

- 11. A relocation of an organization's business processes (including production/manufacturing) to a lower cost location, usually overseas.
- 12. The executive responsible for strategic business/IT planning and IT management.
- 13. The executive in charge of researching and implementing new information technologies.
- 14. Software that helps monitor and control computer systems in a data center.
- 15. The cost of IS services may be allocated back to end users.
- 16. Many business firms are replacing their mainframe systems with networked PCs and servers.
- 17. The purchase of goods or services from third-party partners that were previously provided internally.
- 18. Managing IT to support a company's international business operations.
- 19. A business depends heavily on its information systems and Internet technologies to help it integrate its global business activities.
- 20. Global customers, products, operations, resources, and collaboration.
- 21. Global telecommunications networks like the Internet move data across national boundaries.
- 22. Agreement is needed on common user interfaces and Web site design features in global IT.
- 23. Security requirements for personal information in corporate databases within a host country are a top concern.
- 24. Business managers should oversee IT decision making and projects that are critical to their business units' success.

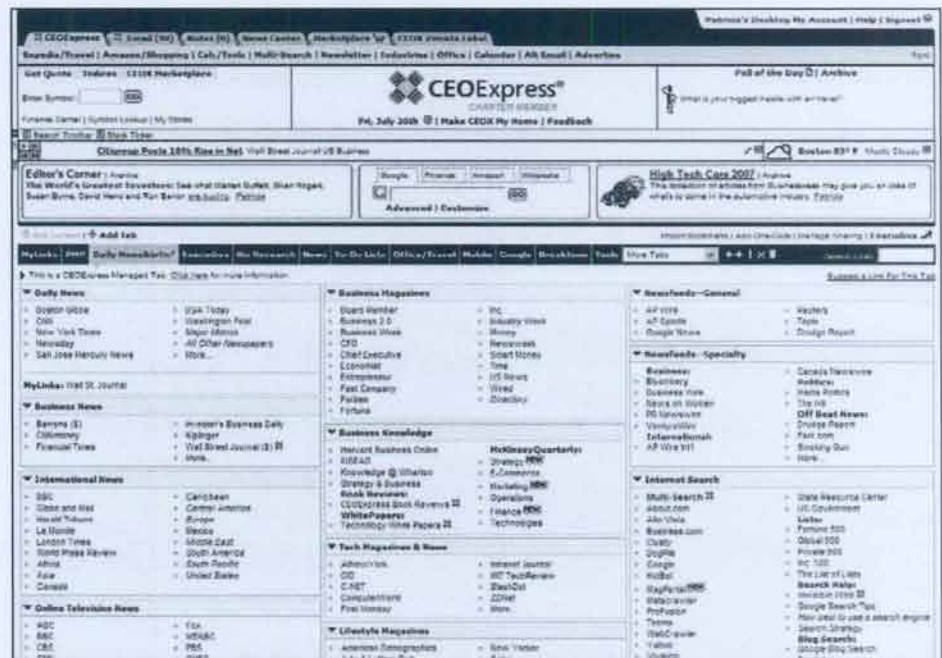
Discussion Questions

1. What has been the impact of information technologies on the work relationships, activities, and resources of managers?
2. What can business unit managers do about performance problems in the use of information technology and the development and operation of information systems in their business units?
3. Refer to the Real World Case on Hewlett-Packard in the chapter. Would you like to be the CIO of a company today? Would you want to serve on an executive steering committee of business managers that makes decisions on the use of IT within a company? Explain your answers to both questions.
4. How are Internet technologies affecting the structure and work roles of modern organizations? For example, will middle management wither away? Will companies consist primarily of self-directed project teams of knowledge workers? Explain your answers.
5. Should the IS function in a business be centralized or decentralized? Use the Internet to find recent developments to support your answer.
6. Refer to the Real World Case on the IBM Corporation in the chapter. Do you agree with CEO Sam Palmisano that if IBM shares its discoveries wisely, "it will make the pie bigger," and IBM and the whole IT industry will grow faster? Why or why not?
7. How will the Internet, intranets, and extranets affect each of the components of global information technology management, as illustrated in Figure 12.11? Give several examples.
8. How might cultural, political, or geoeconomic challenges affect a global company's use of the Internet? Give several examples.
9. Will the increasing use of the Internet by firms with global business operations change their move toward a transnational business strategy? Explain.
10. How might the Internet, intranets, and extranets affect the business drivers or requirements responsible for a company's use of global IT, as shown in Figure 12.14? Give several examples to illustrate your answer.

