Management and Technology Innovation

ACQUISITIONS DECISIONS AND CONSIDERATIONS

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Technology and Innovation Management:

Acquisition Decisions and Considerations

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MANAGEMENT, INNOVATION, AND RESPONSIBILITY

Management of Technology and Innovation

Technology is a broad category used to define products, services, and solutions that make human life more efficient. It's a term used in all industries and households, broadly used to categorize electronics, devices, and systems used across the world. Innovation is viewed as the process of getting an invention to a point where it has an application value of some kind (White & Bruton, 2017). Traditionally, the word technology is used to consolidate all the objects that enable something greater, either in entertainment, communication, efficiency, learning, or enablement of advanced products or things. Technology is not restricted to items where a computing device is required but includes related products and services within the category and cannot exist without a device. Music is not considered technology, but the ways in which music is recorded and delivered is. Technology enables many other things to be brought to the world and used in improved ways. Innovation is better described as the efforts taken to improve and be more inventive and creative with product use and engineering. Without innovation, technology does not advance or change.

In the music industry, technology and innovation's best examples are the improvements or change from old taping and recording devices, radio stations, satellites, and associated instruments, companies, and human resources used to make music and share it with the world. One could summarize it as an equipment change, or the reduction of physical products, as a subset of digital transformation. Much has changed because of new or upgraded technology, affecting more than just price, physical product design, and accessibility. Technology and innovation in the music industry does not only change the physical product, its pricing model, and its listeners' preferences and purchases for necessary devices, but also contracts, negotiations, and agreements as it pertains to laws specific to the industry. Digital Transformation resulted in a major change in broadcasting, which affected other medias, such as music. Since technology has been invented and consolidated to enable product combination for this industry, innovation is necessary for not only record companies and recording artists, but also computer science, which brings much opportunity, making it a firm and true statement that technology requires innovation which brings opportunity. It's not true that the music industry asked for better recording and broadcasting devices, but that other technology was

invented that was found to be more efficient and better quality for the environment and its consumers. Viewing music apart from its associated and necessary products can be done, but must consider all its brothers and sisters, such as digital television, video, computers, telecommunication centers, local devices, players, and storage systems, as well as the music business itself. A technology company can in fact come along, establish with innovative goals and a strategy to change music as a single industry, but its reliant on other parts of the Technology industry, interdependent forcing a larger view and either slower or faster change because of all its relations and capabilities. Currently, there is a large amount of user freedoms and regulatory dysfunction in many areas, which is proving to cause problems.

## Need for Improved Management and Regulation

If technology had a better regulatory process or innovation process that manages all related impacts as it creates change, problems can be prevented and better solved, but only if each related technology follows the same process in conjunction with the others and data can be reviewed and managed showing relationships and connections of all parts. For example, if a new technology change only in music was made, and pricing and distribution were its only areas of impact review, then changes to society, the environment, air quality, and behavior, in multiple and varied environments will never be truly understood and air quality problems cannot be effectively and innovatively solved. Not only must it be specific studies prior to invention, but also regular monitoring, with management on multiple levels across multiple devices and locations, as well as post implementation impact reports for ongoing discovery and management of the new or change to technology and areas of impact. It's not just product management for the invention of a streaming media player and its contents; it's a matter of media management starting from technology all the way to the content and its impact the words, devices, and system changes have on the environment. Many technology companies affirm they are not responsible for the content on each device, yet law enforcement seeks to manage rules of how music is shared or obtained, as well as parental guidance suggestions or ratings because of music content. Individual companies manage their own policies on music in technology systems, as well as what is authorized inside of their office, claiming to have no control over employee product selection, choice, or associated behavior and use of media and the devices in which they are used. This, in plain language shows that companies make no commitment or inference that they are socially responsible for any of its employee's choices outside of hours in which

they pay their employee, so essentially an employee can buy, promote, share, and be a part of music that promotes violence, crime, and group or religious affiliations. This approach to content delivery makes technology and its dealers look like they have no ability to monitor or control any content or maintain peace and order in society, making our constitution, law and order system, and associated technology providers inept or in conflict with original intent and evolved to create even more harmful tools.

Technology companies take limited responsibility for what they enable, and court is lengthy, just as a business that sells drug paraphernalia claims no responsibility for its customer's actions post purchase of the material. This eliminates or contradicts the idea or claim of 'business social responsibility' unless social responsibility is thoroughly defined by companies or corporations and there are accountability measures and statistics using technology that shows societal impact and change. Technology and innovation enable this, which in turn, enables more peaceful societies and social control. Record companies also show no evidence of taking social responsibility for the impacts their recording artists and sellers of explicit content have made to what is heard and happens in society before and after the media is consumed. Technology is advanced enough to track the contents of media, its listeners, and can now monitor the behavior of its consumers. The same technology exists for digital video content. This enables a more advanced society where media can perform a greater role and have more impact to society than ever before, but there is no publicly advertised system for sale that proves this fact. These are systems that have yet to be developed that are suited for sociologists and companies that truly commit to social responsibility, which can later be placed on community representatives that might not even be a human, but a device that better manages and controls it.

Controlling content and allowing a device to manage air quality seems unlikely or like a gigantic task when visiting a record or music store because it is a great number of words per song, but reviewing the release process, as well as the technology used and how it can prevent the release of harmful content is what is examined. Freedom of speech and the press is often argued, as is free will and choice, but those are laws created to protect society from harmful substances, of which music content is considered one. If music is considered an addictive substance, then so are the devices they run on and rather than limit access to the devices, consider controlling the substance, not by removal or limitation, but by transforming it into healthy products with a standard for what can be considered acceptable art and presentation.

Technology and Innovation
Music Industry
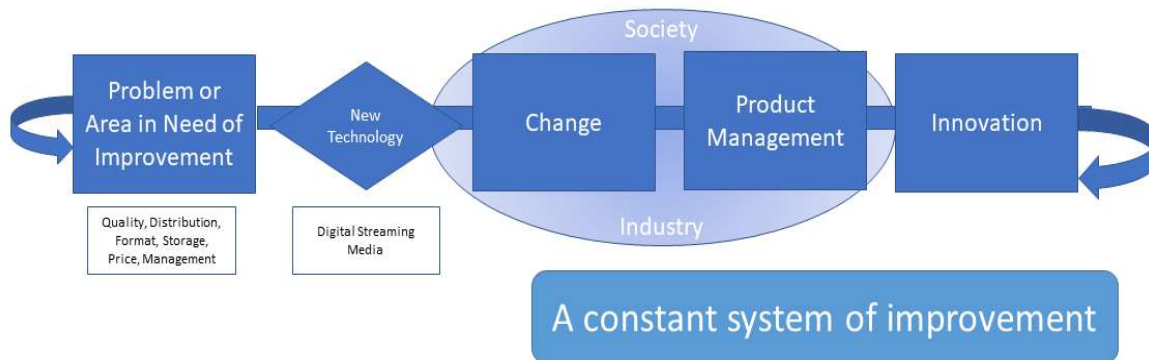
Currently, consumers are asked to 'preview' and evaluate content and make decisions of what their children watch; the same is true for professional publishers, advertisers, directors, and creative artists. The same approach is used in software trials, but functionality and use are evaluated, with each company using their own strategy. Punishing consumers and finding who is responsible after the fact is how law enforcement operates, only in terms of privacy and piracy, but creating a more efficient release process is more effective in prevention of the sale of harmful goods. What is considered acceptable to one group or genre, is not acceptable or likable in another group, which is what created the societal divide, making instrumental music acceptable in office spaces, as if words were the only problem. The same is true for the volume of groups in meetings or conversations in an office environment, as well as the content. Just as there are variances in sound device quality ranging from a decent background sound on a professional phone system, there are different types of music beyond the American Top 40 list, many artists' behavior and content violating FCC regulations or pushing past the limits to what is considered acceptable and likable for all viewers. The problem is comparable to what America defines as business professional and casual attire in clothing as their dress code and their inability or lack of knowledge of after hours activities and choice clothing, most of which can be categorized as satanic, religious affiliated, distasteful, opposite, extreme, or unacceptable in the workplace, such as dog collars on women, men, spikes, hells angel attire, or other gang sign and symbol that indicates group affiliations that reflect on society, community, group, and or company values in both morals and ethics. If a company's mission

is to sell their product non-discriminate, or non-selectively to all buyers, then anyone is a prospect, making their music, clothing choices, and group affiliations not a necessary item for marketing and advertising. Knowing your customer is still important for salespeople or sales systems and is applicable to all industries. Technology greatly enables such knowledge but requires privacy management and less 'permissions' from consumers or options enabled and managed by consumers, such as privacy and sharing controls on Social Media Applications, Browser Settings, or Operating Systems Account Management. For a profit or revenue focused company, the only important factors are revenue streams of who is making money from what group. The makers and trend setters of dog collars for men and women do not partner with adult novelty bookstores and wearers of the fashion trend do not consider themselves a part of 'that style' which is simply a matter of shopping choice or use of public locations. Music is the same, while some listen to 'all kinds of music' and are non-specific and open minded in their choices, then monitoring and marketing to them based upon historical purchases or listening preferences is general and non-specific. Some obviously listen in public, which has different laws and rules, and some preferences change, depending upon location and mood, just like much of our selection and decision making.

