

EDITORIAL PREFACE

THE GLOBAL IT LABOR SHORTAGE : Paul Cheney and Larry West, University of Central Florida

The editors discuss the issues of global IT shortage and suggest some practical solutions to this problem.

ARTICLES

**INFORMATION TECHNOLOGY AND ECONOMIC DEVELOPMENT:
IRELAND'S COMING OF AGE WITH LESSONS FOR DEVELOPING
COUNTRIES:**

AUTHORS : Paul P. Tallon & Kenneth L. Kraemer, University of California, Irvine, USA

ABSTRACT:

The contribution of information technology (IT) to economic growth and development is seen as an important factor underlying the pace of development in many countries. While Asia's tiger economies are often portrayed as models for economic growth, Ireland's recent economic performance has attracted considerable attention, earning it the label, Europe's Celtic Tiger.

We adopt a framework of IT-led development to show how, despite having a weak indigenous IT sector, Ireland succeeded in creating a world-class industry in computer hardware, software and services. Behind this success lies a policy of 'industrialization by invitation' through which Ireland selectively targeted foreign investment in high-tech industries using a menu of financial and tax-based incentives. Despite Ireland's success intense competition from regions such as Eastern Europe and Southeast Asia has forced Irish policy makers to question whether this policy can produce sustained economic benefits.

Ireland's response to these challenges contributes to the literature on IT-led development, providing valuable lessons for developing countries as they strive for greater economic growth.

**STRATEGIC USES OF GLOBAL INFORMATION TECHNOLOGY AMONG
MANUFACTURING FIRMS:**

AUTHORS : John C. Mc Intosh, Bentley College, USA

ABSTRACT:

This study examines how American and Korean global manufacturers use IT to support time-based, mass customization, and low cost strategies. Results indicate that different strategic objectives and cultural norms affect how IT is used. American firms, driven by considerations of short-term profitability focused on using IT to support a "first-to-market" philosophy. In addition, while today's firms often network with others to access needed resources and capabilities, American firms did not use IT as intensively as Korean firms to identify appropriate partners and coordinate joint activities. Korean firms, driven by growth considerations instead of profitability, used IT to implement a "fast follower" strategy. The lower time compression demands of this strategy allowed Korean firms to electronically partner with firms possessing needed technologies while focusing on their competence in efficient production.

YOU MUST HAVE BEEN AT A DIFFERENT MEETING : ENACTING CULTURE CLASH IN THE INTERNATIONAL OFFICE OF THE FUTURE

AUTHORS : Gert Jan Hofstede, Wageningen Agricultural University, Netherlands

This article introduces a new concept for exploring the design of IT infrastructure in transnational organizations. This concept is simulation gaming that uses so-called synthetic national culture profiles. The paper describes a game in which telecommunication architecture was designed for a multinational company. It concludes that synthetic cultures are a powerful tool for generating awareness about the profound potential effects of differences in national culture within multinationals.

THE EXPERT OPINION

An interview with Jamilur Reza Chowdhury Ph.D., FIE(B), FICE (UK), Ceng(UK) Bangladesh, University of Engineering and Technology (BUET) Bangladesh

Conducted by Mahesh S. Raisinghani and Mahboob ur Rahman. The interview discusses the status of Bangladesh's Information Technology Industry.

THE BOOK REVIEW

Written by **Edward M. Roche**. He reviews "The Technologies of Global Customer Support : Review of "Cyber Rules: Strategies for Excelling at E-business" by Thomas M. Siebel and Pat House. The review finds that the book gives some great insight into the e-Business revolution that is currently sweeping through enterprises.

