Association for Information Systems
AIS Electronic Library (AISeL)

ICIS 1991 Proceedings

International Conference on Information Systems (ICIS)

1991

INFORMATION TECHNOLOGY AND GLOBALIZATION

Lynda Applegate
Harvard Business School

Follow this and additional works at: http://aisel.aisnet.org/icis1991

Recommended Citation
Applegate, Lynda, "INFORMATION TECHNOLOGY AND GLOBALIZATION" (1991). *ICIS 1991 Proceedings*. 27.
http://aisel.aisnet.org/icis1991/27

This material is brought to you by the International Conference on Information Systems (ICIS) at AIS Electronic Library (AISeL). It has been accepted for inclusion in ICIS 1991 Proceedings by an authorized administrator of AIS Electronic Library (AISeL). For more information, please contact elibrary@aisnet.org.

• N E W D O C •

TUTORIAL 1

INFORMATION TECHNOLOGY AND GLOBALIZATION

Lynda Applegate
Harvard Business School

> Most managers are nearsighted. Even though today's competitive landscape often stretches to a global horizon, they see best what they know best: the customers geographically closest to home.[1]

This quote highlights an interesting and perplexing dilemma. Despite the fact that most large companies operate globally, most business decisions are based on a local perspective. The ability to *think* globally requires managers to understand their business from a global perspective which demands integration and analysis of timely, "relevant" information from a dizzying number of current and potential "local" markets. These global perspectives must be rapidly communicated to local decision-makers, enabling them to take local actions which optimize across both global and local realities. A popular slogan of the 1990s exhorts managers to "think globally and act locally." Very few companies have achieved this lofty goal.

Why does this myopia still exist despite the fact that the technology is now available to enable information to travel around the world in seconds? The answer to this question can be addressed from many perspectives (including organizational, social, cultural, political, and legal) but technical and "informational" issues continue to be a major area of concern. Drawing on research and the experiences of leading-edge companies, this tutorial will explore the role of information technology in the global organization. The focus will be on the interaction of technical, organizational, and informational issues. Frameworks for research and practice will be proposed as "straw person" models to stimulate debate and discussion.

[1]Kenichi Ohmae, "Managing in a Borderless World," *Harvard Business Review*, May-June 1989.

TUTORIAL 2

OBJECT-ORIENTED SYSTEMS ANALYSIS AND DESIGN

Ed Yourdon
American Programmer, Inc.

During the past few years, there has been growing interest in the "object-oriented" field, beginning with object-oriented analysis (OOA). The vast majority of the MIS population — those who were uninterested in Smalltalk and Ada as implementation languages — safely ignored OOP as "ivory tower" technologies. But OOA cannot be ignored: it offers an important new way for users and analysts to model the requirements of complex systems. The purpose of this tutorial is to familiarize participants with the fundamental concepts of OOA: data abstraction, inheritance, and encapsulation. Through numerous examples and illustrations, the tutorial also shows how to construct graphical OOA models of a system. Most important, it concludes by showing how OOA fits into a world dominated today by "classical" structured analysis. These concluding remarks are presented by the man who "wrote the book" on structured analysis and design and who now, deeply involved in the object-oriented movement, has co-authored a new book on OOA.