Frequency is of importance, thus the need to capture quantitative data to evaluate listener or viewer satisfaction to truly understand what is considered a 'genre' that is likeable and acceptable, with established rules and policies. Streaming media with women wearing dog collars or chains on the hips of males is unlikely to be found streaming at the office, until they leave the office, of which many use their devices in multiple locations. The matter of importance is the separation of the two in terms of 'acceptable' and the matter of freedoms, as well as the perceived 'value' that dog collars and chains bring to the after-hours office party or what is considered a change from its intended purpose. It's unlikely one could speculate that style choices were an intentional fashion adaptation from animals to humans, or that 'connectivity and connection' terminology changed from telephonic and computing devices to human relationships, both managed on different levels. Making a connection and having a constant connection that streams live audio or video and information is not the same as 'feeling' connected to a person or being connected to a group of criminals or endangered species, nor is it the same as connecting speaker wire to a receiver to make sure it has a solid connection for audio to play and the electronic using its protection mechanism to shut down the system if the connection is loosened. All very similar in words and use, but some considered far too unacceptable for civil society and combination of work and personal

actions. These matters are most important for Technology advancements in the Wiretapping or Surveillance business, as well as strategic content management in any system that uses technology. Matters of similarity are the fact that one person once wore chains, and another person or group of people wear chains where the actions and behaviors are different or hidden, both matters of predictive and assumptive application. Powerlessness and responsibility changes when there are more layers of management, law, and policy added on; creating individual responsibility and duty in relation to these areas, which creates a segmented and closed society because of management structures and worsens with technology and two-part systems of 'online and offline' or 'at work' and 'at home' systems.

There are no 'viewer satisfaction' statistics for those who prefer professional business attire and respectable casual wear and participate in media activities with those on the other end of the style spectrum, of things not authorized in uniform or in a professional environment. This shows change in a society, where groups are formed that find satanic music and clothing acceptable, where other groups consider it just words that do not affect society in any way, ignoring the preferences of religious populations and companies that are prevented from asking or knowing religious preference, marital status, group affiliation, and after hour activities. Privacy separates working rules and activities or choice behaviors outside of the office or workplace. Although most people have two computing devices or personas, they play many roles in life, of which technology has not been designed to assist in the management of. This divide of 'privacy' and 'preference' leaves much room for (in)difference, where sometimes one cannot function with the other; in technology it is called a 'conflict' or 'incompatibility.' It has been proven that these can be managed by allowing freedom of expression and rights, if it does not endanger another group, something, or anyone else. If a company requires a background check on an individual, it has decided it will check for 'criminal activity' and 'sentence' or 'no criminal activity' and 'sentence' on record and make its decision based on a set of non-disclosed factors, secretly managed, case by case, by the company. This one phrase "background check" deters applicants, when integrated technologies can prevent those type of applicants from even viewing and responding to the opportunity or going through another judgement process that might again result in wasted time and money, as well as another injury to their reputation and future potential. Music and crime do not go hand in hand, but some media choices indicate behavioral style and preference, which are indicators of how a person will interact with other employees in and outside of

the workplace, as well as how they might change the workplace; or in other environments – children, friends, and family.

Restricted content such as video is similar and should be subject to statistical management for monitoring viewing and collection habits of rated G, PG, PG-13, R, and X material. In some households, certain content leads to punishment, and in others, leads to mimicking or following of behavior and trends, which leads to changes in community health and crime statistics. Viewing, content, selection, and ownership in relation to behavior are not the only statistics that matter, or the only numbers or things technology can manage. It can manage the location of media, who is currently listening, their opinions, ratings, and ability to share and like the same song or type of music as others; showing how music creates a social collective and connection with the self and others. Music and the artists because of fame and stardom or video have been known to influence the fashion industry, of which there are no consumer reports available that show linkages in brand profits, mood, success, and community development or societal decline. In short, technology assists with psychology in many more ways than psychiatrics, problem management, and analysis, but also psycho-social change, of which not many companies are mission devoted to creating innovative change using technology. Marketing and advertising have often been the medium for such change, but content has become more important beyond just 'blog posts' on the internet, but also in learning and achievement systems, of which audio and video are important technology advances for all age levels. If providers of technology, such as satellites and broadcasting devices do not take an interest or responsibility in content, then it enables others to manage these areas to feed the many variations and likes of all. Only conflict occurs when groups or people of differing preferences collide or 'over-rule' or cause an increase in majority in what is considered socially acceptable and healthy. Many want to be free to speak their minds, express their style choices, profit, be famous, and technology provides a means to do so to a certain extent, thus limiting new artists to small online tools to build their own audiences and fan base. Simple methods, such as 'unsubscribe' are features available, as are "block" buttons, but this has proven to be a major 'non-automatic' one per one task that everyone must perform individually and has proven to be a daunting 'clicking' task if content or preferences change. This technology should be applicable to physical spaces for community management, beyond setting basic rules and laws of society. Technology does not allow a user to restrict content for specific 'non-explicit' ratings for a particular group, genre, or type of advertising and marketing, proving America does not have full control over its media and content or its citizens; only individuals do, and it's based only on a

power switch of only on, or off. We have advanced Technology capabilities to create a more selective and protective improved process. Societies are organized the same way a genre aisle or file folder is, with Rap Music in one folder, Country Music in another folder. North Side of the Town is African American, where the other side are White Americans, thus there is value in understanding how the organization of digital products is similar or has resulted in community segregation, as well as changed the conduct of its citizens, but it will not be completed because its dangerous and proves that no control or leadership and change continues to create danger, unwanted audio and visuals, crime, corruption, segregation, and community disruption when not properly organized or managed.

Recent Technology Processes

In the last two years, online education has been a major source of comparative research and review beyond the application and acceptance process. Much of the style and design of the Internet sites of educational institutions are the same and use people or student advertising in different ways. Rarely was the photography based on books, subject areas, objects, things, or what we study; pictures displayed and used were 'who was there' because students are what makes a learning institution thrive. Each photograph that used people marketing for their educational institution appeared to be the 'undergraduate' age level; never considering institutions serve more than just one age group or level of education. After reviewing more than 25 online schools for process, requirements, and the presentation of information, it's clear that institutions are using a non-database system to present information; thus meaning there is no structured Department of Education that manages online computerized systems, therefore all applications submitted require duplication of the same information, and the presentation of different requirements, as well as possibly a different selection process for each institution. This continues a non-standardized system of education where application data, selection criteria, and institution information cannot efficiently be managed from a top-down management approach and American Education cannot effectively and correctly be evaluated as an operating unit or group, beyond the category of type of student. Individual programming of each public and learning application system means they are non-integrated, which in turn means, that curriculum is non-integrated or still shared using old methods. Individual development or institutional design of public information systems (i.e., the Learning Institution's Internet Pages) means each institution that is accredited, publishes their own accreditation information,

which requires another agency or students to verify, causing much work. It's easy to provide the system solution – an Integrated Public Education System that operates using a database for standardized processes that show actual statistics of matters of importance: attendance, grade averages, demographics, success rates, and best value ratings based on a publicly available set of criteria. Post admission research and activities showed there is more than one type of online education system that sets institutions apart, as does the content of coursework, both presented without textbook information and very few institutions offering direct pricing, where comparative tasks could begin for long term commitment based upon their personal evaluation and preference. The same process of selection, review, and comparison exists for media, but on a different type of level or timespan and at a different cost. Music was not designed for streaming media and recording artists to teach students or citizens, yet music is a requirement at K-12 institutions and considered an elective at some, not all Universities. The technology used to record, listen, and store it is now available in all educational institutions, which has changed the way we learn and how we present ideas and concepts.

For the Technology Innovator or Computer Scientist, reviewing online technologies is part of the institution application process. If an educational institution boasts of Technology professional development and high achievers, such as the Massachusetts Institute of Technology (MIT), and charges a high cost, if their public information is correctly and efficiently organized and satisfactory evidence of such intellectual value is not presented or found from publicly available sample course, then the myth that a higher priced education produces higher paid or better systems is busted. The variations and comparative value in education can be studied further for its differences and cost justification, but it pertains to student experience after enrollment and student experience prior to admission because those are institutions with campuses and on-site learning, where activities are far different than online education systems. Both types of institutions are expected to produce intellectual graduates for industry, but the institutions are not interconnected; meaning they do not network, share, or collaborate works; which is something the computer science field has been established to do.

Libraries are not linked, shared, or centrally electronic, and internet users are not managed by a standardized student account system, other than that which might exist in the Federal Financial Aid system, of which, not all students use. It is suspected that a library of all collegiate works would create another type of library, perhaps too complicated and vast to store all institutional outputs, leaving only official journal publications the major scholastic goal and

achievement for higher learners. Much is lost by following this type of design. In 2009 there were over 4.5 million students taking online classes, with a Master of Science in Business Administration (MBA) being the top degree offered in the United States. This trend seems likely to continue; currently, 83% of all U.S. institutions that offer online courses say they expect an increase in online enrollment in the coming decade (Onlineschools.org, 2022). Use and applicability of advanced degrees are dependent upon successful employment and education is generalized and standardized using common business practices and concept followed in American and International Business.

This makes industrial forecasting a greater challenge and enables the production of only a predictive number of graduates using varied mathematical formulas and projections and not based on student achievements, inventions, ideas, discoveries, solutions, and world changing systems or products or potential future career opportunities for those that conduct serious research and evaluation. If it were as simple as a Microsoft Certification, with an examination or series of examinations leading to licensure, then the system of learning Microsoft Technology, closely, if not exactly matches the process for Financial Advising licensure. Because of fair competition, other companies and anyone is free to develop technology, including Universities and any company not officially registered as a Technology Company. Microsoft and other companies have enabled the creation of recording artists and movie stars to be done by anyone and Telecommunication companies with Audio and Video Advanced Technologies are free to develop products to change the world using text, audio, and photo images. Such technology requires regulation well beyond those designed specifically for government or commercial and private use. Unfortunately, there is no selection process and formal contract that governs the digital transformation of educational products that combines old with new and lead the way in archiving old learning tools, styles, and ideals or manage what they've been replaced or changed by. Having such technology reduces learning disabilities and much more.

Value Specificity

A recent article posted in Sharp Cloud, another 'business' of Cloud Solutions, non-specific, but offering management of technology innovation advice, says that Business innovation matters for one simple reason: value. For your business to thrive, it is crucial to be continually innovating and improving.

