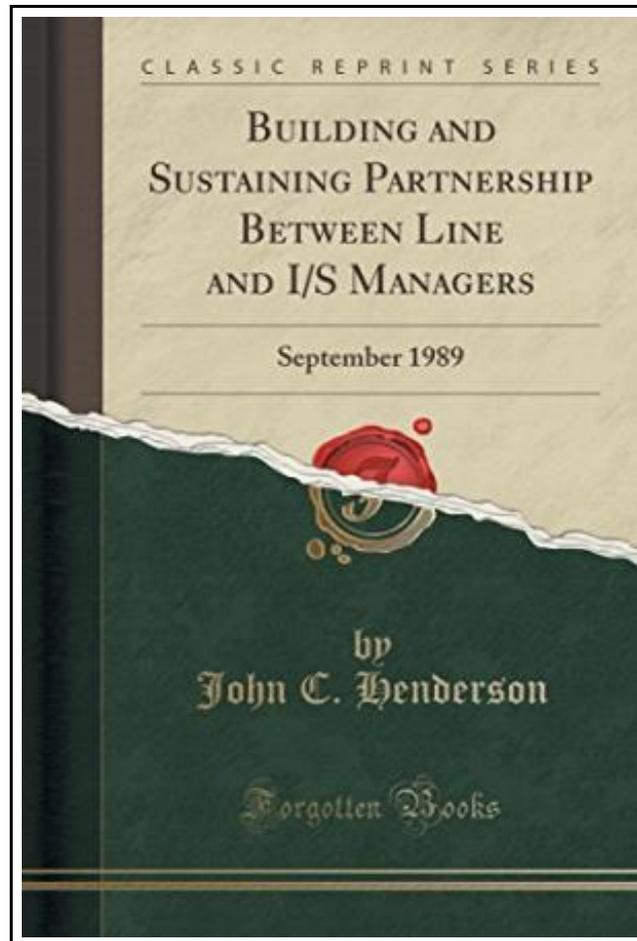


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Forgotten Books, United States, 2016. Paperback. Book Condition: New. 229 x 152 mm. Language: English . Brand New Book \*\*\*\*\* Print on Demand \*\*\*\*\*.Excerpt from Building and Sustaining Partnership Between Line and I/S Managers: September 1989 In today s competitive world, the effective use of information technology (I/t) as an element of a competitive strategy is critical. Cash and Konsynski (1985), Rockart and Scott Morton(1984), and others have cited numerous examples of how organizations have used information technology to build and sustain new relationships with suppliers or customers and, as a result, have achieved a significant competitive advantage. A common theme in these examples is the use of information technology to improve the coordination of the activities across organizations that are critical to developing and delivering products and services to a market. However, it is often noted that these organizations did not gain their advantage by virtue of the information technology in and of itself. Johnston and Lawrence(1988) point out that Foremost McKesson radically changed both its internal operations and its working relationships with customers in its efforts to build and sustain a competitive advantage over large, integrated pharmaceutical companies. Rockart and Short(1989) discuss the need for effective internal integration across value-added functions as a critical aspect of effective execution of interorganizational information systems. Konsynski and Warbelow (1989) argue that the use of information technology linkages between organizations will only speed up the mess if a fundamental restructuring of the nature of work in organizations is not achieved. To the extent that these observations are correct, senior managers must now effectively integrate the management of information technology into every aspect of their organizations (Henderson and Venkatraman, 1989). One approach to achieve this level of integration has been to decentralize the Is organization, placing the responsibility for management of the Is...



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