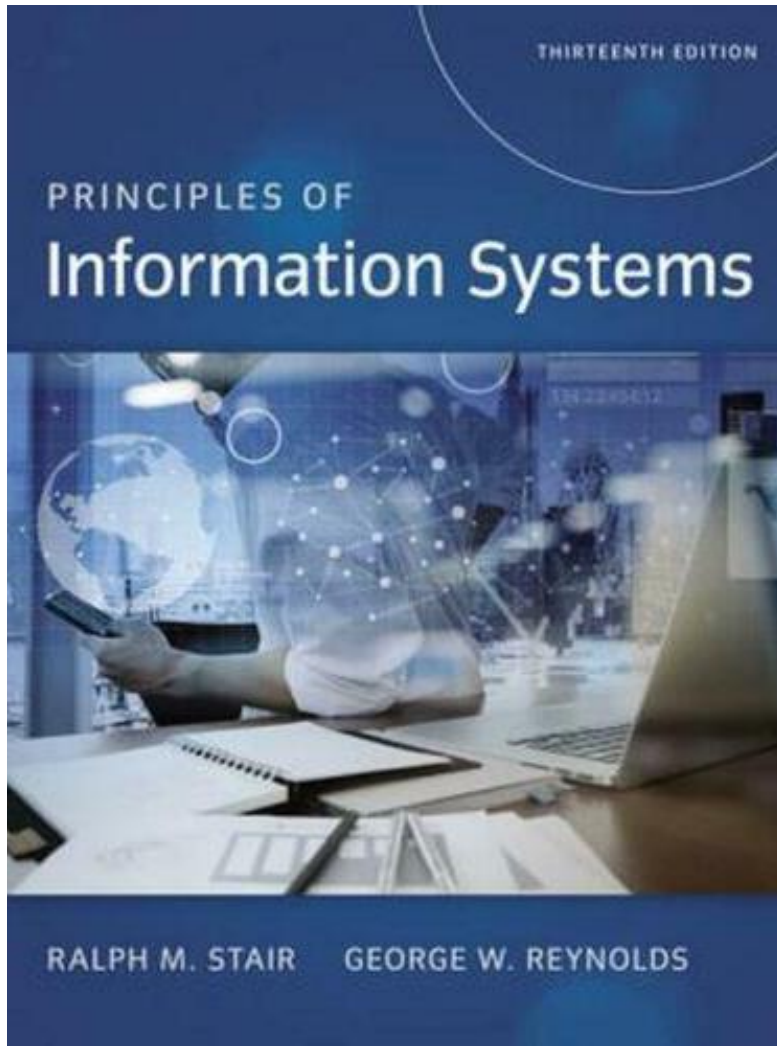
# IS101 Principles of Information Systems

*Information Systems in Organizations*

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Lecturer: Dr Maya Krayneva

Textbook: Stair, R., & Reynolds, G. (2016).  
Principles of information systems (13th ed.).  
Cengage Learning.



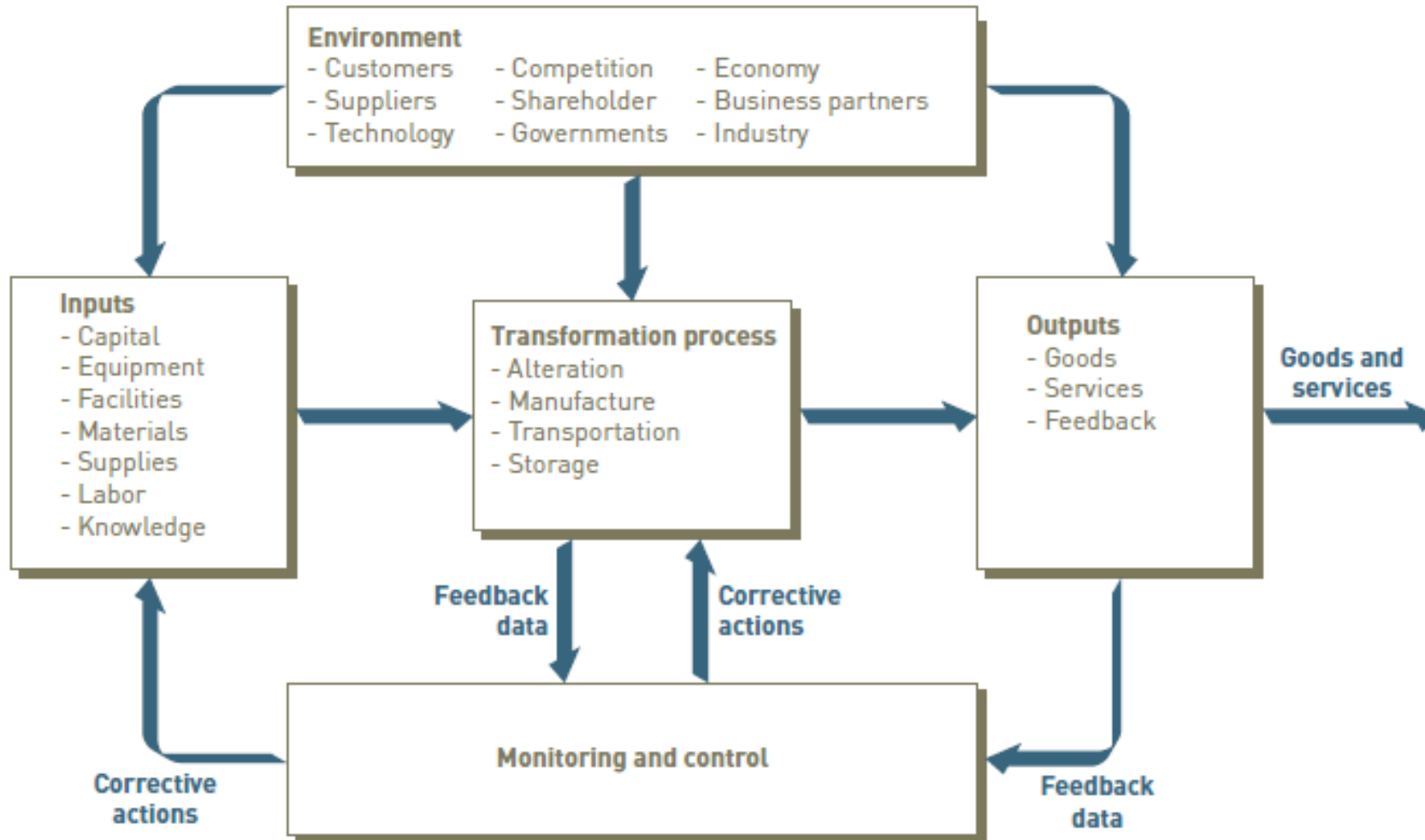
# Chapter 2: Information Systems in Organizations