Business innovation requires organizations to identify which of their processes, products or services could be improved to boost the company's profitability e.g. forming new partnerships, outsourcing specific tasks, or implementing new technologies (SharpCloud, 2022). First, we've all heard it before; that any change or new product must create or bring 'value' for it to be considered innovative, but these words do not offer any type of formula or aim its customers or readers how to create one or manage innovators and the risk if innovators and technology companies are not properly managed. Needs are not solicited.

Ideas and inventions can be created everyday and small or even large product changes can be implemented across the board, in all product sectors, easily if each company chooses to follow an innovation process and effectively manage it. If all companies innovate and attempt to add 'value' to the world with technology at once, without working together, and without having regulation, leadership, and overall management that drives the world's technology business, then it becomes a competitive risk area not just for business, but for society and the risk is not limited to "what if it fails" but what it will and can do to American and International Technology business, as well as change the way business and society operates. If not managed, it could end up in a never-ending idea generation bank with no action, or a competitive catastrophe with financial imbalance and technological dysfunction world-wide. This is believed to have already happened, as evident by Google and Apple's Play Store, as well as a non-organized and regulated hardware and software industry that is not fully developed or integrated. A fully integrated system reduces duplication, makes operations more efficient, and more insightful secure decisions can be made, which are systems that are not limited to business systems, but all types of systems now used on the Internet. Lack of integration and 'functionality' management, such as regulation on Identity, Privacy, Personal, and Work Data, and the usage rules, policies, and sharing practices remain limited, when better planning and release could've brought better products to the marketplace, even in free systems. Not all is lost, in fact, things can still improve, unless companies are misguided and continue the path of 'innovation' or idea generation and developing more and more, rather than improving upon and perfecting what already exists.

Smartphones are great and continue to be great, but we do not use them to their fullest potential. They are still not easily integrated with other systems, but they are progressing to make buying, communicating, and working with information easier. Creativity and innovation in the workplace are simple to instill and encourage, but timing and the ability to put the ideas into action is of the greatest importance. If the innovation is not aligned with goals and those

goals are not aligned and focused on existing improvements, then innovation is geared toward new ways of creating and not using innovation to improve upon what already exists, implying that each company in operation has reached is highest level of technological potential and is ready and financially able to invest in anything and everything, which it cannot and is not factual. Where is the governing body, company, or organization that leads and focuses them all to work in one cohesive integrated industry?

Managing the Flow and Use of Innovation

If all undergraduate, graduate, and doctoral or phd programs are designed to produce developers, software engineers, testers, writers, inventors, product and project managers, program managers, directors, controllers, financial analysts, risk assessors, and there are 35 formal institutions educating 35,000 students expected to be ready each year for work in the industry, and they use a standard development protocol, 3 languages, and each freely produce innovative ideas in each paper that are non-connected, non-collaborative, non-shared, using 15 different textbooks, then how does the Technology Industry remain standardized and effective, while evolving? The same statement or philosophical question is applicable to all industries and an even greater area of risk is that one might be ahead or behind another in learning and application, such as Finance and Technology or Healthcare and Technology or worse; all differing levels, systems, and languages – this is the current condition of planet Earth's work and learning system.

If financial management methods change, software must also change or one must adapt to the other; if software changes, industry must change; if laws change, all must change, but if no law exists, then conflicts and problems create legal cases, but can't if there is no connectivity in an organized system of commerce or education. If education remains the same while or after all change, then *the system is out of sync*. The same is true that if everything remains closed and private, where nothing is shared and no ideas are acted upon while in a learning institution, then no profits are made, and great ideas and inventions are lost. If no tracking system exists for those innovations, then credit cannot be given, no opportunity can be promised, and students are non-profit creators of world-class solutions, making it a financially unfair system of technological profit for others with no student achievement, recognition, protection, promises, or guarantees. The law requires certain steps for students to function and profit as entrepreneurs, but no institution officially prepares its students to be registered business owners to collaboratively put their ideas into action and

develop as business units within an institution to develop a world-class product to prove institutional superiority or upper scholastic achievement. This is based solely on the ideal that a tangible product must be produced and not a theoretical opinion or research that can be immediately applied, as in problem identification and solution.

Technology and Innovation requires management, and the management principles vary dependent upon what part of technology and how it affects or is interdependent on others. Since technology is not a single item and areas of technology are intertwined, it requires a new phase of industrial innovation, called integration or improvement management principles for technology, with an innovation process that reaches outside of single company walls, but industrial standards and protocols beyond manufacturing. The area of complexity exists in non-tangible digital media products and written or recorded works in all areas, not just those with a Federal Identification number and balance sheet.

Strategic innovation and technology are critical areas of business where products, inventions, and processes, as well as systems, applications, and parts of systems are invented and improved. Technology management is more than just application programming, buying electronics, equipment, computers, generating ideas, managing new technology implementations, or solving problems with computers. It's a combination of technologies focused on innovation, growth, and improvement. It is a collection of efforts and activities that impact more than just one environment. Because technology has a critical impact, and has often been viewed as complex, or world changing, and sometimes expensive or risky, it has a separate set of management activities.

Company, Business, System, Product Life Cycle

Stages of product life cycle are start-up, growth, maturity, decline and the issues the firm needs to address during each of these stages are different (Aspen, 2022). A non-profit research firm's products are research-based findings or reports related to the Technology Industry. Because it is not profit based with a standard product manufacturing process and is not available for sale in quantities at a checkout counter (in person and online), it is not categorized as a start-up which goes through growth and assesses maturity and market readiness, share, position, acceleration, and or decline. Its stages of growth are different, that while it does have a start-up phase, it does not assess its mission effectiveness against strategic organizational goals, although it can be for others to know its

purpose and for it to follow its plan. Growth is not tied to profits or losses or number of employees. In some cases, it could be measured by skill, reach, numerical figure using reader statistics or other customized insightful report where action is taken on problems and solutions; these would be effectiveness measurements compared to its strategic goals. For example, Savvy Smart Solutions, LLC's goal is to become a non-profit, 501c3 company (a non-profit) and obtain grant funding to conduct technology research in several areas. Once this goal is achieved, another set of strategic goals can be created for the non-profit, with specific intent to inform, educate, or advise industry or the technical community.

For it to be an organization that is categorized and operates like other businesses, it needs a specific mission, with objectives, goals, and operations to achieve them. In pursuit of each goal, it would assess its maturity of any products or positions it publishes or takes, but scientific research is not based on a 'maturity model' of assessment. The business stages are best suited for companies who develop work products with a quality review board to assess product maturity, success, and have a system that evaluates the stages and progression based on an established set of factors tied to its development and overall strategic goals. Personal development measurements are different, where maturity is not one that is evaluated, unless a formula of knowledge is designed or a research model to show problem solving capability improvement and growth in specific areas. The levels in the Capability maturity model (CMM) are not applicable to all areas of Technology, and best used in actual product development, or in artificial intelligence aligned with official CMM tracking as a personality trait, of which not many exist and is not the only function of measurement of rating advisories, age, or acceptance. The television warning where maturity references in technology are used are warnings such as "for mature audiences only;" a disclaimer used to warn viewers of adult content. It is not appropriate to measure companies or products this way, unless there is some numerical or qualitative scale, of which there is within the CMM. Media companies (or some other entity) categorizes the content programs with discretional advisement. TV-MA is a separate category of ratings for Mature Audiences Only - This program is specifically designed to be viewed by adults and therefore may be unsuitable for children under 17. This program contains one or more of the following: graphic violence (V), explicit sexual activity (S), or crude indecent language (L) (TheTVBoss.org, 2022). Maturity in peer groups or relationships are based upon personality assessments, which are evaluated against others' behavior in relation to their age and expected reactions or responses in situations or dialogs.

Software Capability Maturity Model

Setting sensible goals for process improvement requires an understanding of the difference between immature and mature software organizations. The goal to streamline, make more efficient, or to integrate data sources, and use is an example of a process improvement goal. In an immature software organization, software processes are generally improvised by practitioners and their management during the project. Even if a software process has been specified, it is not rigorously followed or enforced. The immature software organization is reactionary, and managers are usually focused on solving immediate crises (better known as firefighting) (CMM for Software, V1, 1993). Suggestion that a company, team, or process is not 'mature' seems an incorrect word to assess skill level and operational effectiveness of an organization or industry, or perhaps a fluffy and sophisticated way to say that youthful programmers or new processes react to the needs of management and are often behind schedule and such words require statistical proof, otherwise it is considered a discriminatory and negative categorization. A software company or set of programmer's project performance can be evaluated to determine schedule metrics and level of effectiveness, reporting they are able to program to specification, on budget, and schedule, or off, but such performance metrics cannot be standardized and summarized in three words or calculations because of the many project forces that impact the work efforts, both internal and external, therefore, it's unfair to categorize a company or software process because of the many varied conditions. Unless the company or programming task can perform the same multiple times and produce consistent results, with minimal variance, the spectrum of evaluation is different. A process is better evaluated using terms like efficient, fully integrated, stable, or the opposite, along with areas of technology measurement show its function and responsibility within the process. The more processes are replicated, that are the same, with minimal variation, the more predictive and efficient, if all factors remain the same – this is process predictability. Requests for information or documents are similar processes, in that the requestor completes a form and the grantor of the request completes its actions and sends the document. This is a process that many organizations use regularly, therefore it can be programmed for more than just one place or system and a standard process created for all, rather than just one.

Evaluating processes and its variances is a task that can be reviewed for efficiency and effectiveness, as well as the necessity for human intervention. These can become automated processes for evaluation on speed, accuracy, data

sources, and authenticity. Capability relates to whether they can do what is asked, within a specific timeframe and repeat the same results in differing circumstances or with different needs. Rarely is a software programming process the same, unless it is a computer replica that is automatic and runs in the same environment and conditions, or what is also called a routine process or procedure. People also function this way, thus human personality trait references are used to describe software programming process capability – an odd behavioral reference of a 'human process' compared to a 'computerized task.' A software process can be defined as a set of activities, methods, practices, and transformations that people use to develop and maintain software and the associated products (e.g., project plans, design documents, code, test cases, and user manuals). As an organization matures, the software process becomes better defined and more consistently implemented throughout the organization (CMM for Software, V1, 1993).

