

Organization Management

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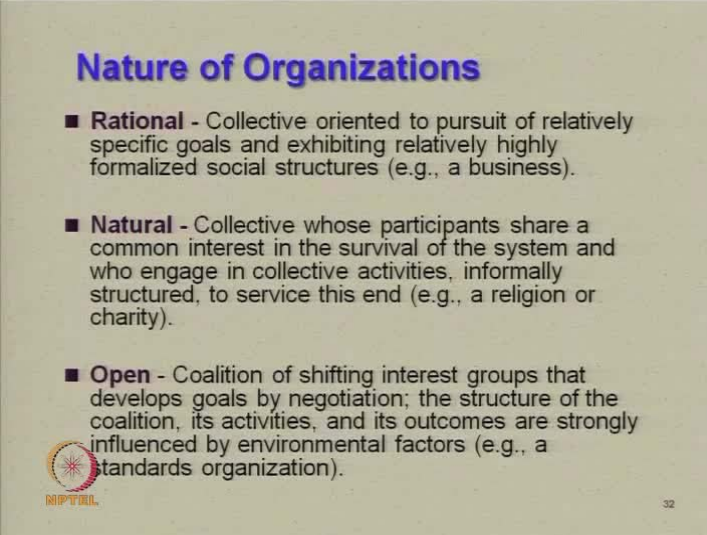
Module No. # 03

Lecture No. # 29

Nature of Organisational Process (Contd.)


At this stage of the discussion, to lend clarity to understand how processes operate, it may be useful to spend some time to understand the nature of organizations.

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Nature of Organizations

- **Rational** - Collective oriented to pursuit of relatively specific goals and exhibiting relatively highly formalized social structures (e.g., a business).
- **Natural** - Collective whose participants share a common interest in the survival of the system and who engage in collective activities, informally structured, to service this end (e.g., a religion or charity).
- **Open** - Coalition of shifting interest groups that develops goals by negotiation; the structure of the coalition, its activities, and its outcomes are strongly influenced by environmental factors (e.g., a standards organization).

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There are different types of organizations, there is rational organizations, there is natural organization so called, there is the open organization. Each of them is **cozy** technical words, with a certain explicit meaning and I will share with you the meaning.

The rational - collective oriented to pursuit of relatively specific goals and exhibiting relatively highly formalized social structures; that is the rational organization. These are usually business organizations.

The meaning will be clear after we have heard what a natural organization is and what an open organization is, after you see the example. The natural organization is collective; those participants share a common interest in the survival of the system and who engage in collective activities, informally structured, to service this end. Like for example, a religion organization or a charitable organization.

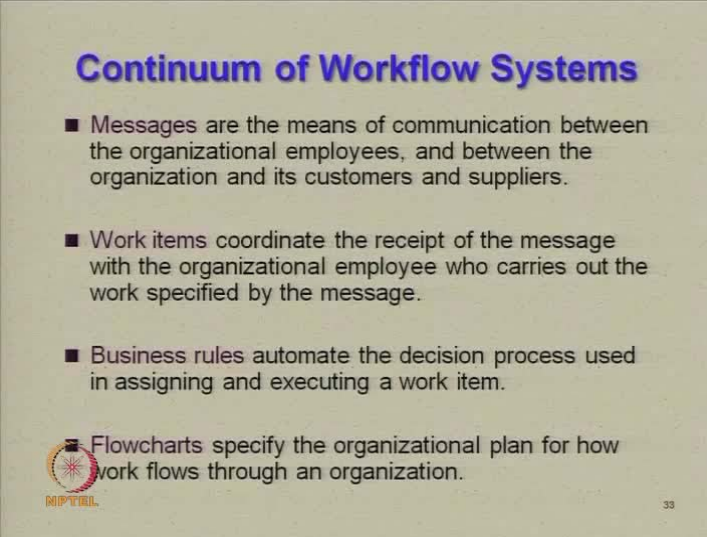
Any charity will be far more rules than a business organization, because by definition charity has enough capital, which it then wants to disperse to cause a social good. By definition, the business organization has to generate an activity to make money, obviously the process will vary.

In a religious organization, there is the feeling that you should do good, if it is a proselytizing religion, you want to convince people. You want to convince that so on so was a profit and it was the last profit. You want to convince so on so was the son of god; god loved humanity so much that he sent his own son to atone for sins of the human beings. Similarly, you want to convince, you do not order, these are some changes. Nanak teaches modesty, talks of how he would rather - the skin should be converted into a pair of socks, the level of modesty he talks about. You get into an organization, the whole thing is a big salad, the boss comes and you stand up in attention.

A religious organization will obviously work in a different board than a corporate entity; the process will vary. A third type is open organization; coalition of shifting interest groups that develops goals by negotiation; Political parties, you do this and I will pass that. If you want me to pass this, you do that; constant negotiation all in the name of public service. Then, they want to throw somebody into the river; they want to put somebody on a mountain. Of course, I do not want to name in details, but it was all over the press today.


Why should somebody be thrown into a river? I cannot understand. The river is polluted anyhow; you cannot do that in a corporate entity. So, the coalition of shifting interest groups that develops goals by negotiation, the structure of the coalition and its activities, and its outcomes are strongly influenced by environmental factors.

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Continuum of Workflow Systems

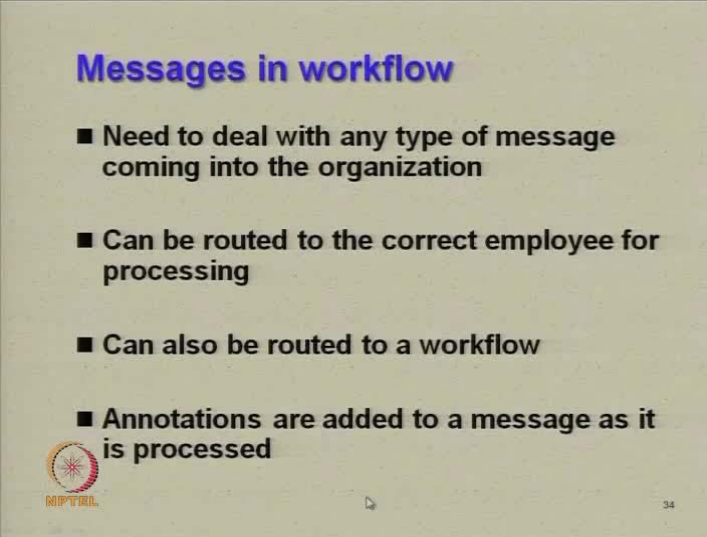
- Messages are the means of communication between the organizational employees, and between the organization and its customers and suppliers.
- Work items coordinate the receipt of the message with the organizational employee who carries out the work specified by the message.
- Business rules automate the decision process used in assigning and executing a work item.
- Flowcharts specify the organizational plan for how work flows through an organization.

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For example, a standards organization, it all causes a continuum of workflow systems. Messages are the means of communication between the organizational employees, and between the organization, its customers and suppliers. So, there is the concept of the internal customer and there is the concept of the external customer.


Work items coordinate the receipt of the message and the organization employee who carries out the work specified by the message. Business rules automate the decision processes, are used in assigning and executing the work item, but whether it is organization of the type A or organization of the type B or organization of the types C, they will all have workflows; that is the point. The work will originate somewhere, it will be processed somewhere, it will be consummated somewhere else. Remember, the session is devoted to understanding flows. Flowcharts specify the organizational plan and how workflows through an organization.