## Principles of information systems

*Thirteen Edition*

© Stair & Reynolds 2016

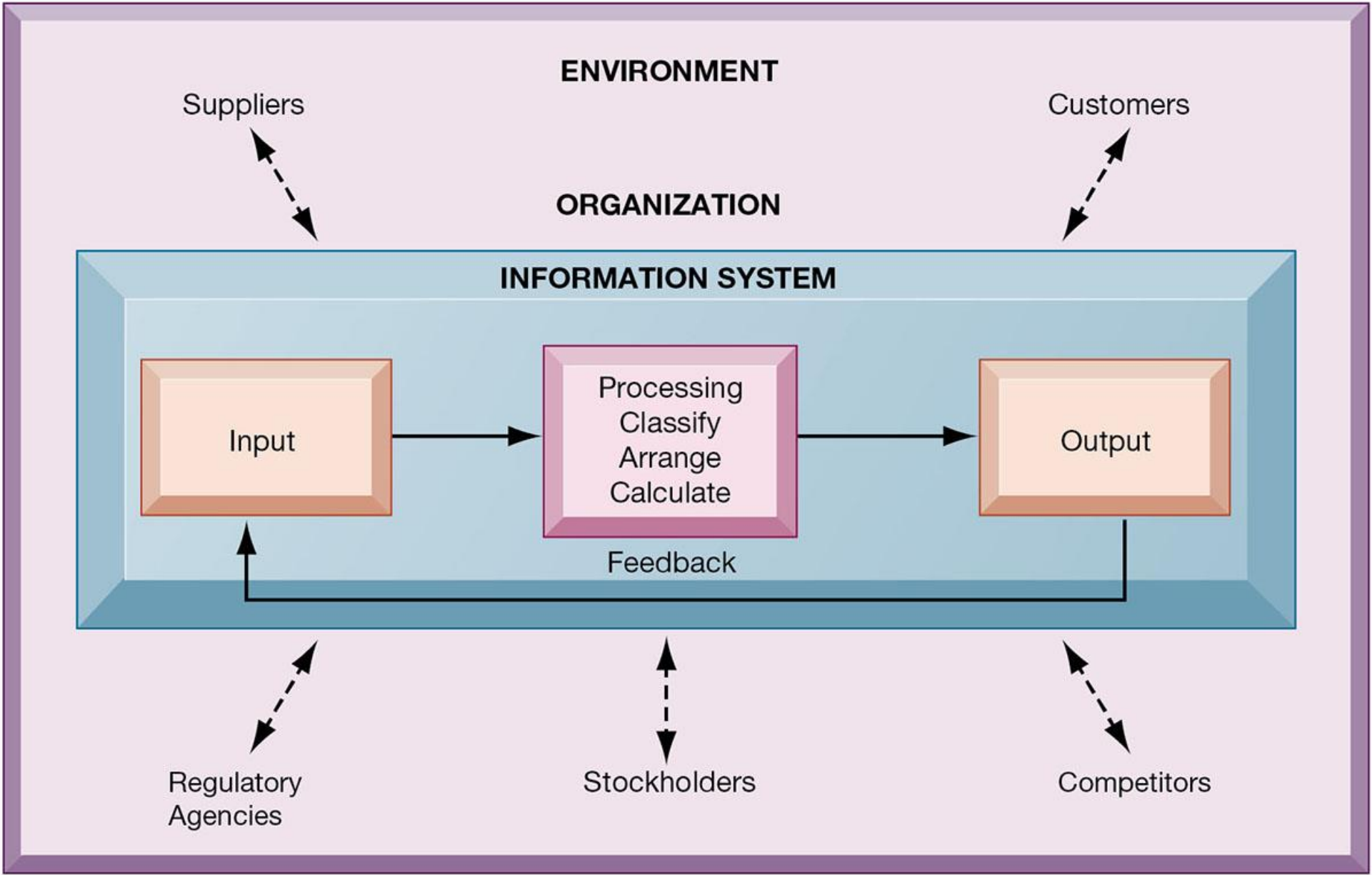
# Organizations and Information Systems



**FIGURE 2.1**

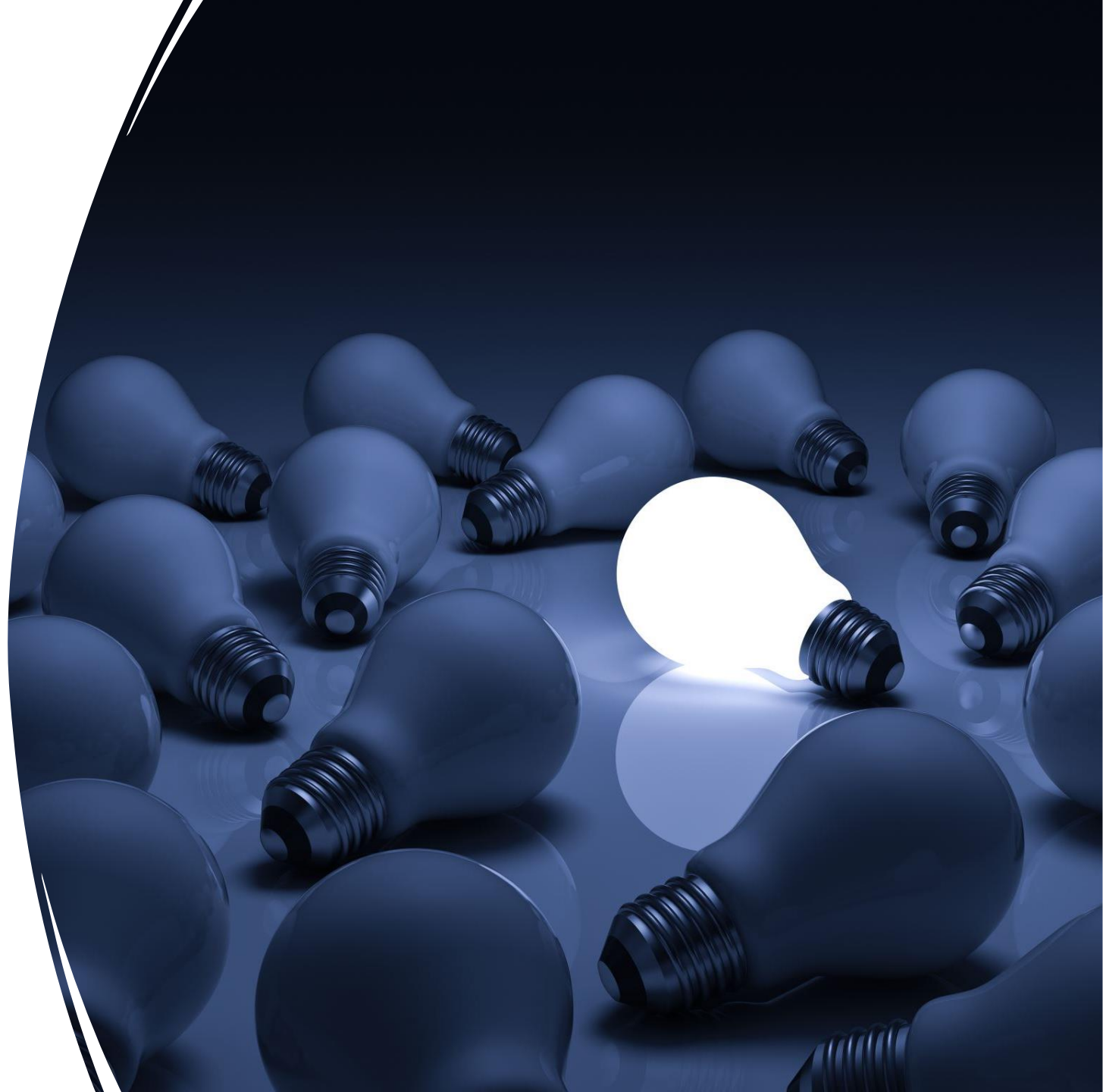
## General model of an organization

Information systems support and work within the automated portions of an organizational process.