Age of an organization is not directly tied to its capabilities or work products and cannot be because each project varies depending upon the climate, team, requirements, resources, and other factors. Software programming and process management or improvement is perfected with experience and efficient project management tasking and when people are involved, conditions and environments, as well as other project details vary, especially with changing priorities and dependencies. Capability Maturity measurements are a negative attempt or another way of saying that the software programming processes are not perfected and cannot be replicated or expected to be exact in the same way that a computer application completes its programming procedures or functions. Maturity relates to the amount of time the process has been used when the correct term is age. Process accuracy, efficiency, and effectiveness are better defined as success project metrics used to evaluate the task of software programming, each taking place on varying schedules, budgets, and outputs of varying lengths. Changes in process are acceptable and encouraged because project conditions change, just as skill levels vary. Because one software programming process worked well for one type of system does not mean all software programming processes will be directly replicated or follow the same process model. This is necessary to understand because of differences in types of systems, some being small applications, while others are large multi-agency undertakings that require policy making, coordination, change, and larger implementation, which require more in-depth impact reports and studies. For example, a software development process for a system that spans across the nation will not follow the same process as one that integrates with five other systems that spans across a single county. The process on a high level is similar,

but vary in the programming stage, and even more so when project resources change. A standard process can be created for developing a single internet site but will not follow the same programming process as developing an integrated database or software application that runs on a local machine. Software programming processes and measurements then, in that case are best suited automation, where pages are automatically created, or software packages replicated following the same steps and process when directly applicable. 30 million internet sites can be created that follow a standard process, if automated, but process will vary depending upon capability. Automation of some areas on the Internet is encouraged, but because of the design of E-Commerce is limited to individual organizations and their choice how and what they choose to automate.

Maturity in Financial Management/Investments

The maturity of an investment is a primary consideration for investors since it must match their investment horizon, the total length of time that an investor expects to hold a security or portfolio. An investment horizon can potentially range from as short as a few days to decades, depending on how long the investor intends to hold the investment to achieve their objectives (Investopedia, 2022). Maturity is a date on which a financial agreement ends, triggering the payment of principal with interest or repayment of a loan with interest (Investopedia, 2022). The financial and technology industry uses the two terms differently and are not connected using a scientific Return on Investment or Cost Benefit Analysis formula for investing purposes. In short, the CMM does not integrate or formally correlate with any Technology Investment Financial Management process or design. Contracts for development vary; some based on set labor rates for qualified engineers, and others based on milestones and agreements for payments based on specific deliverables, with many agreements made that do not show profitability of such software or savings gained from investment, which in turn translates to technology profits. Total Ownership Cost, using Earned Value Management techniques are not standardized for financial management or estimation of software or technology products; they are project-based principles on planned vs. actual values.

If a human programmer develops 30 million internet sites, then it follows the same process with variation, depending upon requirements and it is the same, unless continuous improvement methods are used and no change to development software are made. Capability maturity cannot be assessed and compared to the next project using humans unless all tools, environments, and requirements are

the same. A company can be considered 'mature' and experienced, but face development challenges as new needs arise or as the development tools change and evolve, which is when projects should be assessed based on capability and not 'maturity.' Stages in human development cannot be compared to effectiveness or operational capability in software companies, as each 'developer' or 'programmer' and 'process' is uniquely designed or different from one another, with different skill, training, circumstance, and style. Community and land development is a different area, similar in process to software development and financial management where capability maturity does not apply but might follow similar stages in terms of readiness or return on investment. This 'cross over' or multi-use in terms is worth a closer look for standardization of process to see if technology follows, naturally, or automatically, the same financial and land development uses and application of terminology, thus improved standardization and management of process, instruments, national debts, and assets.

The research company does not seek to provide global strategic direction for Technology and Innovation, nor does it manage using a maturity model or metric, although it is reactionary to the institution for which it writes, with limited personal choice on selected topics. It exists to provide newly published research and qualified scholarly opinion on existing problems and possible solutions that follow a scientific research process. The research process matures the more it conducts formal scientific research and evaluation, therefore maturity is not a numerical number or stage referring to age, as it is already considered mature in its ability to identify, research, and evaluate using the scientific method. Maturity scales are not used in scientific research or process evaluation because processes are not given creation dates, therefore it is not equivalent nor fair to measure maturity without a numerical figure or value to something subjectively or humanly evaluated as 'mature' or in other words, perfected, ready, stable, and effective or efficient on a measurement scale. Growth metrics or profitability is applicable to companies that manage using a balance sheet or profit and loss statements and annual reports. Non-profits are better evaluated based upon contribution statistics and impact reports or metrics. The same is true for generalized statements such as 'value added systems' or a firm or organization strategic goals stating it must 'add value' without a mathematical formula that measures performance, gain, and investment.

The purpose of Quantitative Process Management is to control the process performance of the software project beyond 'quantities' but in quantifiable measurements. Software process performance represents the actual results achieved from following a software process. The focus is on identifying special

causes of variation within a measurably stable process and correcting, as appropriate, the circumstances that drove the transient variation to occur. Quantitative Process Management adds a comprehensive measurement program to the practices of Organization Process Definition, Integrated Software Management, Intergroup Coordination, and Peer Reviews (CMM, V1, 1993). If the CMM were actually followed and there was a 'quantified' metrics standardized process, then the measurements would be clearly outlined and could be followed or 'automatically' gathered and evaluated, however, each project or software programming task requires new 'quantitative' measurements individually developed that are applicable to the changed conditions of every task or project, leaving the only area of success or performance measurement (not maturity) whether or not the software is functioning as the programmer or programming team or company promised, and does what the customer needs and wants. Actual results achieved from a software programming process varies depending upon what level of 'capability' or 'functionality' is being tested and how many times (or attempts) were made to get it to function as intended. Maturity is not the right word: but functional testing metrics that are specifically designed for each requirement, feature, or function, within a set time frame, which can be reused and replicated is of greater value than to evaluate a 'company' or 'process' is at a specific level of maturity based on general or specific measurements that constantly change.

Software Development
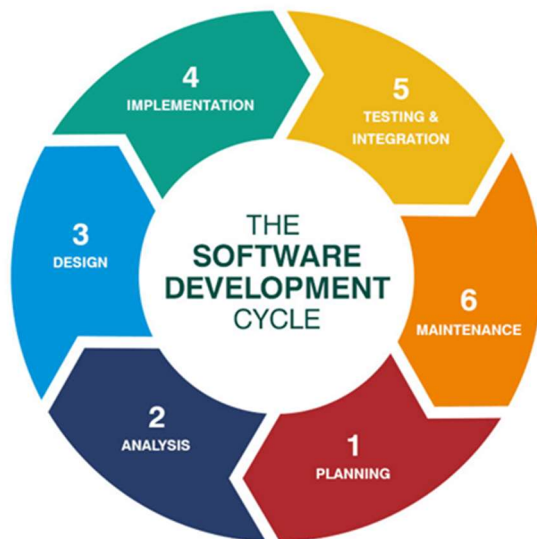
The development process is called a 'cycle' suggesting it is an ongoing loop of planning, analysis, design, implementation, testing, integration, and maintenance. When in the maintenance phase, it is not concurrently in the planning phase, meaning that 'maintenance' must stop, for software development to re-commence. This depiction shows that the software will never reach an end state and does not map or lead to measurements in software process or capability maturity modeling or leveling. This means there is no real quantitative or qualitative formula whereby the software development process is strictly managed, or graphically depicted to show capability maturity and readiness for release or when the cycle restarts or if it is a constant re-occurring

process and works in conjunction with all its inter-related parts, such as an Operating System and Internet Browser.

It is believed that the CMM, and SDLC are simplified models designed as a guideline, but not strictly followed by software companies. They are assessments that take place throughout the entire project in each phase, some without formal numbers assigned, called review, change, testing, acceptance, and support. Software is developed with an end state of delivery in mind, either for a specific client, problem, or process. It follows a process that goes on throughout the life of the product that is based on continuous improvement. Good software engineering looks beyond the product, but also related products, competition, and other areas that perform the same or similar functions for how it can work with others and be of value in more than just the original intent.

