**Articles Summary and Discussion**

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**Article 1 Summary: Fonseca, L.M. and Domingues, J.P., (2017), “How to succeed in the digital age? Monitor the organizational context, identify risks and opportunities, and manage change effectively.”**

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 Organizations are faced with the ever-changing environment in which they operate in as a business. As this article pertains to chapter ten in Bustin’s book, the article seeks to provide an understanding of how the external global environment can impact an organizations inability to evolve in a negative way, but if predicted early on could impact an organization in a positive way.  Fonseca and Domingues (2017) are able to illustrate the global interconnected and dynamic market economy of the 21stcentury and how it presents a challenge to organizations as they aim to create, deliver, and capture value.  The authors used two instruments SWOT-strengths, weakness, opportunities and threats-and PESTEL-political, economic, social, technological, environmental, and legal- as tools to identify the key issues that affect the organizations ability to deliver quality products and satisfy their customers and key stakeholders, and to plan, design, implement and control change in an effective and timely manner.

Fonseca and Domingues (2017) are able to use external auditors to capture the honest answers from within the organizations they surveyed without bias using a 5 or 7 point scale with questions specific to the audit performed within the organization.  Bustin (2014) discusses the “J Curve” in the section “*Change is Difficult*” to provide a visual representation of how the “Seven Stages of Grief” is experienced in an organization when change is occurring in an organization (p.228). The concept of change impacts the individuals internally and those externally.  Fonseca and Domingues (2017) suggest that customers have the final word and are going to choose what they want; organizations should be agile to deliver total quality to guarantee the customer satisfaction.  Bustin (2014) notes that “A leader must accept that customers’ needs are always changing, and so the company you’re leading must be ever-evolving” (p.229).

Once an organization determines if they are next on the chopping block to undergo change Bustin (2014) states “Changing a business model takes smarts and guts. Transforming people is even harder and takes leadership” (p.231).  With that said Fonseca and Domingues (2017) agree with this statement by mentioning the development of a framework for strategic management and this is done through organizational culture.  Organizational culture should be dynamic and renewable (Jacobs et al., 2013), but organizational change is risky and multifaceted, and its success is dependable in the external environment and the internal dynamics of the organization (Jacobs et al., 2013).

It is evident from the article that Bustin’s argument to “*Evolution Meets Urgency*” causes researchers to focus on the ever-evolving customer and how the digital era has changed and will continue to change the face of many organizations in their approach to customer satisfaction. Fonseca and Domingues (2017) provide data that supports the key point of maintaining the principles of the organization but the way in which CEO’s and managers do things and implement change has to coincide with the evolving environment and the evolving employee within the organization which impacts multiple levels of what contributes to a organizations success.

**Article 2 Summary: Switzer, Cameron (2008), “Time for change: empowering organizations to succeed in the knowledge economy.”**

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Time for change: empowering organizations to succeed in the knowledge economy,” by Cameron Switzer provides a more effective way for businesses to compete successfully in the exponential evolving technical global market. The key research codifies key points required to better understand why a change from traditional management styles to knowledge management methods are paramount in sustaining and growing organizations.   
Switzer uses a dichotomous approach between old management and new management methods. Historically, managers managed production lines, schedules, efficiencies, and employee performance. The method that managers used to was managing mostly by fear caring only about the bottom line. In the past there wasn’t work life balance, and managers typically didn’t care about your personal life; it was just considered “A Job.”  
New age management does not manage with fear, and most genuinely care about the person as if they are a major stakeholder in the organization, regardless of their position or title. The ideology is that if managers treat their employees well, as if they are part of something bigger, employees will be self-motivated and remain effective within the organization. New age or knowledge managers, manage with feelings and emotions persuading and empowering employees within an organization. Empowering employees stimulates ingenuity and imagination, which is becoming a prerequisite with technology in a global economy.   
This change wasn’t driven by managers, this change transmuted over time driven by employees and technology. Employees are now more concerned about the scope or meaning behind their jobs. Organizations are now more connected globally with technology making it imperative to move with the change.

References

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