

## **15.568 – Practical Information Technology Management – Spring 2005**

### **Class 7: First National City Bank (A) – (B1)**

#### **Questions and other assignment points for Thursday:**

Read all the assigned articles:

1. Hammer, M. "Reengineering Work: Don't Automate, Obliterate," HBR, Jul-Aug 1990, pp 104-112 (in course book)
2. Gibson, C.F., "IT-enabled Business Change: An Approach to Understanding and Managing Risk", MIS Quarterly Executive Vol. 2 No. 2, Sep 2003, pp 104-115 (on sloanspace)

Prepare for discussion: "First National City Bank Operating Group (A)" (distributed in hard copy in class on 17 Feb.)

Consider the following questions:

1. How important to the business of FNCB is it to make a major change in the Operating Group? Who among the following in the organization think so: top management, Operating Group middle management, Operating Group personnel?
2. How does the plan for change envisioned by Reed, White and White's immediate managers compare to the approach advocated by Hammer for re-engineering?
3. What else, if anything, should White and/or Reed do before going ahead with the changes described?