Developing Buy-In

Creating buy-in is applicable on more than one level; in one case, it relates to stock ownership, and in another, it is a concept of persuasion or gaining support for a cause or effort that leads to sale or approval. Buy-ins are not often directly known, especially if the audience, influencers, or decision-makers are not clearly defined, of which regularly change, depending upon what area is affected. Buy-in is related to participation, which often is created through product education, customer, client, or personnel involvement.
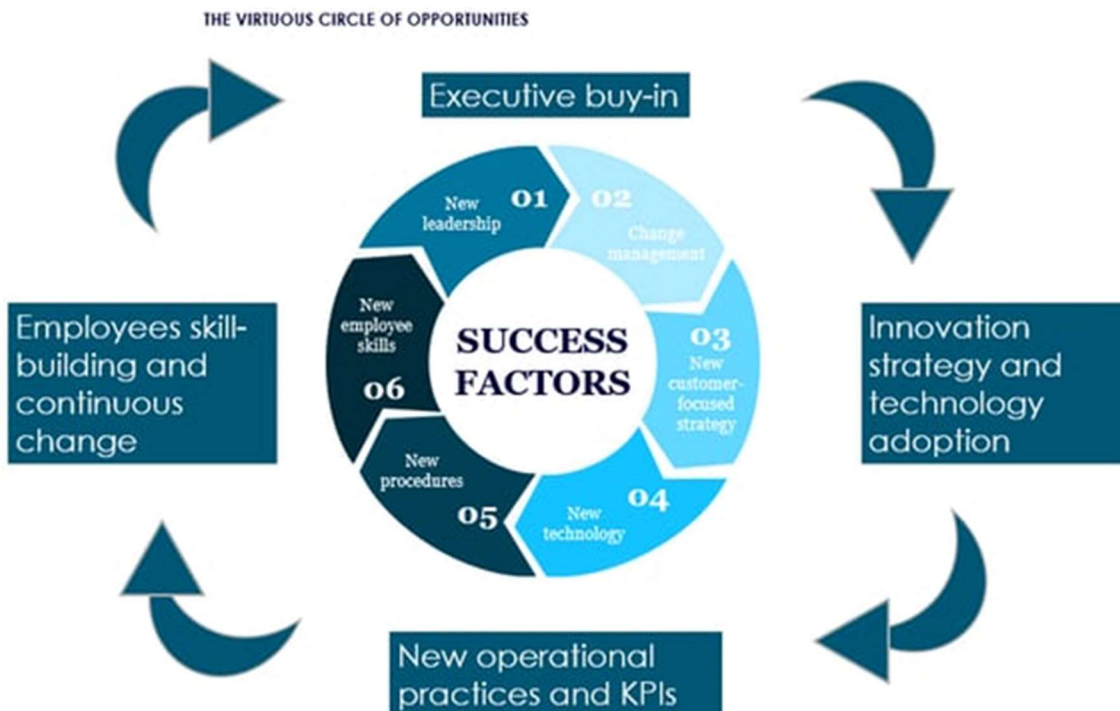
Developing support and agreement or "buy-in" is an ongoing process of gaining cooperation leading to acceptance. People cannot "buy into" an idea, or back, and believe in an idea or be expected to participate unless forced, which is when buy in strategies are best used. Since "buy-in" also relates to stock ownership, in publicly owned companies, or personal interest and investment, then it must be considered more than just a monetary figure. It's difficult to 'buy-into' an ideal or project or believe in it and support it, if nothing persuasive is presented, or if there is no clear return on investment. A buy-in can also be a reference to a person or entity buying shares or a stake in a company or other holding. In psychological terms, the buy-in is the process of someone getting on board with an idea or concept that is not their own but nonetheless appeals to them (Investopedia, 2022). Creating 'buy-in' or generating 'buy-in' is considered a slang business term comparable to individual, unit, or group acceptance, participation, cooperation, and investment. Strategic planning is required because it's an area where support is needed, decisions are made, which result in long term commitment and participation, which often determines the success of a project or product. Without buy-in and support, projects face an uphill battle, friction, and resistance, that can delay plans or force change. Some great inventions, innovations, or ideas don't require buy-in, they are immediately accepted because results are obvious, while others require persuasion, presentation, forced implementation, formal agreement, negotiation, and contract management.

Life's Strategic Management

Life is managed by the setting of strategic goals using planning steps to accomplish something. Research and evaluation of organizations, products, processes, and systems is simply managed by scientific research, analytical review, and opinion based upon experience and lessons learned. No 'capability maturity model' applies, as it does include software development itself, but understanding the textually based scales and depictions of implementation plans, strategies, and models. Strategic management of technology and innovation is applicable in the development of life goals and management because technology and innovation are what is evaluated, not because of buying decisions, but because of the necessity of research and evaluation of old, new, and future innovations. Such decisions affect productivity, environment, and process;

therefore, buying decisions and evaluation tasks are based upon needs, or select areas of review, which are not often completed using traditional methods of trial, use, training, and evaluation. The analytical reviews or evaluations are conducted based upon what is published as strategic direction, and methods for software engineering and technology management for multiple levels of organizations. To create a life strategy with many years left to go before application of upcoming learning is creating a goal with much time to produce more than just a result. It is not that life cannot be strategically managed while learning, it can, therefore the strategic management of technology and innovation is applicable to the learning process. The best goals to set in this phase are to ensure the learner has the right tools, focus, and analytical ability to effectively learn, prove the learning, and utilize any new talents before they are replaced by newer ideas or concepts.

Sustainability, Corporate Social Responsibility and Ethics

To pursue sustainability is to create and maintain the conditions under which humans and nature can exist in productive harmony to support present and future generations (EPA, 2022). Corporate social responsibility should be tied to sustainability and ethics, in that, corporations should have some objectives directly focused on social improvement, community development, and manage their corporation with accountability for contributions made, knowing all facets of impact, and correctly or appropriately managing any damages or environmental problems caused from doing business. Ethics are another area of corporate responsibility with rules established that set and strengthen morals for its employees with a respectable set of ethics tied to who, what, where, and how they do business, managing conduct of its employees and business practices to operate in accordance with the law with respectable and commendable standards.

Innovation Project Management

Project Management of Technology and Innovation varies on multiple levels but the same planning, leading, organizing, controlling, and coordinating exists, perhaps without finite schedules, large budgets, staff, and tools with critical milestones. The projects are short term research and evaluation tasks of processes and things, or systems and problems. It is not the traditional systems review, where a software product is evaluated for how it can best be used in the workplace, organization, or life, but how systems intertwine, cross-over,

integrate, and don't or should. It also includes understanding of both internal and external factors that exist outside of the learning environment but are reviewed based on past operations and project experiences, as well as future business changes with the possibility that technology can advance even further and be an even greater force of positive change. Part of leadership and responsibility, corporate or social, or individual, is to promote and encourage innovation and creativity, whether that be venturing into dissecting radical or simple technological change and understanding it on multiple levels, from a small mobile application, all the way to a world-wide critical infrastructure system, as well as industry or what is considered standardized and authoritative guidance on what industry believes to be the best measurements to define capability, readiness, innovation, and management principles.

There is not a list of tools that one can buy or find to define how to effectively manage technology and innovation, but there are principles of both that can be learned, implemented, and followed, with assistive tools to prove that the principles or concepts work. The tools are customizable planning software, automation systems, performance evaluators, process managers, and efficiency experts, as well as strategic planners who are skilled at inventing, improving, and seeing or understanding systems and technology on a greater scale than a single application or an organization's technology portfolio.

Strategic Technology and Innovation Management is the planning, implementation, evaluation, and control. Strategy is the direction an organization sets for itself, and innovation is the creativity it uses to get there, whether it be a new product or idea, or the perfection of an existing one. With models such as the SDLC, CMM, Agile Development Methods, SCRUM, and other technology implementation strategies, especially when combined with financial management or estimation tasks used to determine Total Ownership Cost or Return on Investment, it is best to look at not only product engineering practices, but also what groups consider the cycle of innovation, best management strategies, and project management techniques for acquired systems. In addition, there are special considerations beyond individual or the purchase of packages, including how industry integrates, changes or shapes society and work efforts, as well as environmental impacts to not just the economy, but living or sustainability for humans and others. This requires an analytical view from multiple levels, not just the business process, and needs or requirements-based engineering, but also an evolution standpoint of world-wide strategic technology as more than just one firm in a world of many inventors, competition, regulators, and governing bodies and those who benefit from or are impacted by its creation and use. This sometimes requires a retroactive review

of technology's progression from the earliest inventions all the way to what is planned for or possible in the future, with a mind for investment, integration, improvement, and protection.

Technology and innovation can in fact bring profits and gains, but this is not, and should not be a company's only focus when developing it or buying it. The greater impacts and purpose must be reviewed and well communicated or understood because it's not accidental inventions or 'reactive' development that serves us best, but evolving to be a more intelligent, efficient, and effective society that uses technology for its best benefit. Strategic management is an ongoing process through which the organization defines the nature of the business which the firm will be active, the kind of economic and human organization it intends to be, and the nature of the contribution it intends to make to various constituencies (White & Bruton, 2017). The maturity of a company does not predict success, but success can be measured starting with strategic planning and maintained with an effort to sustain if companies remain innovative. Using broad generalizations such as 'creating value' and 'effectively managing' are not specific enough to truly support the words, at least not without proof and some indication of impact to a selected area that is not solely focused on market disruption, domination, and other business words related to competition. While competition is good, technology and innovation must also be created with problem solving in mind, which might not always directly contribute to a profit, but a gain that can be translated in some form of benefit of necessity or comfort that improves human existence.

Strategic Management and Integration

Integration planning and sharing of information requires strategic management from the start to finish, which is not a quick-change process. This is especially important when a system is already built, in operation and use across the world, or even just in a small location. Matters of belief have come into question simply because of psychological studies that span beyond religion, but also truth, lies, poor or false representation, and low-quality workmanship or knowledge and experience. Therefore, values, beliefs, knowledge, and experience are critical, as well is the ability to read, write, and understand the current design, the problem, its presentation, the goal, and the desired outcome. Trying to assemble a team of managers, and engineers is laughable at this point. It's also critical to be able to conceptualize without written documents provided, as well as the ability for others to put the conceptual (not 'concept'), but planned

design into a visual, for it to be understood. Knowledge and skill requirements, as well as planning and controlling tasks should already be known.

Integration is past the 'conceptual' phase unless the word integration must be explained and redefined or understood and applied without variation or deviation from the project scope or specific area in need. Integration, for the purpose of this project is defined as connecting systems with the goal of multi-use data to improve use and create a more unified system. One or many could argue that there are enough developers, typists, and designers in the world in need of jobs and capable of creating their own, if trained, but such goal is job/economically focused and this strategy has been found to create a problem for the users in account management, on both sides. Training others with a specific task (to create individual internet sites) with the purpose to harm, help, empower, or teach, and in some cases, just stay busy, or to show one's work effort is the purpose; not all well planned or helpful. It has caused problems in Account Management. The work of 'creating individual internet sites and software systems' does not need to continue because it's already created. Understanding the problem it caused, specifically in Account Management is the focus, as well as to understand how integration can and should fix it is the value, but not a numerical value. It's the value that a person invests in after they see the problem and commit to fixing it or working on it as part of their strategic goal focused on improving the Internet for more than just one purpose. Improving Systems is another goal, where all systems are considered, and Integration is the top priority where all the systems use the Internet Connection to access and use all the systems, making Account Management one of the single most important areas in need. Human vs. Computer is no longer a competitive area of interest since we've proven that computers can perform far better than humans, if correctly designed and programmed with specific functions. Humans can more than just perform, but also feel and look better with the help of computers, and the Internet allows the results to be seen and shared. Life is not solely about improvements, but also about the management of things necessary to make life possible and easier. Life can be managed and lived without the Internet, but it is a critical necessity for business and students, therefore it's design and functionality are critical to our future success and well-being.