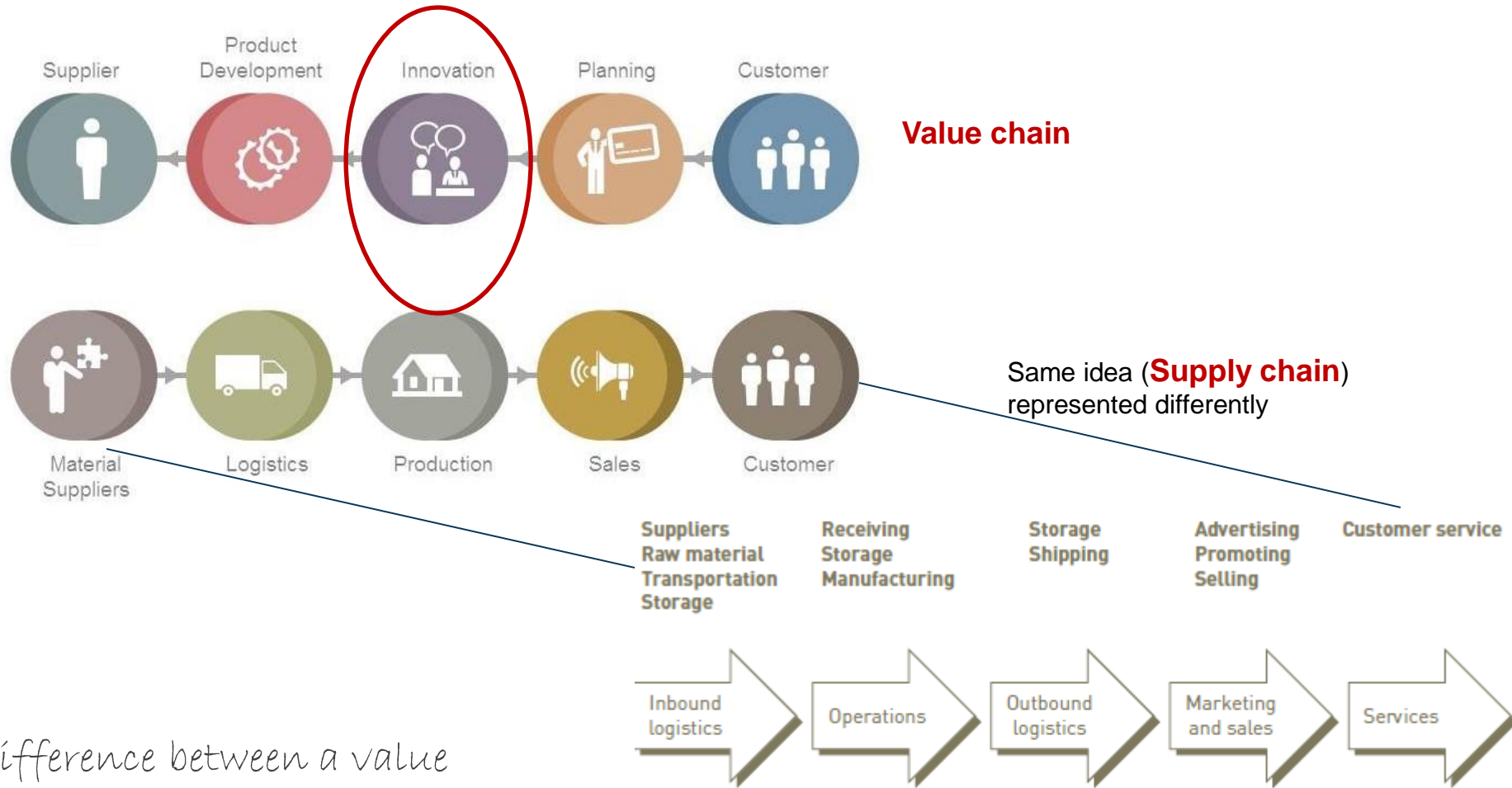


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Describe your business according the 5 dimensions (environment, inputs, transformation, outputs and control).



# Value Chain and Supply Chain



## Discussion:

What is the difference between a value chain and a supply chain?

Give examples.