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Messages in workflow

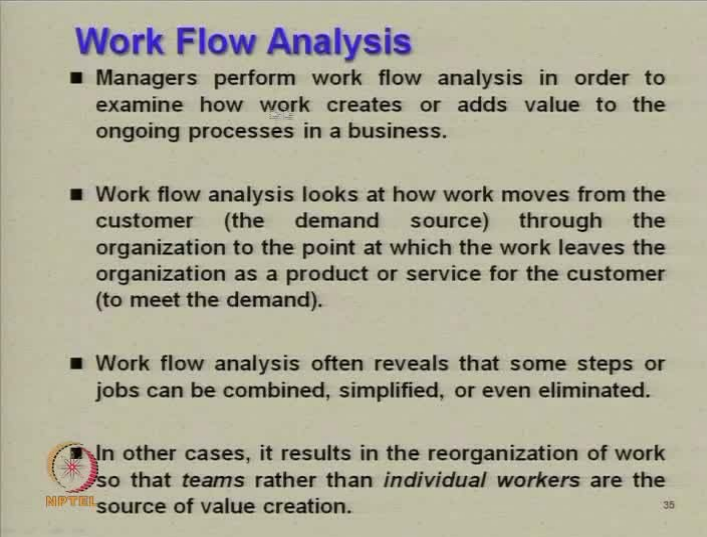
- Need to deal with any type of message coming into the organization
- Can be routed to the correct employee for processing
- Can also be routed to a workflow
- Annotations are added to a message as it is processed

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Messages in workflow need to deal with any type of message coming into the organization. Remember, all messages are not internal to the organization; messages can come into the organization in many forms. The most obvious one is customer preference, but there is nothing wrong with it, but is not the most significant. The messages can come in through supplier conditions, messages can come through takeover bids, messages can come through sales of shares and messages can come through a customer satisfaction index. The lists of workflows which can be generated by the messages coming in are almost endless. If they are endless, one basic question arises; the basic question is how does the organization gear itself to receive the message?


Once the message is received, how does it in turn **arise** it? Very often committees are used for it; for example, buying and selling of shares is always kept under observation and then depending upon the trends there internal messages are generated. It can be routed to the correct employee for processing and this is very important. Ultimately processes determine, to whom the information goes and what does he do with that information? Can also be routed to a workflow; annotations are added to the messages as it is processed. What do annotations do? Give the interpretation of the person who is processing the information. Annotate is commentary on the information. The final decision making can be a summation of the different annotations through which that information has passed. The important thing is to realize, everyone does not see the information the same way.

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Work Flow Analysis

- Managers perform work flow analysis in order to examine how work creates or adds value to the ongoing processes in a business.
- Work flow analysis looks at how work moves from the customer (the demand source) through the organization to the point at which the work leaves the organization as a product or service for the customer (to meet the demand).
- Work flow analysis often reveals that some steps or jobs can be combined, simplified, or even eliminated.

 In other cases, it results in the reorganization of work so that *teams* rather than *individual workers* are the source of value creation.

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Managers perform workflow analysis in order to examine how work creates or adds value to the ongoing processes and business. This is correct, but very simplistic version. It comes from manufacturing workflow, each one is supposed to add value and that is processing the workflow. What happens if there is a threat to the organization, what value do you add? What value do you add in assessing consumer preferences? The value will be added after you have interpreted that information.

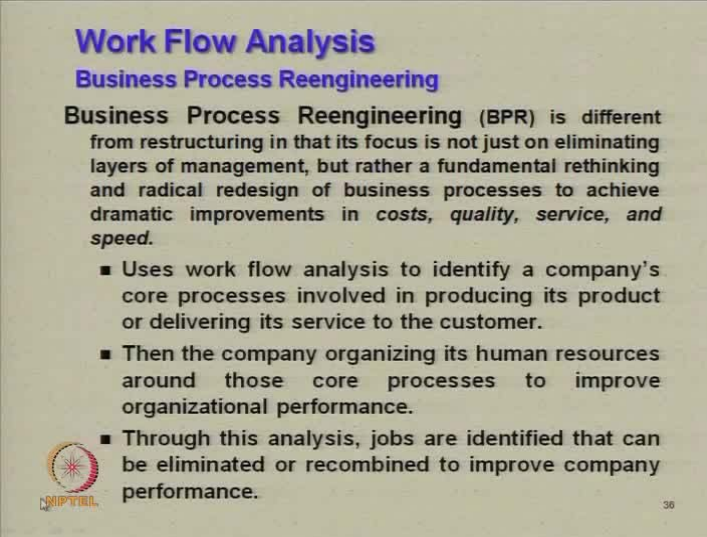
So, there is a whole cosmology of flows; input, throughput, output sequences the simplest of the mole; this is what you have registered as a manager. Workflow analysis looks at how works move from the customer that is the demand source, through the organization to the point at which the work leaves the organization as a product or service for the customer to meet the demand. I do not think there is much to be explained here, it speaks for itself, so we move on.

Workflow analysis often reveals that some steps or jobs can be combined, simplified and even eliminated. This is where creative problem solving techniques comes in. Through the use of a checklist of questions, you decide whether a work process should be abbreviated or extended. Now, what are the examples of abbreviation or extension? It is abbreviated - when you say, you put up the papers directly to the boss without going through intermediaries. You create a three level sequence of processing, one the problem is identified and originates, two the problem is processed, three the problem has a

decision, you have abbreviated the process. You can add it to the process to make it more robust, you introduce internal audit. So, internal audit is like putting the train on a loop line, it would not get passed till the internal audit has looked at it.

You are extending the process to make the process healthier; the message which you have to take from this is you can do things to the processes in the interest of organizational effectiveness. Workflow analysis often reveals is that some steps or jobs can be combined simplified or even eliminated. In other cases, it results in the reorganization of work, so that teams rather than individual workers are the source of value creation. I have spent enough time on this; this is the last time, when I was trying to explain to you that character of work has changed. Character of the work has changed for many reasons, not the least of which is that it cannot be anymore a single function specialization. It cannot be anymore one person's glory, because everyone has to contribute to it and we have covered all that. So, the question is, it would be an individual value addition or team value creation? The answer is obvious.


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Work Flow Analysis
Business Process Reengineering

Business Process Reengineering (BPR) is different from restructuring in that its focus is not just on eliminating layers of management, but rather a fundamental rethinking and radical redesign of business processes to achieve dramatic improvements in *costs, quality, service, and speed.*

- Uses work flow analysis to identify a company's core processes involved in producing its product or delivering its service to the customer.
- Then the company organizing its human resources around those core processes to improve organizational performance.
- Through this analysis, jobs are identified that can be eliminated or recombined to improve company performance.

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Business process reengineering; the BPR is different from restructuring in that its focus is not just on eliminating layers of management, of which of already I have an example, but rather a fundamental rethinking and radical redesign of business processes to achieve dramatic improvements in costs, quality, service and speed.

As matters stand today, management process has moved even beyond business process reengineering. There is a growing feeling that business process reengineering is very cumbersome, this was something fashionable in the late 90s. Of course, we continued talking of it, because we never let anything die. This is the only place in the world where communities still survive on bows and arrows. They do not only survive on bows and arrows, they have enclaves, where the forces of the state cannot enter. If they try to enter, they are shot down.