Controlling Integration

Integration leads to a better, more efficient system of understanding, use, with better control. In C4ISR, which is Command, Control, Communication, Computers, Intelligence, and Reconnaissance, strategic planning is specific to its

mission, which is electronics, which covers a vast range of machines focused on upgrading technology for better management. Integration for them is a different set of strategic goals than the Internet, however, they should work together and be considered 'integral' and necessary for integration because the people that utilize the Internet are working and non-working parts or users of the Internet. The critical area for them is where, how, and from who they buy and use, as well as its functionality and ability to work across a wide range of products, managed in online systems. Therefore, planning is critical; to not stay solely focused and prioritized for war strategy and planning, or protection of American or the Earth's resources, but to consider both parts and expertise of professionals well equipped for the task of integration, understanding purpose, the separations of more than church and state, but also military, civilian, government, and other systems that utilize or consider the Internet critical to its function. All parts should work together. Because the design of the Internet is separated by account and allows for citizens to manage and view their own online information on critical and even non-critical infrastructure, such as electricity, housing, water, traffic, location, and other important things, it must correctly integrate with specific goals in mind.

Although Bruton & White reference "strategy selection" as an action or step in the strategic implementation process, it does not define what those selections are, implying there are different types of strategy (Bruton & White, 2017). It is better understood and explained that strategy is using a process to select or a way of going about doing things of implementing a plan. There are in fact different ways, but there are no specific names where someone can say "I would like to use short strategic choice, or strategic force, by the use of law enforcement, with a specific arrest and jail strategy to remove the guilty", or I'd like to use a soft approach to presenting information so that it does not continue to harm the individuals under investigation; or I'd like to use a straight forward blunt approach, violating basic rules and allowing the use of profanity because of anger and the need to be honest with the self. There are options, with and without rule and evidence binding agreements and actions, with and without court hearings, and with and without odd reactionary attacks. It depends upon the goals, but there are also ways of just walking away and letting the sick lead the sick and the dirty lead the dirty. People make plans and choose not to follow through, but rarely do qualified software engineers create a system plan and fail to provide a working system or solution. It is all parts of the plan that are important, some obviously forgotten or purposely omitted, with or without strategic choice. People just like managers and students don't set a course for disaster or crime, something leads them or it into that area to commit or to fight;

again, prompting the use of action, for good or bad implementation, yet with a set of faulty bad leaders results in no action or action on the wrong end, which results in false arrest and non-justice or bad justice.

Goal Alignment and Strategic Direction

The goals are standard: reduce crime, filth, make processes more seamless, secure, efficient, and create a better computing experience. High level strategies and goals or specific to the mission? Many would like to say 'for all' but not all can work together; nor should they, which is where integration plays its biggest role. Social systems are considered separate, yet a part of each other, which is where much harm is done to society overall, therefore not only are critical employees and knowledge owners or inventors and investors or team members important, but so are those who continue to develop poorly managed harmful systems without proper management. In one social system, Facebook, it is data box managed; enabling communication for all, with a reporting system that is uncontrollable or oddly designed. It is one system, so the simplistic answer or solution is when there are problems, just close the account, meaning do not continue to use it because it doesn't serve the purpose hoped for or intended, which is to create social connections to allow people to reconnect, remain friends or grow relationships across the miles. Unfortunately, that type of system is somewhat integrated with other systems, but not in the way Integration is planned for or suggested for the Internet Account Management System. If all systems are integrated on the account level, with correct profile management with a source system, then if one problem arises or reported on multiple times, not just for criminal detection, but for actual management of humans and information, then it can easily be identified and controlled. With a social system such as Facebook, if one person causes a problem, and many others do as well, reporting them becomes a burden until one gives up and closes the account, making the final decision that the system – Facebook enables the sharing of bad media with a defective design that does not contribute to a healthier society and cannot be used to prove any form of intellectual or societal improvement that includes matters of human emotion or health. Opportunity and willingness to change and learn is required, as well as a healthy assessment of potential.

Facebook could be designed or programmed to work for those goals, but no goals or strategic direction is set and selecting one system over another – such as the Internet vs. Facebook is a daily decision for many, but a large strategic decision for an Integration Project. In hierarchy or selection and management of

systems – the Internet is above and separate from Facebook yet integrated. Facebook is not the choice system and not the best to be selected as a primary system top of the hierarchy for integration.

The Internet was introduced similarly, without professional briefing and instruction, but in a managed and controlled environment, with a button on a computer surrounded by military officials. The option was to explore and then create, of which much better systems were the result.

As mentioned in previous papers, it is more than the Capability Maturity Model (CMM, 2022) that systems are evaluated, but also the human traits of the engineers, referrers, releasers, and managers. While physics plays a large role, it is more the reviewers initial introduction to the system that affects its evaluation. One example is simple: if a person introduces another person to someone they are friends with or 'connected' to, then there are certain expectations, some with and some without, and the longer the relationship, the more is understood and viewed; some ending with bad results, some with good results, and some never ending, but ongoing systematic abuse is and should be illegal, just as the criminal behavior, bad marriages, and other system changes and friendships end. As it relates to system management, outsourcing is possible and done, but the users and referrers leave the system, as if itself operates in dysfunction, without qualified professionals to listen, review, and use it before they jump into their bedroom with it expecting healthy communications, profits, and precise or generalized results.

Integration is like a 'marriage' in human terms – of connecting two together, or more considering 'systems' terminology, but computer systems work differently than a human system of love, marriage, friendship, devotion, value, family, and that many and vast belief systems in the world. It is more of a concept of using data from one system and enabling its use or display in another system without forcing replication.

Part of Integration planning is deciding which systems are best integrated and it was found that the social system – Facebook was not one of them due to the lack of controls and severe emotional impact it causes to students and their goals or education focus. Facebook has begun to allow other systems to use the Facebook login credentials, showing it follows a single sign on model, which is a mild attempt at identity integration. This presents another area of problems, especially when systems do not effectively track connections and use beyond their understanding of 'links' and 'people.'

An innovative firm will not allow Facebook activity during working hours because it is a social system and the innovative firm in charge of systems engineering and social systems must use some of its resources to consider how to control not only access to it, but the content within it and how it affects its company and employees. It's a necessary system review sociological impact and to evaluate and measure evolution, value of knowledge, communications, intellectual and mature growth, as well as how it personally affects people. It is the number one system citizens use to communicate with each other and businesses are beginning to use its marketing system because of the high number of users. Although it might appear to be socially acceptable, a potential area of improved communications using technology, and potentially profitable for advertising, there are many other uses that sociologists and scientists should consider in the development of technology as well as integration efforts.

How management chooses to prioritize its systems, using terms like 'top, middle, and lower' is how the tasks are managed and selected depending upon its management structure and how management uses its people to complete projects. Facebook has no present management or structure to its communication disorder and bad content design, in fact, there is no human management system to monitor and approve or report and remove content, other than qualified professionals, of which many people didn't seem to mind vulgar postings. In a conceptual or system design review, it's not for the reviewer of the system to task all levels of management, but to create specific level documents and reports for them to understand on various levels, of which some must see technical designs, while others must see it in summarized reports, professional proposals for funding, and other visuals or sensory areas to make decisions and put the problem into task order format, but without a project plan, no one can or should immediately start work on it, at least not until they understand how to control the scope of the project and not just by the smell of their fresh breath in the morning when preparing for work at the office.

Implementation of new technologies causes a bit of stress depending upon the importance of the system, its connection to the self beyond the paycheck, but also its impact to more than just an organization. Stress levels increase, but it has been proven that stress levels increase and harm system engineers just by using a social system, perhaps with specific intent to deter and harm or derail what should be considered a healthy project because of unhealthy leadership's faulty understanding or prioritization. The Environmental Protection Agency (EPA.gov, 2022), as well as others, beyond protection should be considered important in the use of 'environmental' testing and consideration of these systems; especially considering the referral sources, the content, problems, and

goals of the project. While Account Management and Identity Profiling is not regularly considered an environmental matter, people and profiles are what create the environments we live in, which extends to other life considerations, such as trees, plants, and water sources. The same is true for humans and systems use and if one puts the system in motion and years of study shows its dysfunctional, then it should be repurposed or redesigned and all originators of the system should be aware how they caused the dysfunction and how the systems resemble their human system dysfunction or problem areas.

Using numerical values to list important leadership characteristics sought after is best suited for a textbook writer who takes the time to list character traits of what is considered good human leader. This is not human sociological psychological leadership trait selection class; therefore, top ten qualities vary and always will vary because situations vary, and people can't invoke or remain constant in their leadership traits using each and every one every way all the time and act like a computerized manager who must perform to meet some magical odd thinkers demand or dysfunctional need for lists and to have things spelled out for them. While reading is an excellent trait, learning by reading and doing is highly valued and respected, as is the ability to lead a person or group of people without causing them to regress in understanding, knowledge, and skill. Leadership is the ability to take initiative, the lead, and effectively lead teams; doctorate programs do not list leadership qualities, it appears you have a faulty class or assignment and should consider taking a step back in education and review what has caused a list mentality to surface in a Doctor of Computer Science Management and technology course. While listing works, leadership selection, along with evidence, beyond a list mentality is far more valuable than 'pretending' to understand or being too lazy and relying on artificial intelligence to frustrate and anger a student. If it continues, you might appear to be one like the other lazy instructors and seekers who think it's easier to push one out rather by frustration forcing them to want to quit, rather than to appropriately lead, instruct, and give enough room for innovation without seeking to use force and punishment. This area requires human emotion, regulation, and control, as well as common sense, and choice, which sometimes means not giving you what you want, especially when the request doesn't fit the level of class, with no other purpose in mind other than to not play around with stupidity, and using the choice of respecting myself, my disabilities, and not reacting to what I see and what truly 'want' to do.

