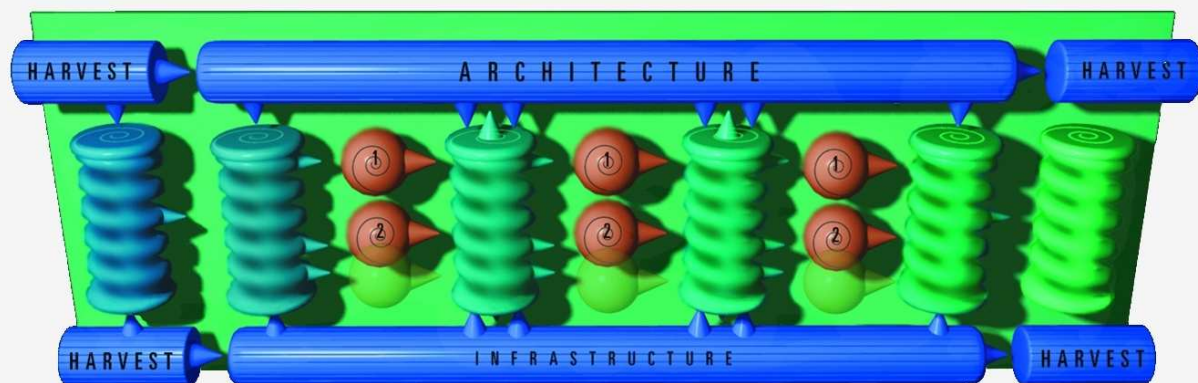


# Process Management for Object-Oriented Development

Lab Exercises





**AUSTIN SOFTWARE FOUNDRY**

# **Process Management for Object-Oriented Development**

Laboratory Exercises

**November 1997**

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### Lab 2: Evaluating Cultural Factors

- Objectives**      Upon completion of this unit you should be able to:
- Determine your organization's culture and reflect on how it may impact technology changes in your organization
  - Understand the cultural factors which may impact client server development in your organization
- Description**      During this lab, you will answer some questions about your IT organization to help you understand the nature of your corporate culture. You will then identify any IT staff, end-user, or management cultural factors that are specific to your organization's transition from traditional to client/server development.



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## Organizational Cultural Assessment

**First, answer the following questions by selecting the description that best describes your IS organization:**

What kind of organizational structure does your IS organization have?

- Traditional hierarchy organization - clear lines of authority and responsibility
- Matrix organization - shifting authority and responsibility depending on the project; many dotted line relationships
- Free flowing organization - blurred boundaries, multiple roles and responsibilities (i.e. start-up companies)

How would you describe your IS organization's culture?

- Corporate culture can be described as a "country club" - low risk atmosphere, fun, laid-back, high stability
- Corporate culture can be described as a "bureaucracy" - slow to act; low risk atmosphere, cautious but predictable; don't rock the boat
- Corporate culture can be described as "go for broke" - big decisions make or break company; high risk atmosphere
- Corporate culture can be described as "panicked" - high risk atmosphere, high stress, always solving current crisis

What stage of development is your IS organization in?

- IS organization is growing rapidly; new staff being hired; staffing levels increasing
- IS organization has plateaued; new staff hired only to fill relatively stable head-count; staffing levels stable
- IS organization is downsizing; no new staff hired; staffing levels are being cut to reach targeted head-count levels

How stable is your IS organization?

- IS organization has major turn-over; as staff becomes trained they leave; a large

percentage of staff has been with the organization for a short period of time

IS organization has little turn-over; staff receives appropriate training and is loyal to the department and company; a large percentage of staff has been with the organization for a long period of time

What is the general mood of your IS organization?

IS organization has relatively happy people; they have appropriate developmental opportunities, are well rewarded for their efforts, and have opportunities to advance in their jobs

IS organization has relatively unhappy people; they feel overworked, underpaid, and feel they have little opportunity for growth in their job

What kind work environment does your IS organization have?

IS work environment generates a feeling of stress; constant pressure to implement systems faster and better

IS work environment generates a feeling of excitement due to new opportunities to learn and implement new technology

IS work environment generates a feeling of boredom due to the routine tasks being performed on a day-to-day basis

Does your IS organization have a well defined mission?

IS organization has a mission statement which is very clear to every staff member

IS organization does not have a mission statement that is clear to every staff member

How effectively does your IS organization manage change?

IS staff and end-users are well prepared for upcoming changes or major transitions in new technology

IS staff and end-users do not have clear idea of directions regarding changes or transitions to new technology

Are IS staff members input sought regarding changes or transitions to new technology?

Most of the IS staff are just told what the changes or directions in new technology will be

Most of the IS staff are very involved with providing input as to the changes or directions in new technology

How are IS staff, management, and end-user cultural factors taken into consideration as transitions to new technology occur?

IS organization actively manages cultural factors as risks associated with changes in technology

IS organization is not aware that cultural factors can cause problems in the transition to new technology and thus ignores them

IS organization is aware of the cultural factors involved with the transition to new technology but does nothing to actively manage the risks associated with them.

Looking at your answers to the questions above, how easy do you think it will be for your organization to change to a new way of developing systems? Briefly write your answer in the space provided below.

In the space provided below, write down any cultural factors relating to IT staff, end-users, or management that may have an impact on the move from traditional to client/server development in your organization:

**Cultural Factors**

<b>Traditional</b>	<b>Client/Server</b>