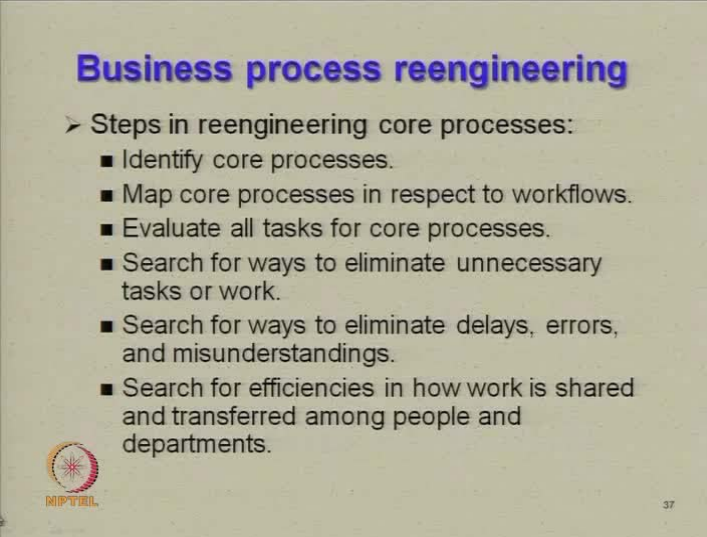
Every period of human history is alive here, where else would you find a land like this. So, many teach management, you teach a lot of things of vintage value and you also talk of business process reengineering. There is nothing wrong with it; it is just that things have become far more sophisticated thereafter. It uses workflow analysis to identify a company's core processes, then for a period everything was being assessed in the framework of core. The core word became very fashionable, core competency; everyone is talking of core competency.

Core process, they even talk of the core problem; everything as a core, it just amuses me. If life were to be so simple for people to identify, what is the core competency? But, then these are professional fashions which come and pass away, no tears are shared the door. Nobody knows, when they come, how do they come? Nobody knows when they pass away into the oblivion? I have taken over by new fashions. I told everyone is looking at the bottom of the pyramid. Well, somebody will soon look through the prism.

The purpose of understanding management theory and practice is to understand what actually causes a change that is the business of it. If all this causes change, nothing like it; if it does not cause change, well understand it, because it is fashionable to understand it.


Then, the company organizing its human resources around this core processes to improve organizational performance, heard that before. Through this analysis jobs are identified, that can be eliminated or recombined to improve company performance.

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Business process reengineering

- Steps in reengineering core processes:
 - Identify core processes.
 - Map core processes in respect to workflows.
 - Evaluate all tasks for core processes.
 - Search for ways to eliminate unnecessary tasks or work.
 - Search for ways to eliminate delays, errors, and misunderstandings.
 - Search for efficiencies in how work is shared and transferred among people and departments.

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Business process reengineering: steps in reengineering core processes follow the following steps. These are the processes of processes, you must understand; that is how important the word processes is. This is the process of the processes; identify the core processes, map the core processes and respect to the workflows, evaluate or tasks for the core processes, search for ways to eliminate unnecessary tasks or work, search for ways to eliminate delays, errors, misunderstandings, search for efficiencies in how work is shared and transferred amongst people and departments. So, simple when you put it down in six breakup steps; so complicated when you start operating it.

When in while late teenage, I was nominated for a Rotaract fellowship. So, the done thing was to go to the district governor and seek advice. In generally, say thank you so much for nominating me, now that I will be going to another metropolitan center to be interviewed along with other Rotary nominations, what should I keep in mind? Then he would be in his chair, rocking away, those were days when it was still fashionable to smoke a cigar; in fact, if you are somebody, you were supposed to have a pipe, now it is no longer in fashion, you are not supposed to smoke a cigar at all, but those were happy days.

He was smoking a cigar, once in a while looking at his pipe, tries to make up his mind whether he should pick up the pipe, will look more impressive and should continue with the cigar. I voted for the cigar, he was being very modern and he ask me, would you like

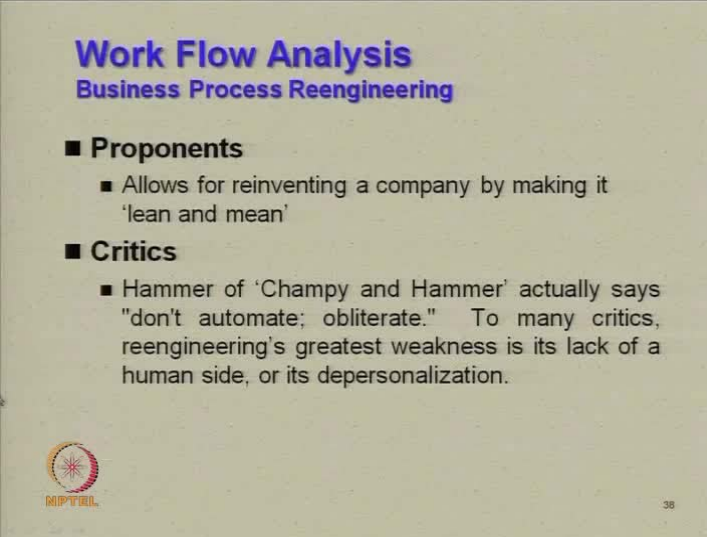
a cigar young man? I give him an appropriate reply do not smoke cigars before 8 o'clock in the evening; they were very impressed; he said, really? What do you smoke before that I said nothings, nothing at all. I believe cigar is an index of relaxation and I do not relaxed; really, it how pre found.

I said sir, any advice? He said, yes in the interview be polite, but be firm. Then, he said strict your own ground, but do not be mulish. I said, yes sir. He said, do not have to agree for the sake of agreeing, but do not agree for the sake of the disagreeing. It was the hugely slaying that I said excuses me in a just one question. He said yes. I said how shall I be polite, yet be firm? He said, do not know. I said, no. He said, will have to work it out. I said, why are you telling me all this, I will go to the interview and work it out? Because he was putting together all the opposite attributes, I saw that is the way to walk through an interview.

At which stage, I decided can I ask, can I have a cup of coffee sir; he said, yes. Entered his wife; he said in just Bengali. I shall not speak Bengali, because some of you may not understand it. She said, have you stop bulling the child, let him have a coffee and the interview briefing came to a happy end.


All the times saying yes, it is simple to break it up into six steps. When you actually start implementing it, we have to do it instinctively. You have to do it in reflects manner. Actual decision making process will never follow these six steps. Do not be under any illusion that is the message which I am trying to give you.

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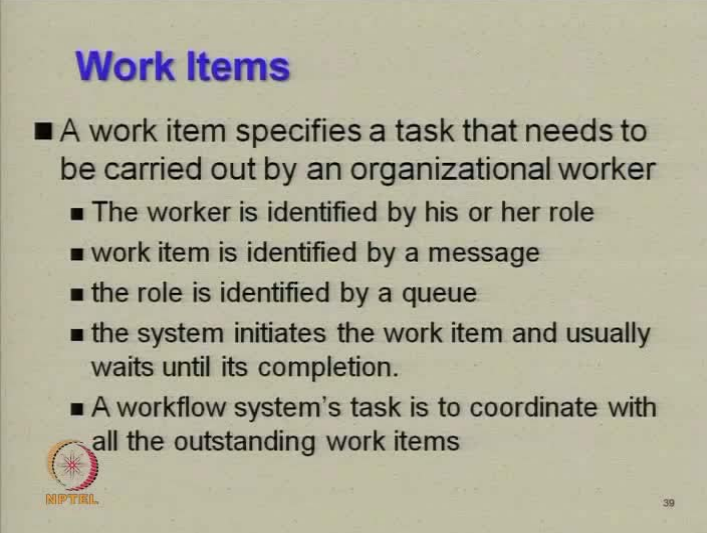
Work Flow Analysis
Business Process Reengineering

- **Proponents**
 - Allows for reinventing a company by making it 'lean and mean'
- **Critics**
 - Hammer of 'Champy and Hammer' actually says "don't automate; obliterate." To many critics, reengineering's greatest weakness is its lack of a human side, or its depersonalization.