Analysis Exercises

1. **Top-Rated Web Sites for Executives**
CEO Express
 Check out CEO Express (www.ceoexpress.com), a top-rated Web portal for busy executives. See Figure 12.21. The site provides links to top U.S. and international newspapers, business and technology magazines, and news services. Hundreds of links to business and technology research sources and references are provided, as well as travel services, online shopping, and recreational Web sites. Premium services include e-mail, contact management, calendaring and scheduling, community networking, and powerful information organizing and sharing tools.

FIGURE 12.21
The CEO Express Web site.



- a. Evaluate the CEO Express Web site as a source of useful links to business and technology news, analysis, and research sources for business executives and professionals.
 - b. Compare CEO Express with Google News (news.google.com) and Google IG (www.google.com/ig). What advantages does CEO Express provide?
 - c. Select the featured article from the “Editor’s Corner.” What was the source? Summarize the article. Was it useful to you?
2. Information and Communications for Development
Assessing Global Capabilities
Over one billion people take their electrical and telecommunications systems for granted. However, for billions more, the service-on-demand mentality remains a distant dream and Internet access only a rumor. Recognizing the need to promote global information and communications technologies (GICT), the World Bank has undertaken numerous technology infrastructure assessment and development projects.
 - a. What is the World Bank (www.worldbank.org) doing to address third-world computer literacy needs?
 - b. What is MIT (www.mit.edu) doing to help increase global computer literacy?
3. Overseas Assignments
Incompatible Electricity?
Traveling outside their home country poses special challenges for business travelers who need to remain connected, especially those working out of their hotel rooms. Electricity varies by voltage, cycles, and electric-plug shape. Likewise, telephone jacks may vary from country to country, and American cell phones work pretty much only in America.

If you find yourself on an overseas assignment, how will you keep your laptop computer charged? How will you access the Internet? Can you free yourself from expensive hotel telephone surcharges?

Pick a country to “visit” (your professor may assign one instead), and report on specific solutions to each question. Be sure to include the manufacturer and model number of any hardware you may require. Cite all your sources.

 - a. What do you need to bring with you to keep your laptop computer charged?
 - b. What do you need to bring with you to connect your laptop’s modem to the local telephone network?
 - c. What will you use in place of your handy cell phone?
 - d. Use a collaboration-enabled system such as Blackboard, Web CT, Dreamweaver, or Front Page to merge, organize, and publish your results with the rest of your class to create an online resource.
 4. Knowledge Work on the Move
Business Process Outsourcing
Having discovered knowledge work’s location independence, many organizations seek to lower their labor costs by moving their digital operations overseas. When evaluating such opportunities,

managers must consider the following regional attributes:

- Political and regulatory environment.
- Infrastructure (electrical, telecommunications).
- Professionally skilled labor force.
- Information systems skilled labor force.

All prospective locations must have a supportive political and regulatory environment. However, variations within the other three attributes will pose special limitations. For example, India has millions of well-educated workers but notoriously unreliable telecommunications and electrical grids. Organizations setting up outsourcing operations in India build their own islands of stability with backup power and satellite telecommunications systems. A region with a shortage of professionally skilled labor may offer labor-intensive activities such as call centers

or data entry instead, yet even these jobs require basic computer literacy.

The value of services provided depends primarily on the expertise or creativity involved in its performance. List suitable job titles for each work characteristic below. Rank each item in order of the value provided.

- a. **Digitize:** Convert data or information into a digital form.
- b. **Distribute:** Process information in one direction or another based on strict rules and nondigital inputs (if the inputs were digital, a computer could probably do the job).
- c. **Analyze:** Process information based on human expertise.
- d. **Create:** Create new information or products based on human expertise.