Chapter 7
Organizational Structure and Technology Adaptation

I haven't failed; I've found 10,000 ways that don't work.

Thomas Edison (1847-1931)

CHAPTER KEY POINTS

- Discusses the effect of collaborative business approach on the organizational structure.
- Discusses the various technology acceptance models in the context of collaborative business.
- Highlights the importance and relevance of mobile technologies including mobile devices, mobile networks and mobile contents to collaborative business
- Discusses and analyses a detailed survey that is used to understand the effect of the various technical factors of web services and mobile technologies that influence the organization;
- Discusses the results from the survey related to adoption of collaborative technologies.

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- Discusses the global management issues and challenges that organizations need to face resulting from global collaboration.

INTRODUCTION

This chapter discusses the effect of the technologies of Web Services (WS) and Mobile Technologies (MT) on the organizational structure of an enterprise. Subsequently, this chapter also discusses the various technology acceptance models in the context of collaborative business. The survey described in this chapter highlights the importance of the various emerging technologies (as outlined earlier in Chapter 2 and discussed in greater detail in Chapter 5) in terms of their adoptability and their impact on the collaborative business. Thus, in a way, this chapter further extends the ***Collaborative Business Process Engineering (CBPE)*** model, but from a technology adoption viewpoint.

The organizational structure for a business that is collaborating electronically with other businesses is different from a non-collaborative business. This is because the organizational motivation for collaborative business is open and interactive, as opposed to the closed (and usually hierarchical) organizational structures. Web Services (WS) and Mobile Technologies (MT) influence various dimensions of a business – such as its technology usage, its business processes and its socio-cultural facets. The changes to the organizational structure are an interesting and important part of the social dimension of a business. The survey-based industrial feedback derived from an earlier study, and discussed here from a technology adoption viewpoint does quiz the organizations in terms of their readiness to adapt WS and MT in undertaking business collaboration.

ORGANIZATIONAL STRUCTURE IN COLLABORATIVE MANAGEMENT

The effect on business process re-engineering, as discussed by Hammer and Champy, and later by numerous authors, led to the creation of a flattened organizational hierarchy. This was so because, by using information technologies, it was possible for an individual to carry out the function that required two or three layers of management above her. For example, an account officer in a bank is able to open an account easily through the information and knowledge available to her by use of information technology.

The information *and* communications technology – especially Web Services – have a similar significant impact on the organizational structure. Cabrera and Kurt