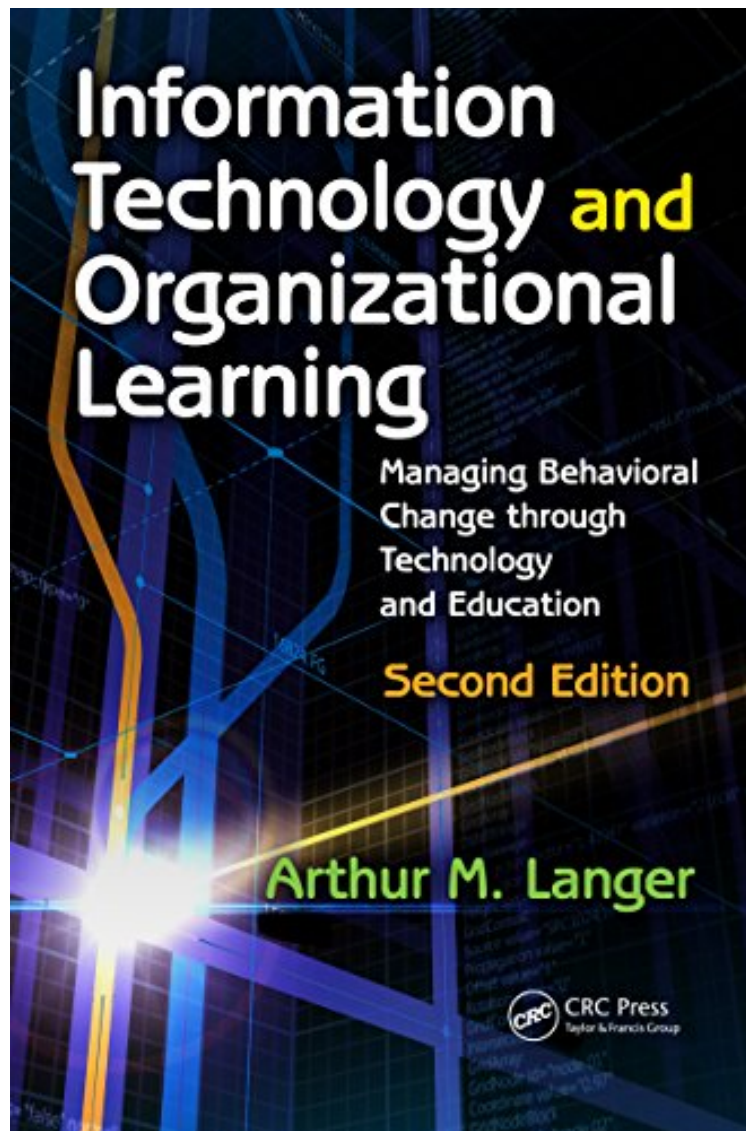


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## Information Technology and Organizational Learning: Managing Behavioral Change through Technology and Education

Arthur M. Langer

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Since the publication of the groundbreaking first edition, the increasing rate of change in today's business landscape has amplified the value of information technology (IT) in driving adaptive responses. Focusing on the critical role IT plays in organizational development, *Information Technology and Organizational Learning: Managing Behavioral Change through Technology and Education* shows how to employ action learning to improve the competitiveness of your organization. Defining the current IT problem from an operational and strategic perspective, the book presents a collection of case studies that illustrate key learning issues. It details a dynamic model for effective IT management through adaptive learning techniques—supplying proven educational theories and practices to foster the required changes in your staff. It examines existing organizational learning theories and the historical problems that have occurred with companies that have used them, as well as those that have failed to use them. Here's a sample of what's new in this edition: A new chapter on Virtual Teams and Outsourcing Updated case studies that cover noteworthy developments since the publication of the previous edition New material on infrastructure improvements and social networking as an improved method for team building Up-to-date coverage of virtual mentoring and how to better manage at the micro level across departments and the organization Seamlessly integrating IT and business issues, the text devotes a chapter to case studies—including a comprehensive case study that spans eight years of the author's research. This complete resource also highlights valuable best practices to supply the understanding needed to transform your company into a more competitive and technically proficient organization.

Langer shows us through compelling case studies and the use of research findings what organizational learning looks like when it is happening and the processes and culture necessary to support it. ... a book for and about leadership ... draws on core knowledge about leading change, business strategy, and organizational design. It provides a view of the executive role in managing organizational transformation that is relevant not only to the chief information officer but also to every occupant of the C-Suite [the offices designated for those executives whose title starts with "Chief," such as chief executive officer (CEO), chief operating officer (COO), etc.]. David A. Thomas, H. Naylor Fitzhugh Professor of Business Administration, Harvard Business School A must read for any technology leader. J. Chris Scalet, Executive Vice President Global Services Chief Information Officer (CIO) Merck Co., Inc. Langer provides a comprehensive analysis of how information technology continues to dramatically change organizational life. His theories and applications of the strategic and cultural uses of technology are fundamental to understanding the principles and concepts of organization design in the 21st century. Charles C. Snow, Mellon Foundation Professor of Business Administration, Smeal College of Business, Penn State University About the Author Arthur M. Langer has more than 25 years of experience in managing the strategic development, support, and marketing of software and computer systems. His professional expertise encompasses IT strategy, outsourcing, operations management, feasibility analysis and techniques for developing and marketing systems, management of IT staff, IT cost/benefit analysis, systems selection/migration, Year 2000 implementation, computer downsizing, and software re-engineering of enterprise systems to Client/Server using Object Oriented Methods. Select clients include Prudential Insurance, Corcoran Group, Citibank, Purina Mills, WNET/Thirteen, System Software Associates, Global Turnkey Systems, TIAA/Cref, France Telecom, and Buelli and Rasero (Italy's largest insurance agents). In addition to corporate consulting, Dr. Langer presents seminars throughout the world on analysis, design, and software management. Dr. Langer is Chair of Faculty and Curricular Development in the Information Technology Programs of Columbia University's School of Continuing Education and teaches courses in the MBA program of the Graduate School of Business at Columbia. A specialist in issues of distance education, mentoring, and workplace learning, he has more than 15 years of experience in adult higher education. At Columbia, he is responsible for developing overall curricular direction, as well as individual courses, for graduate-level adult education program. He is also responsible for program administration, including faculty hiring and student recruitment. As a researcher, Dr. Langer has authored various papers on information systems design and management. His current research focuses on the mentoring of adult learners and the design of technology-based curricula for corporations and universities. Dr. Langer is also the author of *The Art of Analysis*, used in the United States and abroad by universities and professionals in the industry. Dr. Langer holds a BS in computer science, an MBA in accounting/finance, and a Doctorate of Education from Columbia University.