

**Are You Really Ready for an
E-Organization? :**

IT Network

* E-Organization *

- E-Organization : E-Business, E-Commerce, E-Strategy .

- E-Organization: , , 가 IT Network .

- 가 _____ : " " IT-Network , , , , 가 dynamics가 ?

- IT-Network E-Organization _____ ?

- _____ , E-Organization _____ 가 _____ 가?

E-Organization

- **Organizational Change:**

(alternation)

(transformation).

- (scale) (scope) :

.

.

- **Change is costly:**

.

,

,

.

- 가 :

,

,

.

- **E-Organization**

:

.

.

E-Organization

- (Strategic Change): , , , niche, , .
- (Boundary Change): M&A, Spin-off, outsourcing, divestment, downsizing, alliances.
- (Structural Change): . practices .
- (Cultural Change): 가 , , , .
- (Technological Change): . .

E-Organization .

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E-Organization

(Incremental Changes):

- , , :
- (ongoing process).

- "Any organization can deal with 10% change."

(Radical Changes):

- , .

- , ,

, .

- (Intermittent incidents).

- (High risk and resistance).

E-Organization

.

IT Network

(continuous environmental change):

- : ,
() .
- : lead time.

(discontinuous change):

- :
, , , .
) New England : - -
(competence destroying) :
가 .

ITNW .

* IT Network(ITNW) *

- Computer _____ : Computer _____ ,
/ , , .
- _____ : , , , 가
. real-time 가 .
- Internet, Intranet, LAN, Usenet, e-mail, news
groups, computer conferencing .
- IT _____ : , / IT
가 .
- ITNW 가
?: / ITNW .

* ITNW *

● _____ / _____

_____ : " _____ / _____ ."

● _____ : _____
re-alignment.

● ITNW _____ : _____ , _____ ,
_____ .

● _____ : _____
가 .

● ITNW MIS _____
: E-organization
_____, _____, _____ .

- Marketing: e-commerce, global market

. ,
 , on-line customer support .

- Finance: on-line stock exchange, e-banking, e-cash .

- R&D: , ,
global technological trend monitoring, on-line
joint R&D .

- Production: ITNW co-design JIT,
 ,
 , on-line .

- HRM: job posting & search, on-line
application, HR Pool , virtual team
. on-line .

* E-Organization : *

- Space, Distance _____ :

, , , 가 .

- Time Constraint _____ :

real-time 가 .

.

-) Benneton:

,

, real-time follow-up.

- _____ :

(availability) 가 . " "

- Speed: idea .

* E-Organization : *

- (Complexity) :

' , ' ,
가 .

- (Instability):

.
.
.

- : 가/ . The lowest price, the single standard, the best quality
가 .) Comparison Shopping Site.

* E-Organization I: *

- _____ 가 _____
_____ hierarchical structure : ,
, , , , , .

- _____ :
/ 가 / ,
ITNW . ,
, .

- By-passing _____ :
by-pass ,
. monitoring,

. Empowerment .

- _____ (Ultra Flexibility)
가 : .

- _____ :
, , , ,
.

- _____ :
, (routine) 가 .

- _____ (unplanned
emergent interaction) _____ : ,
unplanned
interaction .

* Virtual Team 가 *

- Virtual Team : ITNW

.

- _____ 가 :

MNC project team .

, 가 .

- _____ : 가

. ITNW .

가 (Observability) moral hazard .

- Constant Monitoring No Monitoring Paradox:

On-line activities monitoring가 ,

Off-line activities monitoring .

.

*

*

● _____ : _____

가 가

.

● _____ :

(risk)

.

● _____ :

? 가

가?

● _____ :

off-line

.

* Virtual Team Challenge *

● _____ 가 : 가
가 .

● self-motivation Incentive alignment :

incentive가 .

● _____(procedural justice) :

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* E-Organization *

- 2 :
(Information Overload) Paradox.
- "Speed" :
lead time .
- _____ :
. .
- _____ .
- _____ : " - -
- - "
- _____
_____ 가 :) E-bay CEO.

* Garbage Can *

- _____(technology of foolishness):
Vision, , ,
.
- _____(decision by action): , ,
, .) Escape from Alps.
- Risk-taking, Experiments, Trial & Error :
Risk-taking , .
- _____:
- _____(Recombination capabilities):
.

(Around-the-Clock & Global Availability)

● Mobile ITNW: , email, Internet notebook
computer . .

● Global connection: 가 .
1 7 , 24 가 .

● _____ (available): " " " " .

● Net-Slave: .

● _____: .

● _____ (burn-out) 가?

* ITNW : Unbundling 가 *

● ITNW _____ : Internet

, , .

● _____ : ITNW

가 .

● _____ :

가

) R&D, , .

● _____ (Unbundling):

. Internet .

* ITNW Unbundling *

- _____:
- _____(coordination costs): .
 , , , . Internet 가 .
- _____(Control costs): .
 , , ,
. Internet .
- ITNW _____ : ITNW
JIT .
- _____: ,
 , , synergy , ,
 .

* On-line Off-line Balance *

- On-line E-Organization :

On-line .

- On-line/Off-line : Cyber Economy 가 .

1) _____ :

- E-Organization _____ :

(Uniqueness).

.

- On-line : know-how routine

, ITNW 가 .

- Off-line : (tacit knowledge)

가 . ITNW .

2) _____ :

● E-organization , , .

● ITNW _____ :

"Ultimate connecting & isolating technology"

Paradox.) N- . software engineers .

● , Off-line .

3) E-commerce _____ :

● ITNW (E-commerce) (search),

(contact), .

● Off-line _____ : " "

Internet .) Royal Mail.

● On-line Off-line activities balance _____ :

off-line logistic .

* _____ *

_____ (co-evolution) _____

● ITNW : ITNW 가 _____ .

● (institution):

* (Rule of the Game).

* , , , .

* (appropriate) .

* .

● _____ : Cyber Economy

. 가 .)

E-Commerce .

● _____ (co-evolution): ITNW

E-organization Cyber Economy .

* The Final Questions *

- "Are you ready for an E-organization?"

.

- (Willingness): , , ,
가 , 가 가?

- (Capabilities):
가?

- _____: ()
가?

- E-organization
가? ? ?

E-Organization :

Hazard of Organizational Innovation

- : () .
- : ,
- , .

(problemistic change):

- .
- : .
- :
- survive .

(slack change):

- 가

.

- :

(slack) . Slack

survive 가

.

- : . GE .

E-Organization

- E-Organization 가

: , , ,

.

- " " E-Organization 가

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E-Organization

- :
· Off-line ·
ITNW ·
- :
· E-Organization Cyber-Economy ·
- :
· ITNW ·
- : , , · On-
line infra ·
- :
· On-line ·
- :
Off-line E-Organization
(core rigidity) 가 .