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Business process reengineering requires proponents; allows for reinventing a company by making it lean and mean, no longer fashionable works, but he has. They were that was upon a time. Critics: Hammer of Champy and Hammer actually says “don’t automate; obliterate” sound absolutely grand. You try to do that today then you bring down whole unions and political parties on your neck, and then start that negotiation. Remember, you let the strike go, you get that quota; you do not let the strike go, you would let that legislation.

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Work Items

- A work item specifies a task that needs to be carried out by an organizational worker
 - The worker is identified by his or her role
 - work item is identified by a message
 - the role is identified by a queue
 - the system initiates the work item and usually waits until its completion.
 - A workflow system's task is to coordinate with all the outstanding work items

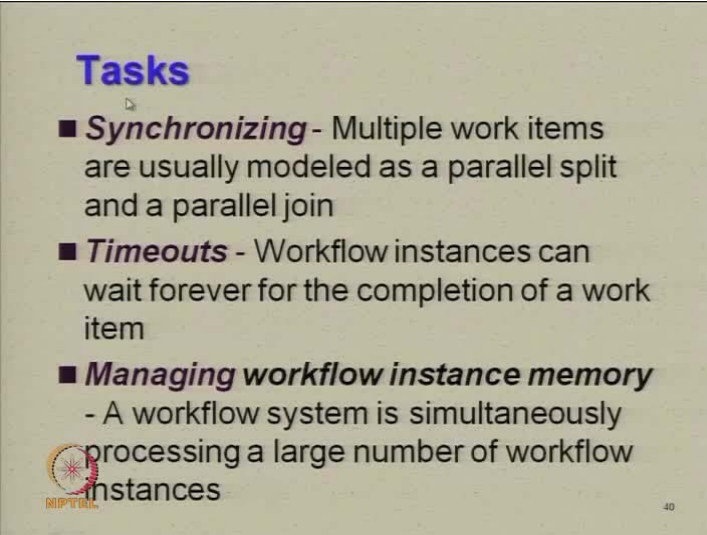
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To many critics reengineering greatest weakness is its lack of human side or its depersonalization. What are the work items? A work item specifies a task that needs to be carried out by an organization worker. The worker here does not mean a blue collar worker. The word here really, he should be the personal; the worker is identified by his or her role, work item is identified by a message, the role is identified by a queue, the system initiates the work item and usually a waits until its completion, a workflow systems task is to coordinate with the outside work items.

In other words, to create some sort of a structure to the process; I am not putting together opposites. Even processes have to be structured, how do you do it, by identifying the role, by identifying a message, by putting in it queue, initiating the work item and waiting to finish that before you start off with something else, a workflow systems task is to coordinate with the outside workflow items.

So the workflow is in a channel, what about the factors which are outside the workflow? For example, you are looking at an advertising campaign, what happens to the production process? So, you coordinate even with that with which you are not interacting.

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Tasks

- **Synchronizing** - Multiple work items are usually modeled as a parallel split and a parallel join
- **Timeouts** - Workflow instances can wait forever for the completion of a work item
- **Managing workflow instance memory** - A workflow system is simultaneously processing a large number of workflow instances

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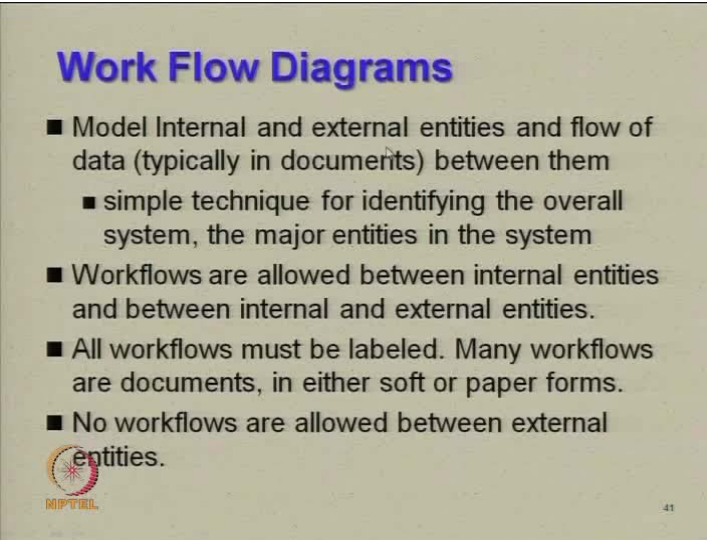
What is the meaning of tasks here? Two keywords in management, remember what I said tasks. Synchronizing - multiple work items are usually modeled as a parallel and a parallel joint. Timeouts -workflow instances can wait forever for the completion of a

work. Managing workflow instance memory - a workflow system is simultaneously processing a large number of workflows instances; this is where we start winding of the session.

Work processes need not necessarily be single work processes; there may be parallel work processes. Not only parallel work processes, processes may be merging among themselves and redistributing their flows. To understand the processes, understand the river; as I said, it is difficult for you to comprehend river across 2000 kilometers.


Just go to delta likes the Sunderban delta, the streams merge they disperse, the merge again, there this whole maze. Other, simplest to comprehend, because you can look out into the flows even from a boat. If you are lucky to get a helicopter or a flight you look down, you see all the processes like flows clear there. You can see it clearly, but the flows are not clear, they have their logic of working, they have logic of merging, they have the logic of de merging. In other words, the proposition, which I want you to understand is internalize, like everything else that is alive that is vibrant, workflows take on the character, which their own tasks give to them.

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Work Flow Diagrams

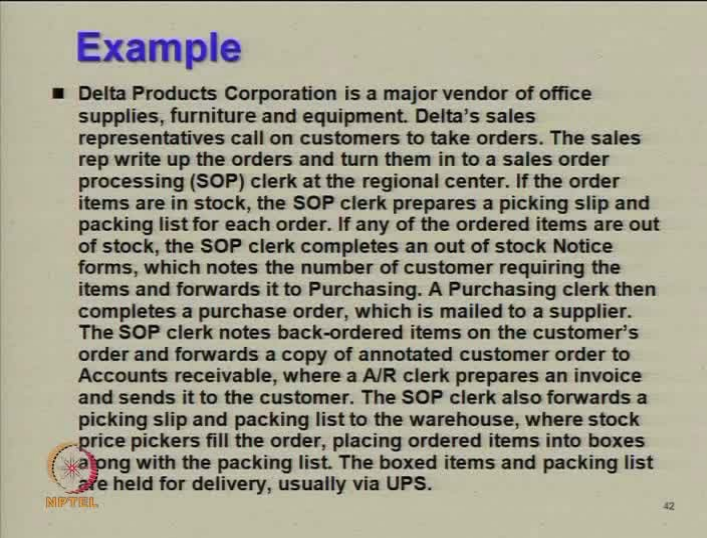
- Model Internal and external entities and flow of data (typically in documents) between them
 - simple technique for identifying the overall system, the major entities in the system
- Workflows are allowed between internal entities and between internal and external entities.
- All workflows must be labeled. Many workflows are documents, in either soft or paper forms.
- No workflows are allowed between external entities.

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You create flow diagrams: model internal, external entities and flow data, typical in documents, between them a simple technique for identifying the overall system, the major entities in the system. Workflows are allowed between internal entities, and between internal and external entities. All workflows must be labeled. Many workflows

are documented, in either soft or paper form. Ultimately documentation of workflows is very important. In course of time I will show you certain workflow diagrams.