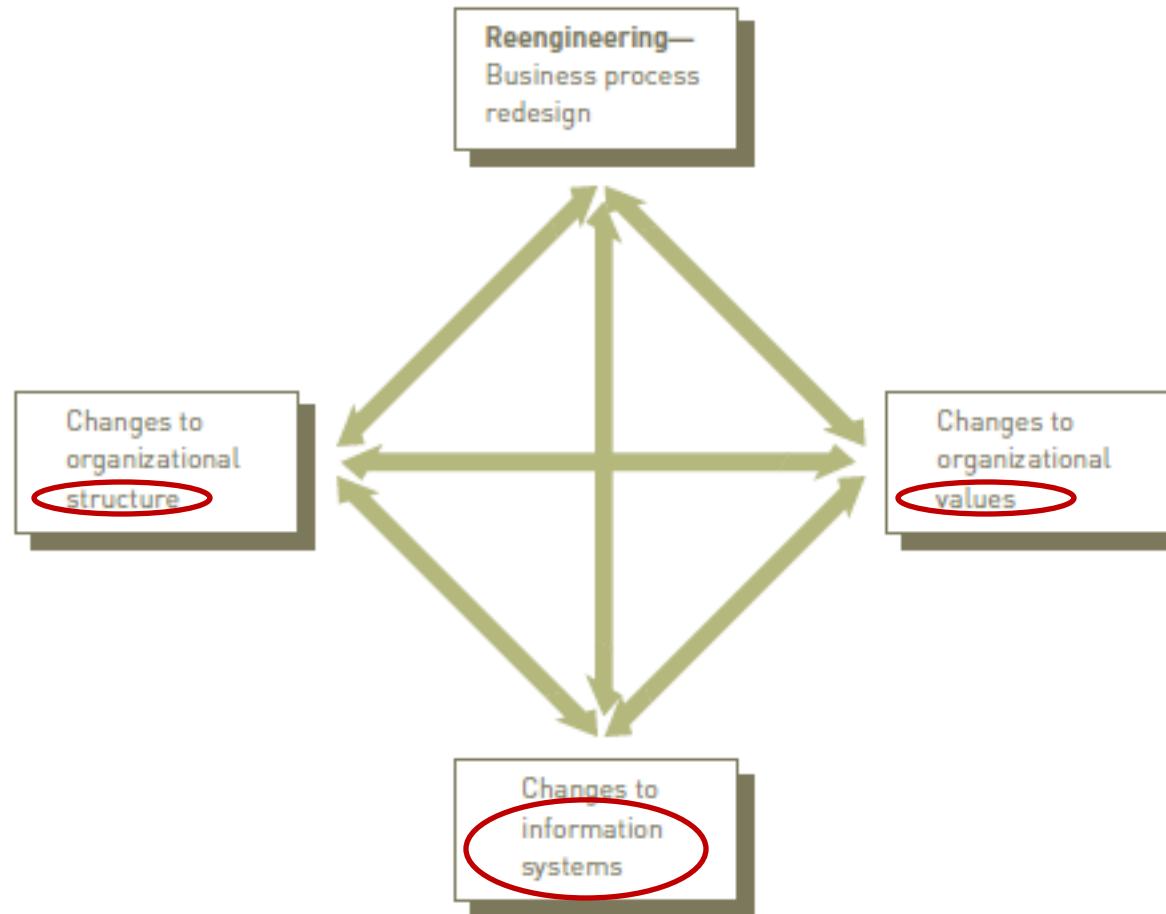
**FIGURE 2.2**

### Supply chain

The primary and support activities of the manufacturing supply chain are concerned with creating or delivering a product or service.



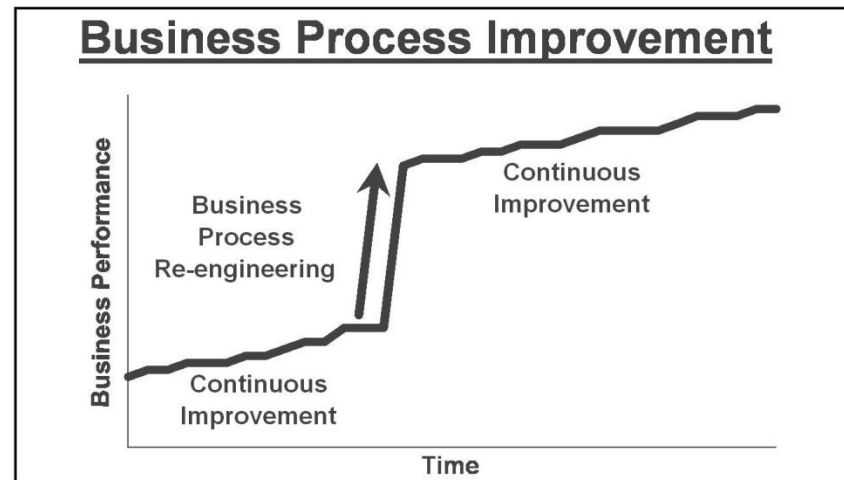
# Change in the Organization



**FIGURE 2.5**

## Reengineering

Reengineering involves the radical redesign of business processes, organizational structure, information systems, and the values of an organization to achieve a breakthrough in business results.



**TABLE 2.1** Comparing business process reengineering with continuous improvement

Business Process Reengineering	Continuous Improvement
Strong action taken to solve serious problem	Routine action taken to make minor improvements
Top-down change driven by senior executives	Bottom-up change driven by workers
Broad in scope; cuts across departments	Narrow in scope; focuses on tasks in a given area
Goal is to achieve a major breakthrough	Goal is continuous, gradual improvements
Often led by resources from outside the company	Usually led by workers close to the business
Information systems are integral to the solution	Information systems provide data to guide the improvement team

# Organizational Culture and Change



Discussion:

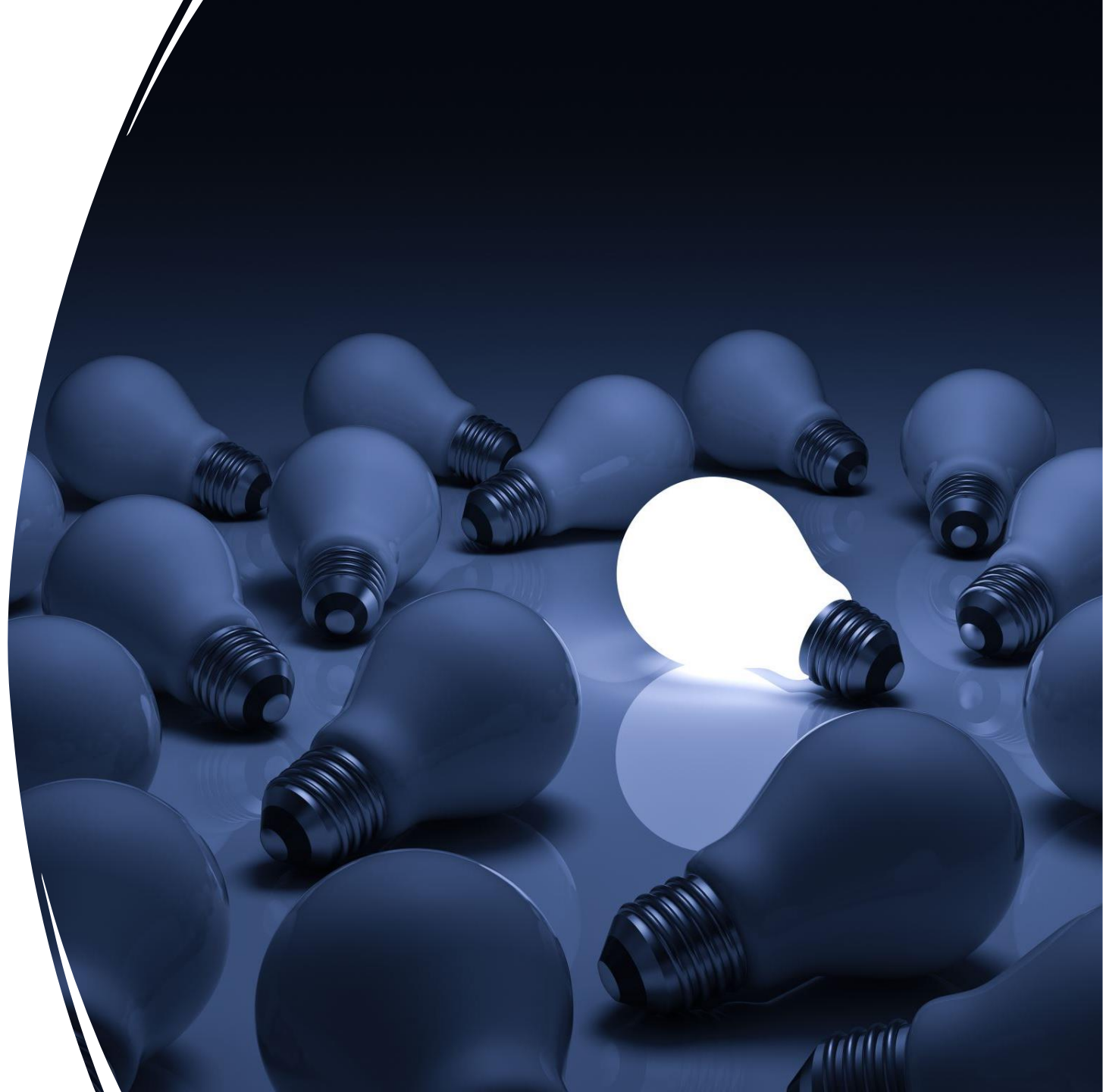
Describe culture at Sheridan



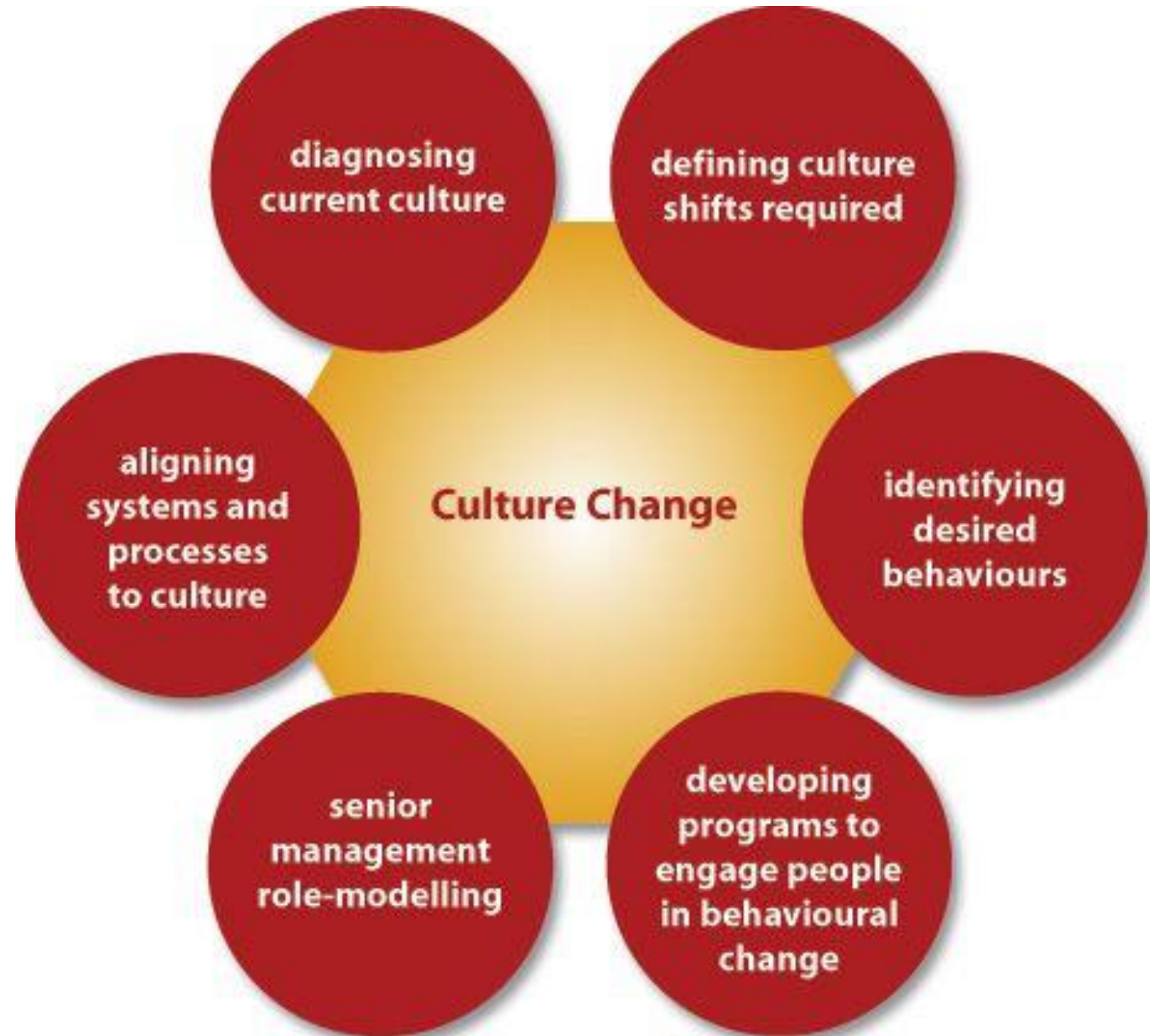
Discuss the alignment at Sheridan

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Describe culture you desire to establish in your business, and why.



# Culture Change



## Discussion:

Give an example of what could be changed at Sheridan, and how.

