

(1) Peter F. Drucker mentions in the beginning of chapter 3 that in a period of rapid structural change, the only ones who survive are the Change Leaders who identify policies that make the future as well balance change and continuity, develop systematic methods to look for and anticipate change, and set up the right way to introduce change, both within and outside the organization. Some of the change policies detailed in this chapter are organized abandonment, organized improvement, exploitation of success, innovation, and piloting.

Enumerate the steps implemented by your company, school, or organization to affect one or more of the above mentioned change policies and explain the outcome(s) of the resulting changes. If you have none to report on, you can analyze any major companies such as Google, Toyota, Sony or any schools or universities.

At Mt. San Jacinto College we implemented a VM system a few years ago and it was very expensive. The roll-out was not nearly as successful as everyone thought it would be. As an instructor in the Computer Information Systems department I felt it was my duty to track down the problem my students were having with the VM system and solve them, for the most part I was able to keep my students happy, although a few did drop classes due to their frustration of dealing with an unreliable system. The situation was much worse in departments like business, whose instructors teach our computer application classes, but are much less technically savvy than those of us who teach information technology; they simply abandoned the system. It got to the point where only a few of instructors were using the system. We knew the technology was an important tool for helping to expand and improve the success of our online and face-to-face courses in many areas, but mainly for the ability to provide students access to computer applications and desktop environments from any location where they had access to a computer with an Internet connection, however it was beginning to look like we had an expensive lemon on our hands. Fortunately one of our networking instructors in the CIS department was able to make lemonade from the current infrastructure. He spent some time taking with students who had used the system and teachers who were unhappy with all of the student complaints that they had received and realized that the expensive hardware we had in place was not the problem, it was mainly the fault of the software that there had been so many issues with the VM system. After a little research and arm twisting, this instructor was able to convince CTE administrators to stick with the system by changing to a new Microsoft Citrix-based VM software which saved the college thousands of dollars in licensing fees. Those savings were converted to additional storage for fiber attached SANs and now our college is very excited about the re-launch of the VM system with its expanded capacity and greatly improved reliability in the fall of 2010. So far all of the CTE department instructors are on-board and planning on using the system for their fall classes. I think this is a good example of what Drucker was talking about, analyzing what's not working, defining the real needs of the organization, and re-tooling to improve a business process.

(2) Chapter 4 emphasizes that the Information Revolution is a revolution in CONCEPTS not just technology, machinery, techniques, software or speed.

Describe how you or your organization have used any of the following diagnostic tools like foundation information, productivity information, competence information, resource allocation information, personnel information, or market research information to manage a project or business. If you haven't yet done so, how will you in the near future?

One of the things we are working at Mt. San Jacinto College is writing a program internally that will empower our CTE administrators to receive timely data about student demographics which we believe will help us to better market our programs to the community and adapt our program offerings if need be. The data is already in the system, but it takes highly technical people to extract it and organize it into information. The program we are writing will give the administrators the ability to determine what their information needs are on the fly and then using drop down menus, easily configure a query that will extract the data from our Datatel system and display it in meaningful reports for the administrators.