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Example

- Delta Products Corporation is a major vendor of office supplies, furniture and equipment. Delta's sales representatives call on customers to take orders. The sales rep write up the orders and turn them in to a sales order processing (SOP) clerk at the regional center. If the order items are in stock, the SOP clerk prepares a picking slip and packing list for each order. If any of the ordered items are out of stock, the SOP clerk completes an out of stock Notice forms, which notes the number of customer requiring the items and forwards it to Purchasing. A Purchasing clerk then completes a purchase order, which is mailed to a supplier. The SOP clerk notes back-ordered items on the customer's order and forwards a copy of annotated customer order to Accounts receivable, where a A/R clerk prepares an invoice and sends it to the customer. The SOP clerk also forwards a picking slip and packing list to the warehouse, where stock price pickers fill the order, placing ordered items into boxes along with the packing list. The boxed items and packing list are held for delivery, usually via UPS.

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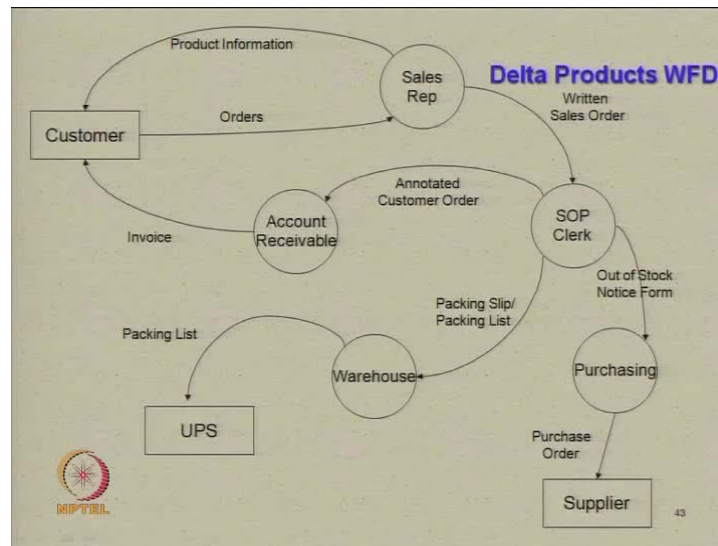
They all indeed do not enter the closed loop that is the point I want to make for now. Some of them flow and this just try up, no workflows are allowed between external entities. Here is an example; Delta Products Corporation is a major vendor of office supplies furniture and equipment. Delta sales representative calls on customers to take orders. The sales rep writes up the order and turns them into a sales order processing SOP clerk at the regional center. If the order items are in stock, the SOP clerk prepares a picking slip and packing list for each order.

If any of the ordered items are out of stock, the SOP clerk completes and out of stock notice forms, which notes the number of customer requiring the items and forwards it to purchasing. A purchasing clerk then completes the purchase order, which is mailed to a supplier. The SOP clerk notes back-ordered items on the customer's order and forwards a copy of annotated customer orders to accounts receivable, where an accounts receivable clerk prepares an invoice and sends it to the customer.

The SOP clerk also forwards a picking slip and a packing list to the warehouse, where the stock price picker fills the order, placing ordered items into boxes along with packing list. The boxed items and packing lists are held for delivery, usually via UPS that is the under postal certificate.

Now, you can draw flow diagrams of all this activity, just as you can draw an organization structures chart. If an organization is a vibrant one, if an organization is alive, then it works through drawing charts of how workflow is taking place. Because that is the only way you will know which way water is going, which stream needs to be blocked and which stream needs to be flowing, but is clogging. That is the managerial intervention and it is that which makes a successful organization.

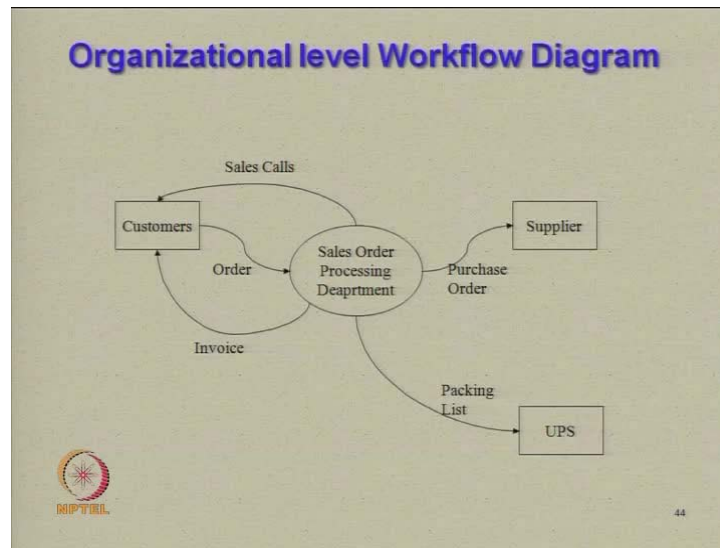
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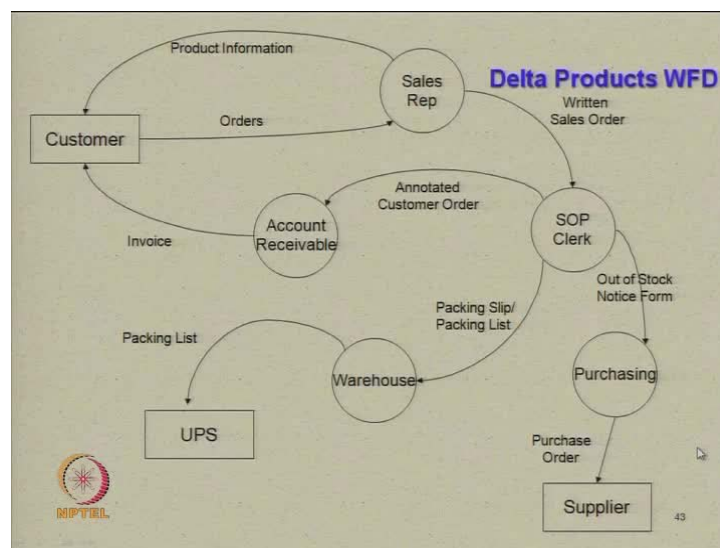
Here is the example of what happens, just look at it yourself. The customer, warehouse, sales rep, SOP clerk, purchasing, supplier; the whole case has been put down in a diagrammatic form, please observe it carefully.

I would recommend to those of few who are serious about understanding organization management, pickup any situation and try to put it in a flow diagram of work processes; everything as a flow. There is no shortcut to learning management any more than there is a shortcut to learning anything. What you hear in the sessions is merely a lead and a framework to start doing your own exercises. It is not that you do exercises only in accounts, you do exercises anywhere. You will not understand the subject matter till you practice it. It is one thing to have a theoretical appreciation; it is another thing to be able to do it clinically.

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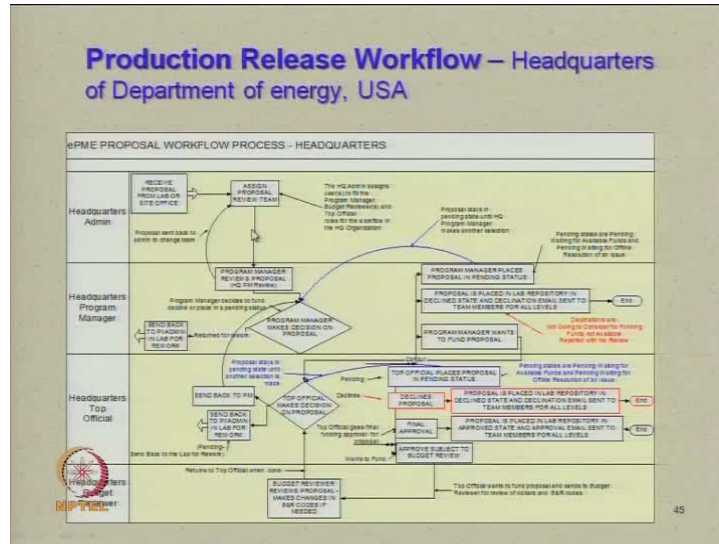


Here is another diagram, organization level workflow diagram; the customer, the sales calls, the order, the invoices, the sales order processing department, purchase order packing list UPS. For those of you who were difficult in understanding, this you should not have, because at verbally narrated, here is a simpler version.