# Lewin's Change Model



## **Unfreezing** Preparing for change

### **Key Tasks**

- Communicate what, why, when, who, how
- Draw on others, and seek input, ideas
- Define objectives, success criteria, resources, schedule, budget
- Finalize work plans
- Assign leaders and implementation teams

## **Moving** Making the change

### **Key Tasks**

- Motivate individuals involved or affected
- Coach, train, lead, encourage, manage
- Provide appropriate resources
- Provide on-going feedback

## **Refreezing** Institutionalizing

### **Key Tasks**

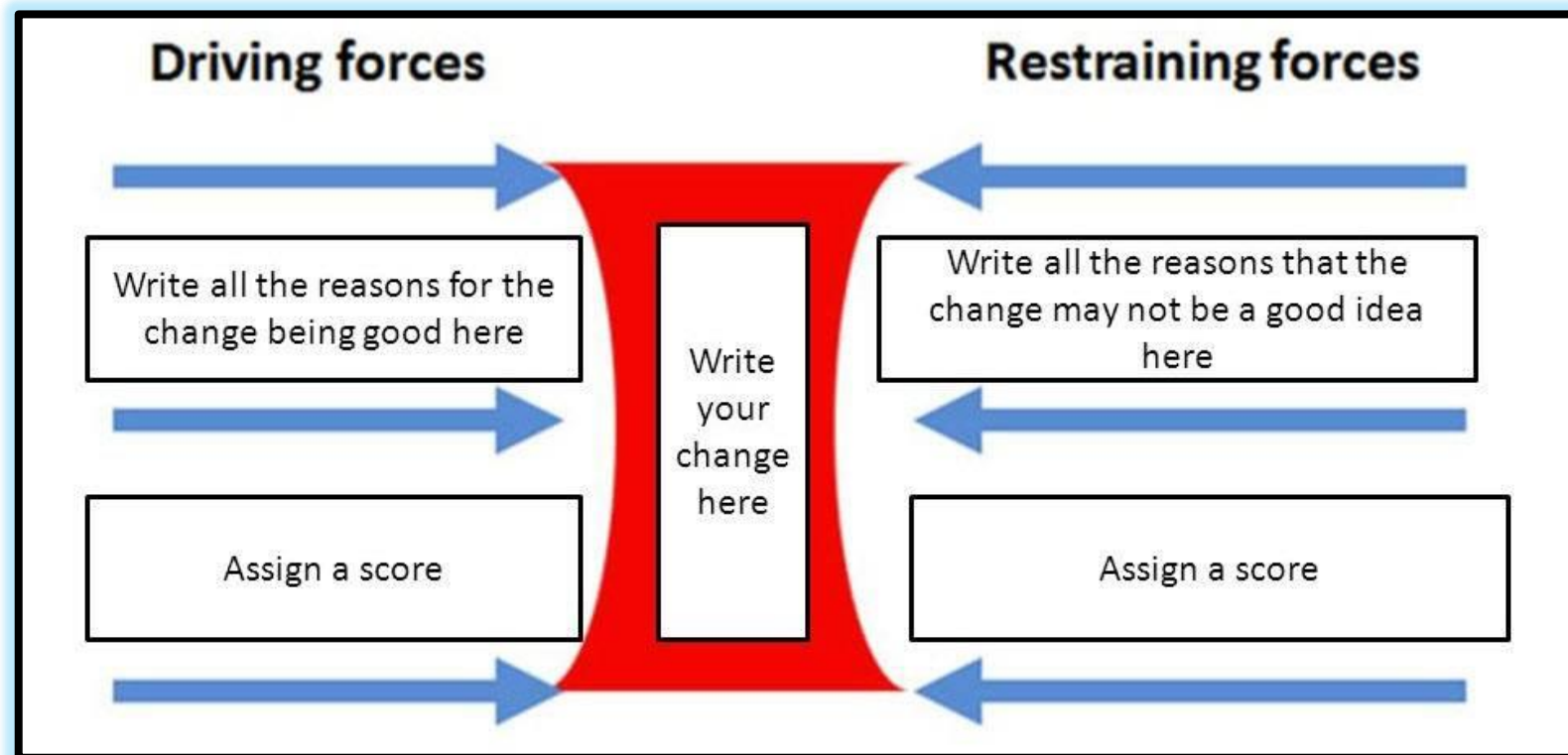
- Monitor progress against success criteria
- Establish processes, systems to institutionalize change
- Establish controls to ensure change is occurring
- Recognize and reward individuals for exhibiting new behavior
- Provide feedback, motivation, additional training to individuals not exhibiting new behavior

**FIGURE 2.6**

### **Lewin's change model**

Change involves three stages: unfreezing (preparing for change), moving (making the change), and refreezing (institutionalizing the change).

# Lewin's Force Field Analysis



# Lewin's Force Field Analysis

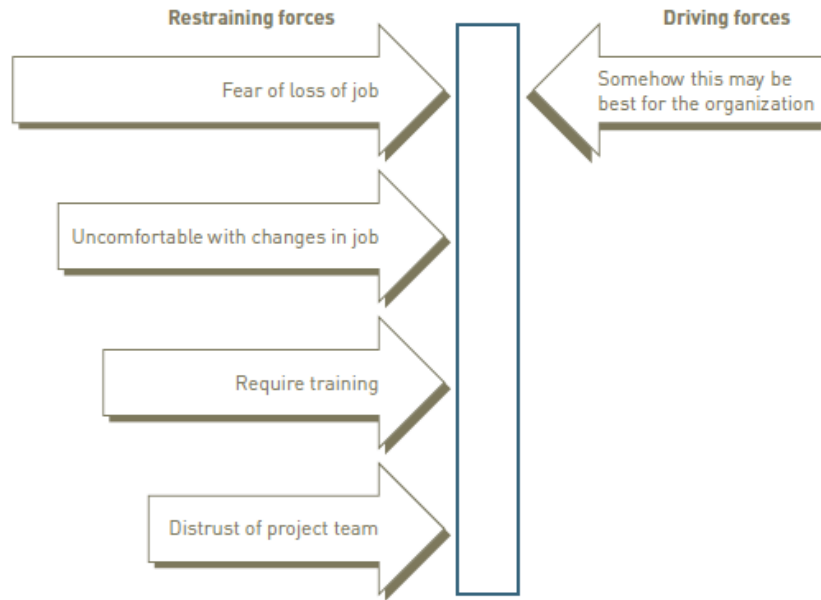


FIGURE 2.7

## Lewin's force field analysis before addressing concerns

Many strong restraining forces will make it difficult to implement this change.