Strategic Decision/Overridden by Unknown and Unhealthy Influence

Deterring system focus to invest in an unwanted system, is misuse of leadership and power, using odd forcefulness, which must be known and understood, but is still valuable for some. In large organizations, with more resources, it's a better study to see how a cancerous uterus referred a facial system that resulted in severe dysfunction because, although the cancerous uterus was secretive in other areas, maritally dysfunctional, and unknown if cleared, the list of dysfunctions became insurmountable with the misuse of words and effort. Should the necessary parts to 'create' in like terms, a human organ, and a computer system; result in social dysfunction, secretiveness, aggression, and even violence which led to a major war, of which many have died, and have gone unnoticed with families unpaid because of a faulty design? It did and hurt large groups and is still awaiting resolution. It's more than just 'organs' but also, human disposition towards certain things considered unacceptable that affect more than just other organs, but also their love, livelihood and all the many other things jealous or vindictive and or unskilled and uneducated hope to do, in accordance with the Justice system, or out in left field under neath the place of fair verbs, actions, and respectful use focused on more than self-improvement for the greater good of not just the whole, but maybe just one. Forced work and learning was in question, as well as style of consequence and strategic attacks to force use or prevent if matters of similar nature or crime were found. The problem is clarified that the simplest rule is not followed that there is a time and place for everything, when perhaps there isn't.

A good example is the Healthcare Information Privacy Protection Act (HIPPA). People generally thought they were free to share healthcare information anytime and anywhere, at their discretion. Reuse of this information, including copying and distribution was not protected and viralness of information and the communication of such healthcare problems were not theorized as a source of disease, disorder, or dysfunction, but considered simple conversational topics, out of scope of regular activities, managed from person to person. Analysis of group relationships and similar reports made about infected areas showed connections, which stemmed from the use of computers and its media. It was not theorized until recently that the transfer of that information or the use by those with the disease, virus, or contagious illness would spread to others in different ways via the computer. Just as information is transferred, it is well understood that disease and contagious illnesses transfer in similar ways;

through the air, thus make additional study necessary to protect from viruses and other 'transmitted' diseases that cause serious physical damage.

A Close Watch on Integration

In the early 2000's computer engineers sought to provide servers and computing devices across the world but were challenged because of the amount of space to manage all the information; and even worse off because engineers were allowed to be freely innovative, territorial, treacherous, and opportunistic, in both business and the US military. A simple solution is database integration. While others sought to complicate and expand the task for worldwide social services in computing because of their own deficiencies and failed ability to 'make friends' and communicate respectfully and lawfully. This resulted in school shootings, massive casualties, prisoners of war, divorce, death without funerals, abortions, and a long list of diseases. It's managed in the US Military by Era, and time, when there are other ways to quarantine, manage, release, and remove bad systems, in both references of human systems and computer systems. Leadership was often in question, as were choice relationships, being forced into unwanted situations with disease and virus carriers without an award for bravery, without payment for injuries, and left with taunting and terrorism of the system referrers and their affiliates or associates. If nothing is resolved, then the work is ineffective, just like the entire ideal of a social system used to solve global social matters with people who can't even decide correctly between Mexican Food and Asian food, apart from 'rewarding' bad behavior and misusing it as another crime to add to the reasoning to go to war and pass laws or applaud another verbal abuser that escalates to physical violence and death with filthy diseases in common.

Alliance Partnerships, Integration, and the Sharing of Information

Alliances are classified by the degree of formality and by duration. They are business agreements made by two or more companies often for a competitive gain purpose. The more formal the relationship, the longer in duration. There are six types of alliances (White & Bruton, 2017) identified as Joint Ventures, Franchise Agreements, Consortia, Licensing Agreements, Subcontracts, and Informal Understandings. In Joint Ventures, two or more firms or companies combine equity to form a new entity with a detailed agreement covering

provisions, expectations, and operational plans. In Franchises, a business unit or unit(s) are sold to the Franchisee to sell or work under the company's trademark. The contract is formal and between two parties typically specified by timeframe and region with rights to conduct business activities, based on a set of business rules and standards. In Consortia's and Licensing Agreements, one or more companies or several organizations join to share expertise and funding for developing, gathering, and sharing new knowledge. Licensing Agreements differ from Consortia's because they are company agreements offering rights to manufacture, use, or sell a product or part of a product. Licensing agreements are written to control aspects of the product and its uses, such as distribution, copying, and changing of the product. Subcontracting is another type of alliance, often known as 'outsourcing' or hiring a third party as part of a contract to have work done which creates an interdependence where the primary contract exists between company and buyer or other party, with the subcontractor only responsible to the main contractor and not the buyer or receiver of goods and services. These different types of alliances or partnerships and ventures are done to combine talent and expertise for a specific intended purpose, such as a job, a new venture, a purchase, or to gain in competitive advantage to offer better products and services. Companies and firms acquire technology companies to combine technology or to gain in capability in order to grow their product base which has been known to improve their suites. In some cases, small competitors are acquired to gain some technology or to merge with larger corporations for better economic survival and organization of the technology.

Information sharing amongst each type of alliance is dependent upon what type of alliance, as are contractual obligations and responsibilities. More formal alliances require detailed written agreements, with specific criteria for agreements, payment, planning, and warranty or legal remedy with formal risk analysis, detailed work products, and cost estimation. Less formal alliances don't rely heavily on formal agreements, as they intend to or begin working together because they do not foresee legal problems or the need for legal documentation, mainly because they are short term, low cost or value, trusted, and low risk without necessity for legal and financial documentation. Formal alliances, such as company mergers and acquisitions, where a formally organized legal business sells its business and assets to another company, legal documentation is required for filing and even more formal record-keeping and agreements are required for publicly shared companies who trade shares in the stock market. Mergers are formal alliances and require formal documentation and agreements when financials begin to intermingle, and practices change because of the necessity for financial reports to boards, owners, shareholders,

and government entities.   This is also true for the acquisition of technology companies, with a different type of business integration plan. The sharing of company private information of competitive or profitable value is necessary in most alliances, therefore formal and non-formal disclosure agreements are made to protect trade and business secrets, as well as profit sharing agreements and projections, especially important for market share information that affects stock prices.

When a company or firm decides to shop for a technology company to buy or merge with, it is often because they have an internal business system or product that will work well with or benefit the buying company. The plans are usually made to use the technology in the company or to sell it and add to its technology using development or to adjust its product lines to expand its offerings. Considerations for these types of purchases are how will the technology change business operations and contribute to the bottom line, how will it affect human resources functioning and climate, and what is the expected magnitude of the change in different business areas? If the acquisition of a technology company is planned for product integration, then the acquiring company must have a development and integration plan, as well as understand the technology as best as it can before purchase. Many unknowns are uncovered after purchase, which must be managed; these are areas of risk because plans have a likelihood or greater chance of changing because of critical parts of a technology implementation project. Technical details such as compatibility, ability to change the product, experienced talent to modernize the product, or to use and implement it as is important parts that should be known. Once technology is acquired, maintenance and use for its new owner and any new user plans must be designed and tested. Good deals made with technology companies often are made after demonstration and short tests in the new or changed environment for a deal to be considered successful, with success and acceptance criteria clearly defined. These are not the same procedures as buying technology from a store. Business acquisitions are a bit different than technology company acquisitions because when a business buys another business, they must consider how to adapt their people, processes, and policies, while maintaining and improving, as well as combining operations for a specific result or strategic goal.

The acquisition of a technology company is different because it is the technology that the company seeks to buy, not the entire company's operational structure, but before viewing it as a product only type of purchase, the buying company must decide or plan how it will use the newly acquired company's resources that come along with the company. Acquiring a technology company cannot be considered the same as one business buying or merging with another

because it might be buying talent and development expertise, software or hardware products, manufacturing processes, and agreements, and is simply viewed or implemented as a 'new management' team or company name with some process change to ensure the company culture or climate changes to create the synergy needed for people of the company and its buyers or users to see the difference. This part of the change is related to company branding or marketing and management structures, where employees can clearly see and know who they work for and what the company goals and objectives are. Business operations and management structure decisions must be reviewed and considered before acquisition because if the technology is fully developed and requires only maintenance, and new or existing talent can manage it effectively, as well as modernize it, then there is no need to maintain the same business operations. This means people will be laid off, while others might be extended better offers or promotions. If a company purchased a technology company that developed automated systems where the requirement for human resources was reduced by 45%, then layoffs and lower operating costs can be expected. This changes the operating structure and is sometimes shocking for companies, which is often why acquisitions and mergers are kept secret and confidential until the deals are finalized and can be fully implemented. If a company acquired a technology company for its development and technology management talent to invest in a new innovative design for a specific product, then it should expect and plan to make room for new employees, projects, and plan for investments and profits. The plans depend upon the intent of the acquisition, either for talent or physical products, operational functionality, or because of well-designed product integrations. Sometimes there is no need to maintain the original design staff after the product is fully functional and planned for integration with another product, although the acquisition company might consider reassigning or reallocating those resources for other ventures of like or similar projects.