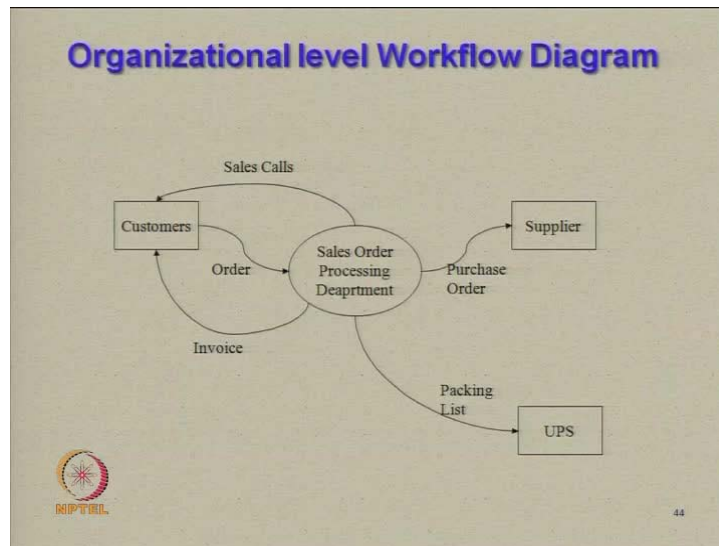
Skin to its bonds, designed to clarify, because I always derive satisfaction from the fact, once I explained a subject matter, anyone who bothers to keep awake will understand it, there is no point in my talking or explaining this, till it is communicable and it

communicates to the willing. Please note caveat willing, obviously I cannot talk to the people who are not willing to listen.

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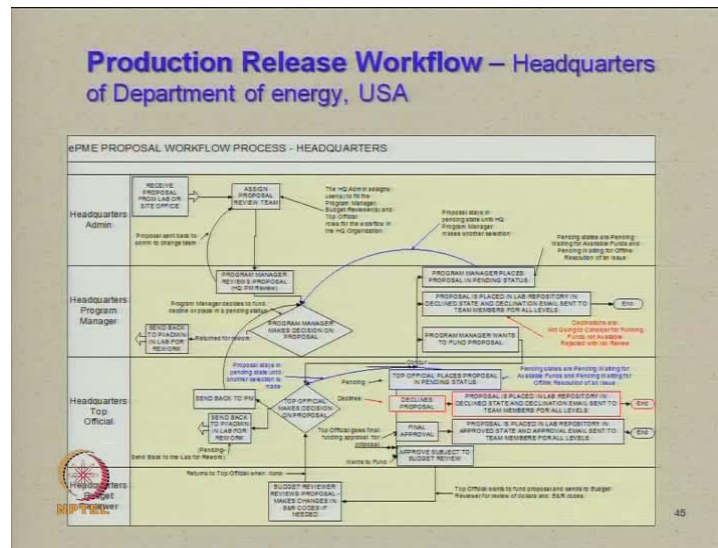


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Here is a production release workflow - headquarters of the department of energy. This is a little more complicated, but then just when I shown you a simplistic diagram like this, I do not want you to work away with the clear thought, what is there, so simple. Wherever it need for a class, I knew it already; now you knew it already, now work this one out.

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In other words, I firmly believe that which cannot be explained simply, need not be explained at all, but it does not follow that what is. Explained simply is the only thing that needs to be understood at all; please remember this statement. For your Identification, here is the proposal workflow processes from the headquarters of the department of energy USA. Obviously, after site USA examples, otherwise you will not find it serious enough.

I have a friend in a travel agency; he came to see me over the last weekend. He says I am going to start tending your organization management classes. I said, well, if you give me a little bit of lead time, maybe I can get it organized for you, we have a provision of casual students. He said you know what happened this Friday? I said no, at 3 o'clock a busy body of the city everyone knows, who has access to all the power centers; who has a great source of influence called me. He says I have to go to Singapore on Monday, so I said very good sir, I will send you a ticket he said. There is only one problem; the problem is I do not have a visa, so he said what do you what me to do? He says do something; that is a typical do something. What do I do the high commission is closed and the high commission does not even accept the passport, it goes to a VSF. No, what is your travel agent for?

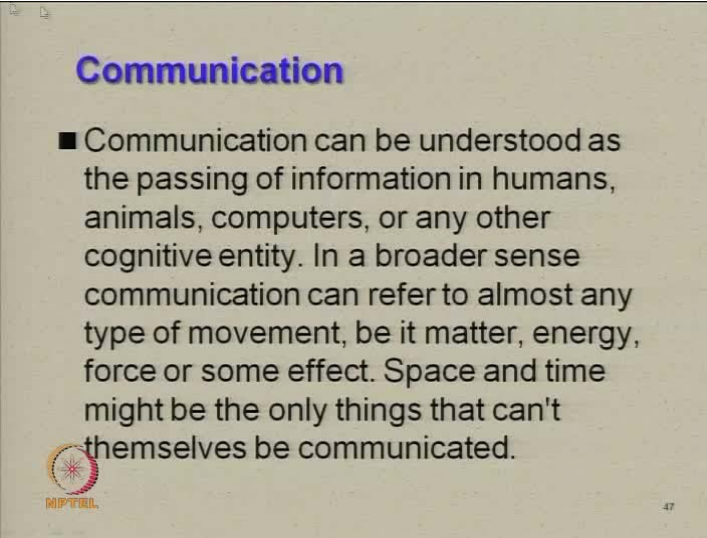
Now, this typical mentality, there is a way if I mean influential, give something, take something, call somebody, go somewhere, burn something, light something, say it is my

paper that is not the indication of a civil society. Any society, which has a sizable number of such people, who believe I was talking to about this flight from x to z, we are in influential man, is simply hold up the flight. Everyone is happy to oblige hoping that you will oblige and return, which we never will, but you know the hope is always there.

Life does not go that way, orderly society is the only society which will survive. So, this shows how the department of energy headquarters functions, whether it is proposal states, in pending state or pending states waiting for available funds or the headquarter administration assigns users till to the program manager or assigns proposer review team, program manager review proposals, the headquarters, project management review - the word PM there is not prime minister's project management review. A simple way of saying, how systems should work? Not influence; my passport going to Singapore 3 o'clock in Friday, something will happen. Nothing will happen, it happens only - I have not said that. It happens many other places, let us not be rate ourselves.


All that I feel bad about is it should not be happening here. Now, you see how sentence is reconstructed that is a constructive approach to developing things. You recognize a flow, you see how it is unfit for you. You put it in the corrective process and that is how development takes place.

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Communication

- Communication can be understood as the passing of information in humans, animals, computers, or any other cognitive entity. In a broader sense communication can refer to almost any type of movement, be it matter, energy, force or some effect. Space and time might be the only things that can't themselves be communicated.

