

Steven Pan

## **Spider and the Starfish**

1. In the seventeenth century, why were the Spaniards unable to defeat the Apaches? What implications does this have concerning current, or future organizational competition?

The Spaniards were unable to defeat the Apaches because the Apaches were decentralized. The Spaniards' strategy was to kill the main leader of their enemies, but the Apaches did not have one. The implication for organizations is that decentralized organizations will be difficult to beat because their competitors will have difficulties targeting their weaknesses.

2. Briefly compare and contrast centralized and decentralized organizations.

Centralized organizations have a clear hierarchy and a set management group. Centralized organizations usually have a main leader and location where their efforts are focused. Decentralized organizations on the other hand are often run by a group of people that share the same common goals.

3. List a few of the traits of a decentralized organization.

A decentralized organization has no leader, with a small span of control. The main goal for the leadership in a decentralized organization is to steer the organization in the right direction, rather than give orders that must be obeyed.

4. From a technical perspective, what is the primary difference between Napster and Kazza?

The primary difference between Napster and Kazza is that Napster was centralized on a central server while Kazza was decentralized with many different users sharing their files and music.

5. Is this reading relevant to the current competition between new organizations such as Uber and Lyft and existing taxi companies? Why or why not?

The reading is relevant to the current competition between Uber, Lyft, and existing taxi companies in that Uber and Lyft are decentralized while taxi services are centralized. The drivers for the new organizations own and operate their own vehicles, using the company for their app. Taxi services are centralized since the companies own the vehicles and control the drivers.