A Proposed Framework for Making Decisions Dynamically in a Global Organisation

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Abstract

A proposed framework for making decisions dynamically in a global organisation has been developed. This framework enables data to be retrieved and analysed dynamically with the aid of technology. This chapter starts with the discussion of various types of global organisational and departments within a global organisation. It is followed by the investigation and identification of organisational data and decisions that make up the global organisation; it also examines the different enabling technologies that can be applied for information retrieval. The chapter concludes with a proposed framework for making decisions dynamically in a global organisation.
Introduction

Organisational structures and strategies are the key elements used to differentiate the different types of global organisations. These organisational structures and strategies determine the control formations and the way that organisations make their decisions. A “global” organisation is known as a centralised hub where foreign subsidiaries are tightly controlled by the headquarters (Bartlett & Ghoshal, 1989). Global organisations are emerging as huge global information systems with a multitude of subsidiaries located around the globe. This information system contains critical data that needs to be categorised and organised, thus decisions can be dynamically and accurately made by management.

One of the major barriers that global organisations face today is a way to utilise data and information from their information systems to the best of their advantage. The departments and data located in global organisations are very similar to other types of organisations; the major difference here is the type of decisions that the global organisations make in regard to competitive advantage.

With these huge global information systems, global organisations require a mechanism or framework that allows the data in the information systems to be retrieved and analysed dynamically. A framework for making decisions dynamically in a global organisation has been proposed as the main objective of this study. This framework consists of three layers: data, technology, and decision.

In conclusion an example using intelligent agents and data mining is discussed. This example illustrates how the framework can be applied using the agent-based technology.

Literature Review

Global Organisation Structures

The type of strategy the organisation uses defines the organisation. Organisational strategy is defined by Hill (2003) as the actions that managers take to achieve the organisation’s goals. These strategies have a direct affect on the way organisations make their decisions and distribute their information. Generally, there are four types of global models or strategies (Bartlett & Ghoshal, 1989; Karimi & Konsynski, 1991):