FIGURE 2.8

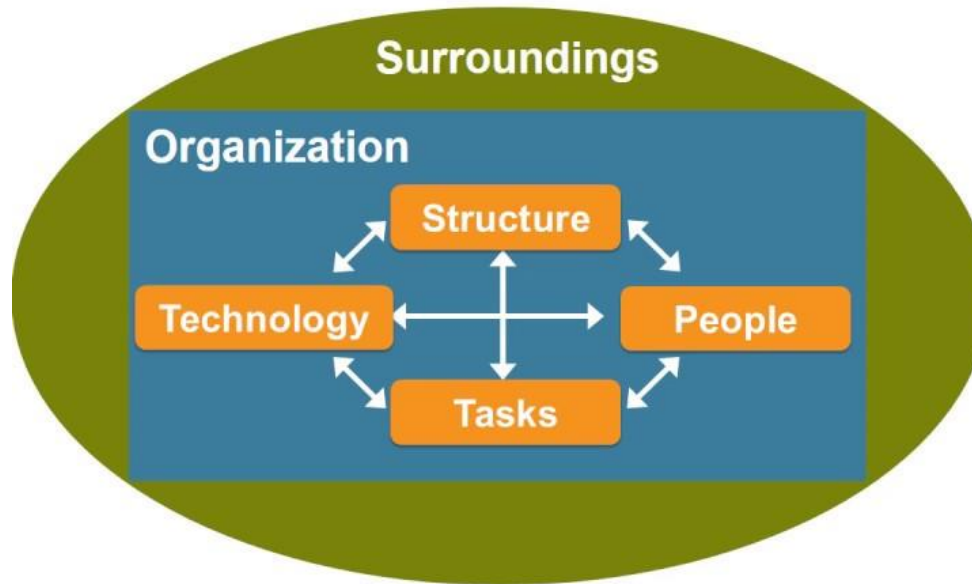
## Lewin's force field analysis after addressing concerns

Restraining forces have been weakened and driving forces strengthened so there is a much likelihood of successfully implementing this change.

# Leavitt's Diamond

Leavitt's Diamond  
Organization – living organism

Using the model



Discussion:

Give an example how change in one element triggers a change in the other three elements.

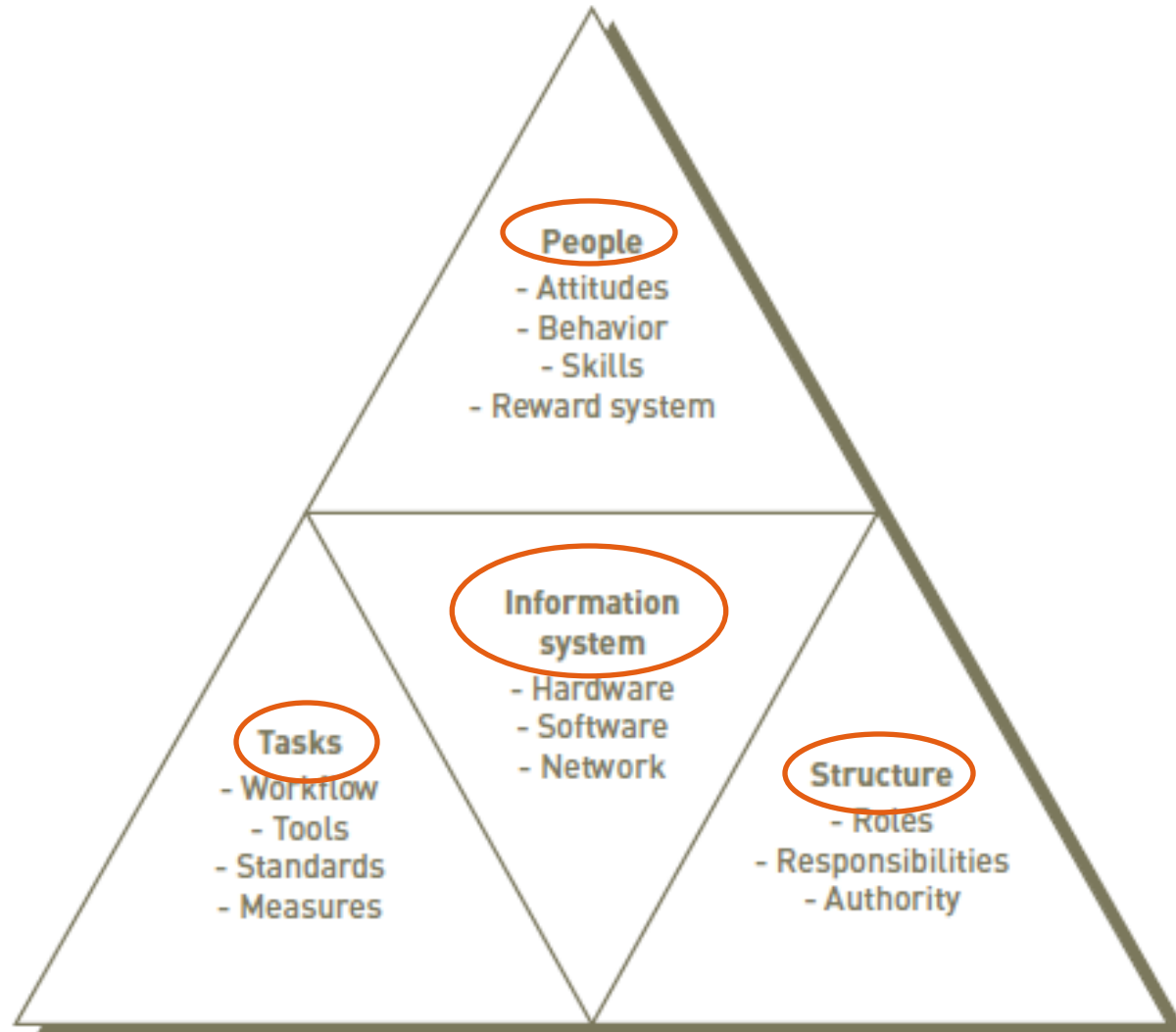
# Leavitt's Diamond

Same 4 dimensions  
(**technology**, **people**,  
**structure** and **tasks**) as in  
the previous slide;  
Two different  
representations of the same  
idea.

