

## *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 Apaches defeated the Spaniards because they were decentralized unlike other native civilizations. When the Spaniards force their lifestyle upon the Apaches, the Apache continuously fought back and resisted. They preserved because their was not a set leader to impact the entire civilization.

2. Briefly compare and contrast centralized and decentralized organizations.

A centralized system has a leader who must be obeyed, a certain place where important decisions are made, and rules that must be followed for the system to work. By contrast, a decentralized system of organization has a leader who does not necessarily need to be obeyed but instead leads by example and decisions are made where it is convenient to do so. If a leader in a decentralized system is removed from power, another simply fills his or her place. A decentralized has no single leader and a centralized system has a single leader.

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

The traits of a decentralized organization are flexibility, shared power, and ambiguity.

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

Napster used a centralized server to connect users, Kazza allowed users to directly connect with each other.

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?

Yes companies like Uber and Lyft have been able to compete.