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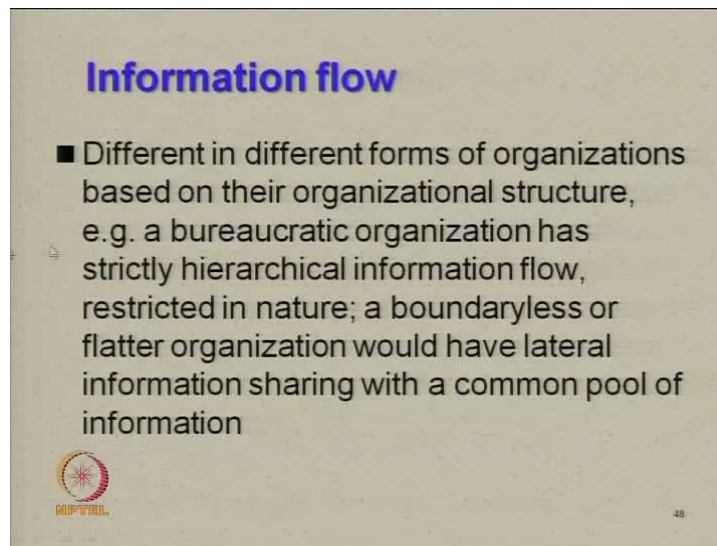
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Then, there is the communication and information flow. Communication can be understood as passing of information in humans, animals, computers and any other

cognitive entity. In a broader sense, communication can refer to almost any type of movement, be it matter, energy, force or some effect.

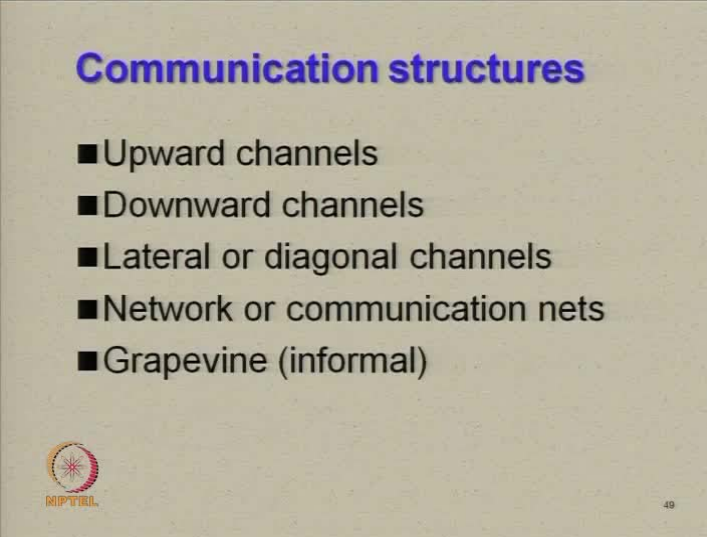
Space and time might be the only things that cannot themselves be communicated. I think that is profound statement, everything can be communicated; emotions, funds, results. Two things cannot be communicated space and time, therefore existence is space and time; you exist in space and you melt into time.

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Information flow, in different forms of organizations, based on their organization structure, a bureaucratic organization is strictly hierarchical information, flows restricted in nature; boundary less or flatter organizations would have lateral information sharing with the common pool of information. Now, I am going to close the session with merging of structures and processes; how there is an iterative process and one affects the other.

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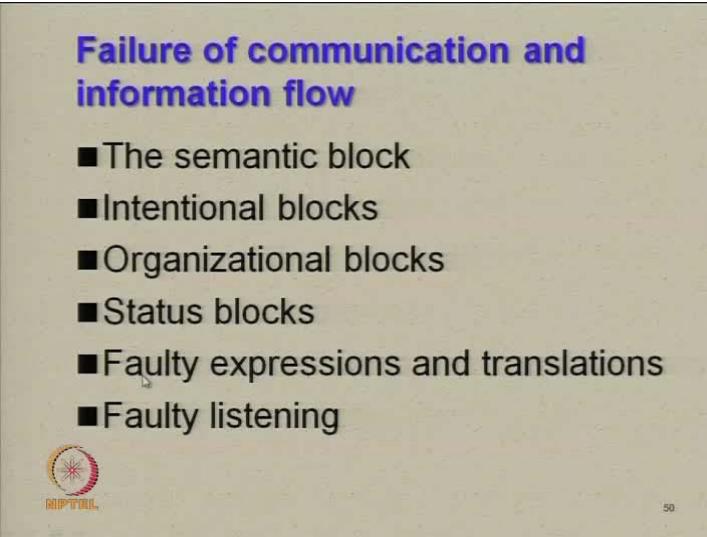


Communication structures

- Upward channels
- Downward channels
- Lateral or diagonal channels
- Network or communication nets
- Grapevine (informal)


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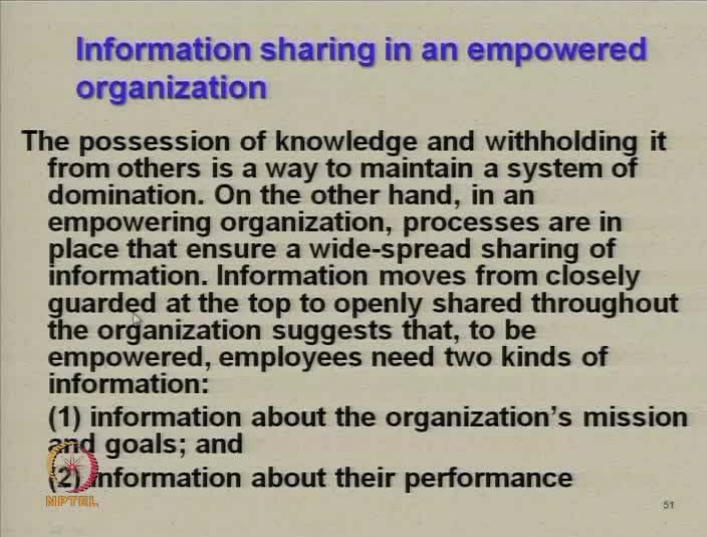
Failure of communication and information flow

- The semantic block
- Intentional blocks
- Organizational blocks
- Status blocks
- Faulty expressions and translations
- Faulty listening

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Communication structures can be upwards, downwards, lateral, networking, grapevine. Failure of communication and information flows can cause the semantic block - it the word, the block which words cause, intentional block, there can be organizational blocks, there can be a status block, faulty expressions and translations, and faulty listening; communication can falter at many levels.

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Information sharing in an empowered organization

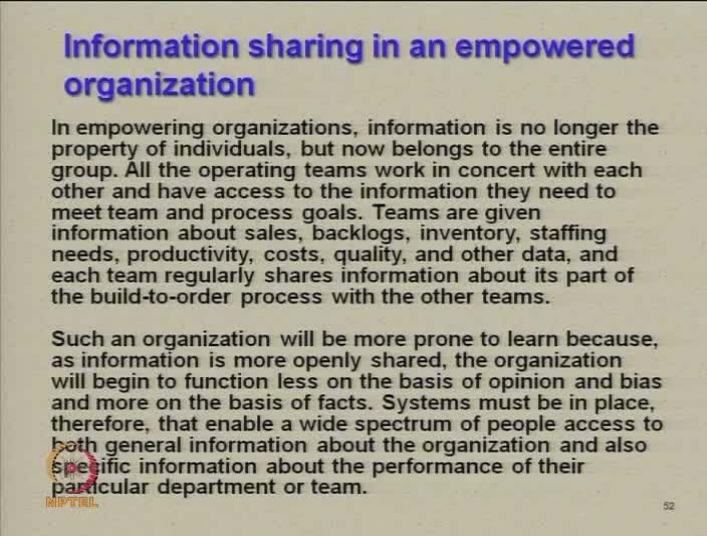
The possession of knowledge and withholding it from others is a way to maintain a system of domination. On the other hand, in an empowering organization, processes are in place that ensure a wide-spread sharing of information. Information moves from closely guarded at the top to openly shared throughout the organization suggests that, to be empowered, employees need two kinds of information:

- (1) information about the organization's mission and goals; and
- (2) information about their performance

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Information sharing in an empowered organization; the position of knowledge and withholding it from others is a way to maintain a system of domination. On the other hand, in an empowering organization, processes are in place that ensure wide spread sharing of information. Information moves from closely guarded at the top to openly shared throughout the organization and suggests that to be empowered employees the two kinds of information: information about the organization's mission and goals; and information about their performance.