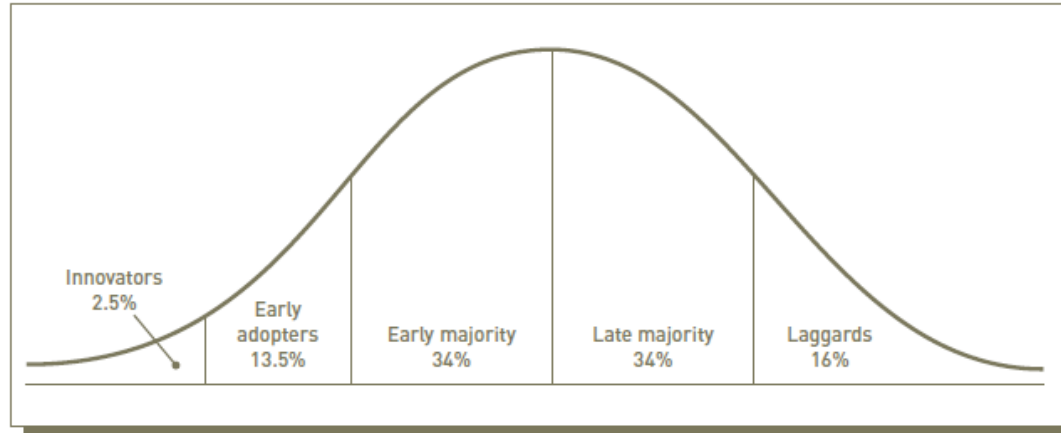
**FIGURE 2.9**

## Leavitt's diamond

Any change in technology, people, task, or structure will necessitate a change in the other three components.



# Acceptance of Change



**FIGURE 2.11**  
**Innovation diffusion**

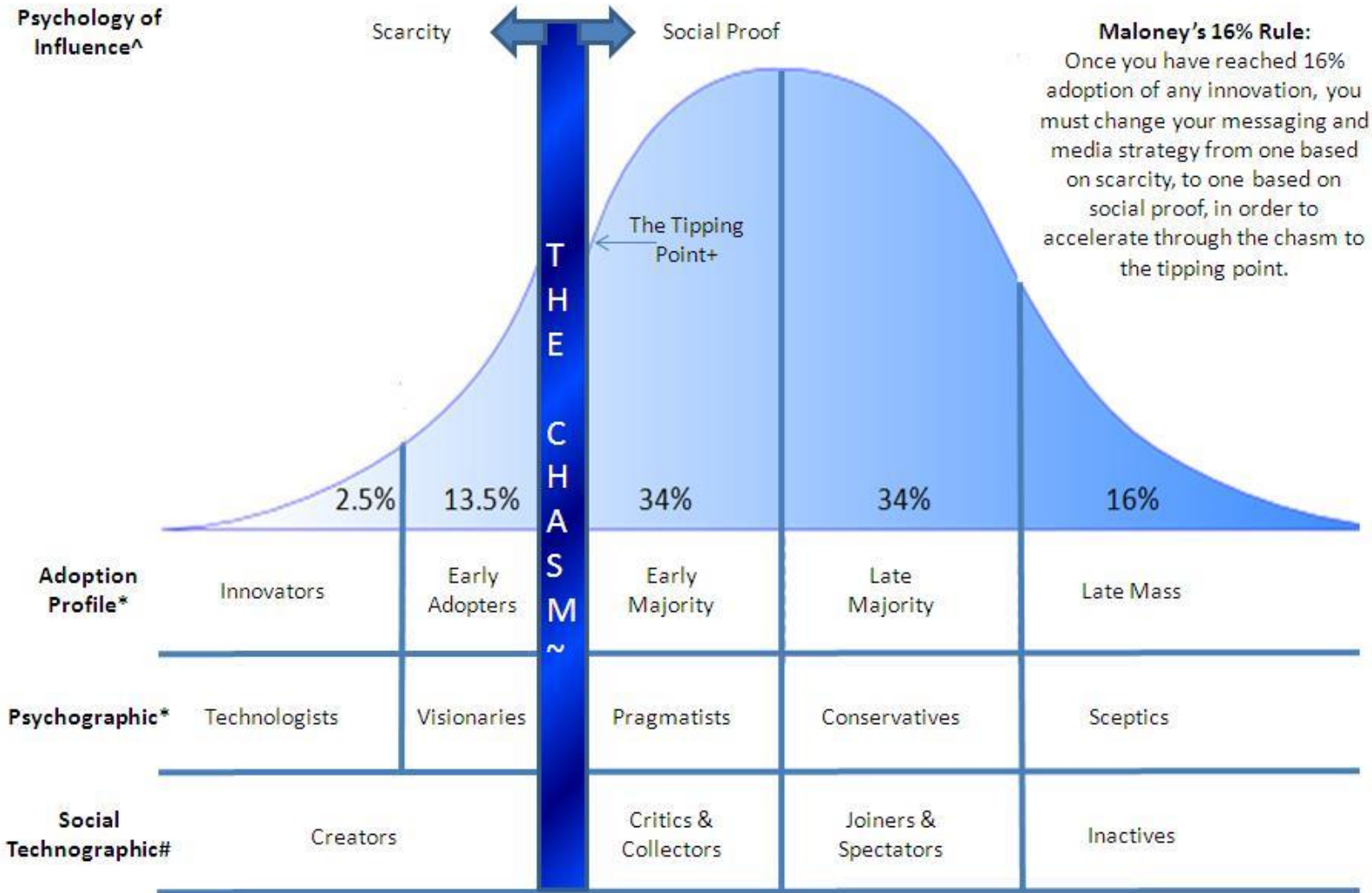
Adoption of any innovation does not happen all at once for all members of the targeted population; rather, it is a drawn-out process, with some people quicker to adopt the innovation than others.

Source: Everett Rogers, *Diffusion of Innovations*.

**TABLE 2.2** Five categories of innovation adopters

Adopter Category	Characteristics	Strategy to Use
Innovator	Risk takers; always the first to try new products and ideas	Simply provide them with access to the new system and get out of their way
Early adopter	Opinion leaders whom others listen to and follow; aware of the need for change	Provide them assistance getting started
Early majority	Listen to and follow the opinion leaders	Provide them with evidence of the system's effectiveness and success stories
Late majority	Skeptical of change and new ideas	Provide them data on how many others have tried this and have used it successfully
Laggards	Very conservative and highly skeptical of change	Have their peers demonstrate how this change has helped them and bring pressure to bear from other adopters

# Accelerating Diffusion of Innovation: Maloney's 16% Rule©



<sup>^</sup> Robert Cialdini <sup>\*</sup> Everett Rogers <sup>#</sup> Forresters <sup>~</sup> Geoffrey Moore + Malcolm Gladwell

Discussion: Which one are you?

## Group exercises

*Form groups and let every group focus on resolving one case*

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Coles supply chain management (p. 51)

Outsourcing accounting functions (p. 55-56)

Change Management for ERP System Project (p. 62)

Nordstrom's innovation efforts (pp. 80-81)



# Homework



READ TEXTBOOK CHAPTER 3  
& 4



CONTINUE BRAINSTORMING  
ABOUT YOUR BUSINESS