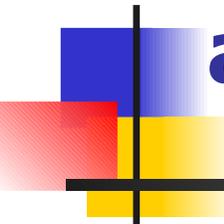


# Beyond people and tools, what is the place for the organization in the analysis of ICT uses?



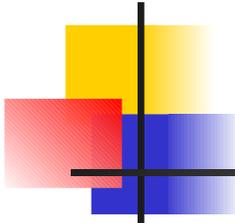
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Ewan **OIRY** – Lest – Univ. Méditerranée,

Roxana **OLOGEANU-TADDEI** - Cregor – Univ.  
Montpellier II

Amandine **PASCAL** – Lest – Univ. Méditerranée,

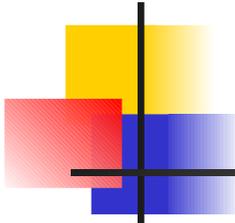
Robert **TCHOBANIAN**- – Lest – CNRS



# Overview

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1. Literature review on ICT uses
2. HRM literature completes this literature
3. Methodology and case study presentation
4. Results
5. Discussion

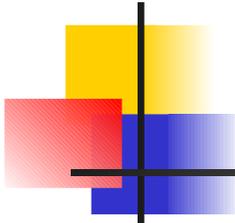


# 1. Literature revue on ICT uses

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IS Literature shows that ICT uses are linked with :

1. How people enact a given technology (Orlikowski, 2000),
2. Technology as artifact.

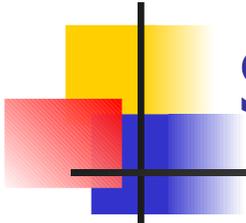


## 2. HRM literature completes it

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IS literature wish to better take into account HR policies and role of structure in the ICT uses.

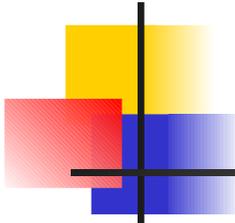
Pichault and Nizet (2000) propose a link between structure, HR policies and change management.



# 3. Methodology and case study presentation

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- Qualitative and explorative case study
- DT : a firm
  - That conceives softwares
  - 48 people
  - That use software « Think Together » to improve decision making in R&D service.



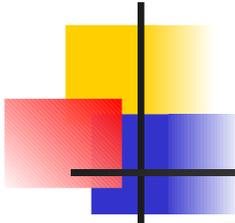
## 4. Results (1)

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Orlikowski (2000) framework is powerful

Different enactments :

- AT (problem solving use),
- MM (unplanned use),
- GS (limited use).



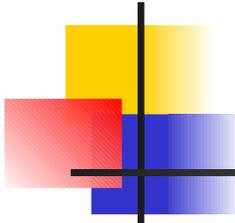
## 4. Results (2)

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Results that can be completed by using HRM conceptual framework.

In fact, those uses are linked with:

- Place of user in firm (see for example the distance between MM and R&D service),
- Strategic objectives reflexion of this firm (how to create a right distance between R&D service and clients?),
- Difficulty to create hierarchical level in an adhocratic start up



## 5. Discussion / conclusion

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- Main result:
  - HR literature can enrich conceptual frameworks that analyse ICT uses
- Research perspectives
  - Articulate « local » analyse of uses and global organizational phenomena (repartition of power, strategic objectives definition, etc.)