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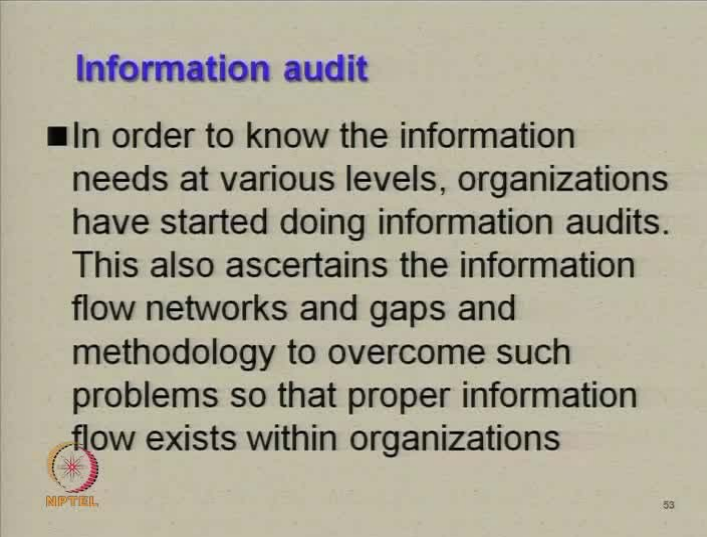
Information sharing in an empowered organization

In empowering organizations, information is no longer the property of individuals, but now belongs to the entire group. All the operating teams work in concert with each other and have access to the information they need to meet team and process goals. Teams are given information about sales, backlogs, inventory, staffing needs, productivity, costs, quality, and other data, and each team regularly shares information about its part of the build-to-order process with the other teams.

Such an organization will be more prone to learn because, as information is more openly shared, the organization will begin to function less on the basis of opinion and bias and more on the basis of facts. Systems must be in place, therefore, that enable a wide spectrum of people access to both general information about the organization and also specific information about the performance of their particular department or team.

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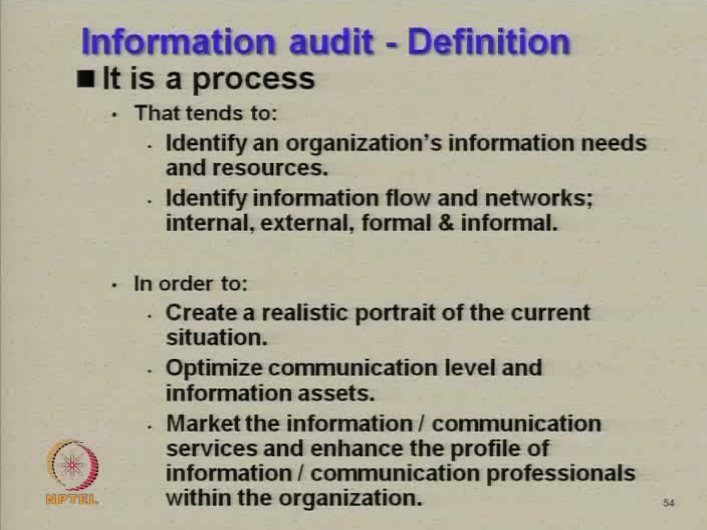
Information audit

- In order to know the information needs at various levels, organizations have started doing information audits. This also ascertains the information flow networks and gaps and methodology to overcome such problems so that proper information flow exists within organizations

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There are scales of information sharing in organizations and I will pause here, so that you can read through it. Of course, like everything else it needs an audit. In order to know the information needs at various levels, organizations have started doing information audits. This also ascertains the information flow networks and gaps methodologies to overcome such problems, so that proper information flows exist within the organization.

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Information audit - Definition

- It is a process
 - That tends to:
 - Identify an organization's information needs and resources.
 - Identify information flow and networks; internal, external, formal & informal.
 - In order to:
 - Create a realistic portrait of the current situation.
 - Optimize communication level and information assets.
 - Market the information / communication services and enhance the profile of information / communication professionals within the organization.


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It is a process that tends to identify an organization's information needs. To create a realistic portrait of the current situation, to optimize communication levels, market the information, communication services and enhance the profile of information.

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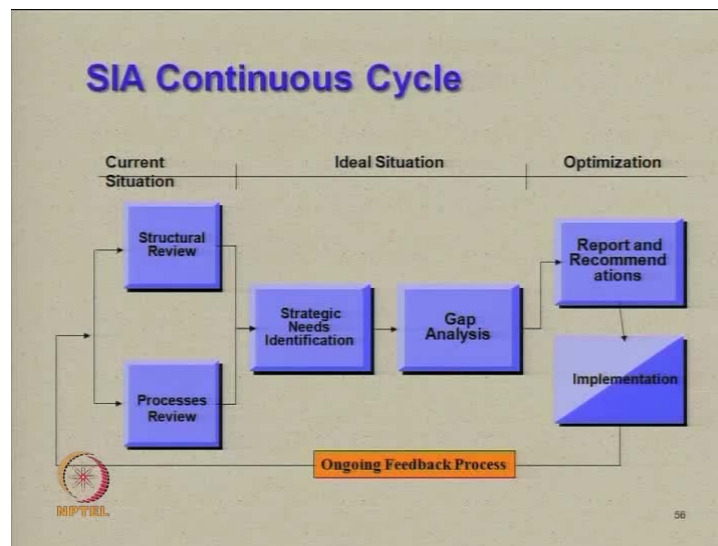
Strategic information audit

- A Strategic Information Audit (SIA) is a process that :
- Will identify :
 - Executives' strategic information needs,
 - Strategic information resources, flow and networks; internal, external, formal & informal.
- In order to:
 - Create a realistic portrait of the current situation,
 - Develop a GAP analysis,
 - Design or optimize a BI/CI program aligned with the organization's strategic needs,
 - Optimize all information and intelligence assets



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Then, there is such a thing as strategic information need, this identifies executive strategic information needs. To create a realistic portrait of current situation, to develop a Gap analysis; this is strategic information needs continuous striker. Again, a flow - my

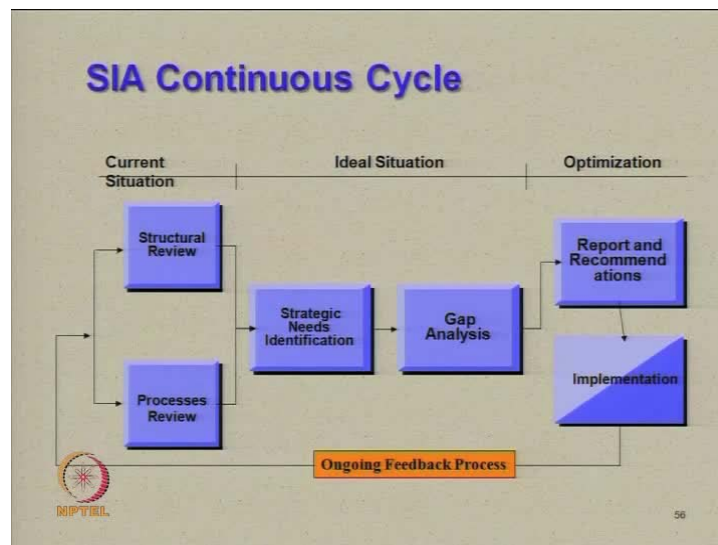
way of conveying to you that if you understand what you are talking about, you can always put it in a flow.

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With that we stopped. Hopefully, will be building upon it in the coming sessions and you will see how the interaction between structure and processes leads to create an organizational effectiveness.