Oracle and Cerner Healthcare Merger

In its news release for the acquisition of Cerner, Oracle outlined some worthy goals for the acquisition, including building cloud software systems that enable doctors to spend less time on admin and more with patients. The acquisition of Cerner, a healthcare technology company by Oracle enables the software giant to gain technology in the healthcare sector. "Working together, Cerner and Oracle have the capability to transform healthcare delivery by providing medical professionals with a new generation of healthcare information systems," said Larry Ellison, Chairman and Chief Technology Officer, Oracle

(Oracle.com, 2022). Plans for Oracle are to release a new Cloud Based Healthcare System to improve information sharing. The database cloud company bought Cerner to improve its systems and believes the partnership will modernize healthcare systems so they can be a leader in healthcare markets. This type of moves adds a competitive business unit to their company, giving them the technology and expertise needed to perfect healthcare systems, something they might have considered developing or hiring talent to bring to their business profile or technology capability. A merger like Oracle requires integration planning for Cerner to become part of Oracle, whether it is to utilize its existing technology of cloud systems, but also to modernize healthcare and be the industry leader. The goals mentioned in the press release implies that time management is one of the major things they seek to change in the industry yet plan to create systems that enable patients to manage more of their own healthcare data.

Obtaining Technology: The Implementation Phase

First, technology is obtained or developed and then it is implemented. A plan to acquire or develop is created with a high-level plan and once the costs and benefits become known and offers are made, negotiated, and accepted, a more detailed implementation plan is created. Some refer to it as integration plans, while others call it implementation. Implementing an 'acquisition' is viewed differently depending upon the size of the deal. A small purchase or company acquisition or technology acquisition requires minimal planning because its impact is low, change is minimal, and easily managed because it is a routine purchase. Other larger acquisitions that change business structure, process, operations, and finances require more detailed strategic planning and management for successful implementation. These projects have been known to go on for years at a time and profits are not immediately seen.

Sometimes, detailed plans can be created prior to acquisition, but the plan to acquire is different than the plan to implement the acquired technology. The plans to acquire should link to the strategic organizational goals and the value should be known to the company, some not often a numerical value of direct profit estimates, but in obvious returns. The 'mood' or 'tone' of the alliance or acquisition should be stable, not emotionally driven or with hidden or devious agendas (White & Bruton, 2017). The acquisition process should be designed using best practices with a review of lessons learned, if available. Company reputation and perception is also an important part of the acquisition planning

because it affects most deals, as well as post acquisition plans or projections with information and change controls managed.

Integration is a part of acquisitions and mergers after the deal is complete but should be planned and known prior to the end of the deal. Full implementation and total integration cannot be expected to be finished as soon as the deal is closed, but high-level implementation and integration planning should. In mergers, integration is necessary to merge or combine two operational companies and in acquisitions, one company or product line and technology must mix in with the acquiring company, therefore it requires detailed understanding of the technology, how it will be implemented and integrated, and what results are expected. Location was often a necessity for mergers and acquisitions, as well as the standardization of processes and operating agreements, but much has changed with the ability to work remotely and exchange information electronically. Much of the critical factors of an effective merger or acquisition is the ability to function and gain in efficiencies and capability without damage or serious disruption to the existing companies. Expectations are later detailed, post-acquisition, but a good understanding and high-level projections can be made before and during the acquisition to create reasonable buying terms. It's never easy to project what will happen five years post acquisition, although a plan with goals can be created, followed, and become more detailed with obvious measurements proving its value. Depending upon the type of acquisition, the implementation varies because the type of agreements vary, as does implementing the new agreement or venture. The purchase of a Franchise is not the same as the creation of a subcontracting agreement, mainly because timeframes, costs, operations, and locations are different, therefore each type of venture or alliance has a different plan or way of putting it into action or 'force.'

Acquisition Planning

Acquisition, merger, and alliance considerations are made when a firm or company has spent time exploring opportunity to grow and be more innovative. These decisions are usually made because of the need to update systems, gain in market share, or improve business operations. Companies and firms that operate innovatively and are top in the marketplace are those that accept and are open to change, improvement, and want to offer the best to the customers and provide the best working environments for their employees. This sometimes requires the acquisition of companies, technology, as well as mergers or the formation of alliances to achieve its desired goal or intended purpose. For this to be effective,

and a beneficial reality for them, they need to know their standings in the marketplace, in comparison to its competitors or other companies, employee challenges and preferences, as well as what is possible. This is a phase called pre-acquisition due diligence. Because Acquisitions, Mergers, and Alliances are different forms of agreements and processes, they must have a qualified advisor to lead them with the best direction for its desired goal and sometimes this requires a serious in-depth strategic planning and goal setting review. While it may seem companies, executives, and management are solely focused on the bottom line, the profit, each level serves a specific purpose, and they must all work together for the benefit of the company and the people and things that make the company successful, which extends well into suppliers, manufacturers, customers, family members, and even neighbors of the company.

Considering impact before setting specific goals is not the correct order or prioritization of acquisition considerations, however impact is critical management factor of magnitude or in some worlds, the term scalability. Before the acquisition of technology or a technology company, the buyer should evaluate its existing portfolio and capabilities to know exactly what it has, as well as what it *thinks* it needs. Strategic goals are often created prior to the consideration of purchasing technology and to achieve certain strategic goals, such as efficiency, companies often find that technology will assist in meeting those goals. It's a simple understanding that technology reduces human effort, makes things much more efficient, easier, and more enjoyable, works interchangeably with humans, and can provide a level of business insight that takes maybe four times the amount of time that a computer system or the general category called 'technology' can. This effort is started by completing a technology inventory and systems review in comparison to what the market offers. Before even purchasing or shopping, the company should have a good understanding of its performance to clearly see what improvements or gains have been made post acquisition. After acquisition consideration, fine tuning existing systems might be the best option, at least until the company learns to take full advantage of its existing resources before it seeks to buy something new. It's like buying a high-tech vacuum cleaner because it's the latest invention, when the existing vacuum cleaner works perfectly and is just a little bit louder. Acquiring an entire technology company is done for more reasons than just gaining capability and improved ease of use. It's done to either modernize its existing technology or to add technology to improve its product or output. In the case of the vacuum cleaner, it's not just the functionality of cleaning the floor, but the operators experience and preference. Advanced manufacturing companies with modern technology or some other type of business where technology has been implemented at a small company and proved it operates
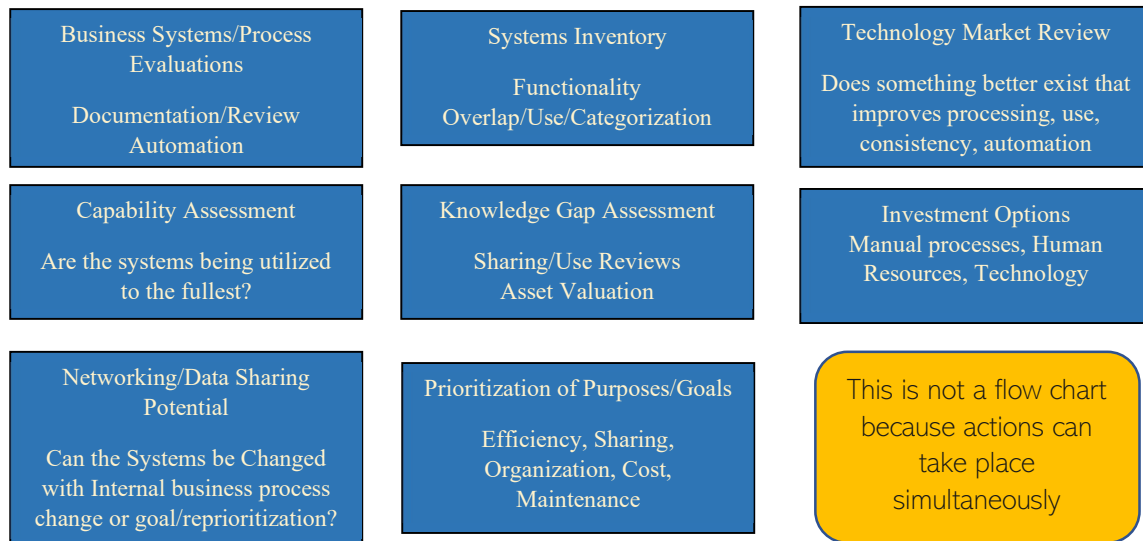
effectively and is worth the investment are perfect alliance opportunities and potential acquisitions or mergers.

Companies compare performance to convince themselves and prove the difference; this is part of the due diligence phase of acquisition or merger consideration. It's not just the financials that are important, but also performance metrics and measurements, including how drastic or long the implementation might take, as well as how the company might be disrupted or changed. Companies should not wait for problems or use them as a prompter of acquisition consideration. Strategic company goals are high level goals, where more detailed goals must be created for the specific acquisition, and they should directly align with the higher-level goals. It's far too simplistic to say that the acquisition or merger must create value for its company, its stakeholders, or its customers. The value that is created can only be understood after a cost benefit analysis, as well as technology evaluation. In technology, cost benefit analyses are not simple side by side comparisons and neither are company competitive analyses. Controlling pre-acquisition decision work is necessary to not over-invest in something that proves to be of no value or to move forward with an acquisition because of the investment in the due diligence phase, even though it is clear the deal will cause more harm than good or that the results are unclear and unknown. In the simplest words, it is not wise to move forward with a purchase just because a company spent time and money in researching the possibility of a purchase and should move forward because the time and money would be considered wasted if not completed. This is not true because the investment has resulted in lessons learned that can be applied to its best practices and other areas to perfect its buying process. It's important that decision makers don't 'make deals' just because they invested in research in its systems and potential new technology. Investing in technology reviews and inventories of existing systems should be an ongoing operation or regular function within a company, done internally, as well as externally or by another trusted company so they already know its value, critical systems, leadership, or standings in the marketplace and be able to quickly compare it to something more modern or upgraded to make the decisions. Gaining market share for profitability purposes is a function of the sales department, in connection with operations, and technology; all working together to position the company in marketplace.

Technology positioning in the marketplace or being top and number one in the marketplace must be looked at in another way and separate, to consider market standings and share being a review of the best technology in comparison to their profits, losses, and operational process metrics to truly compare and score themselves with other technology, as well as those using the same or different technology. Competitive business analysis as an ongoing operation gives

companies insight into their standings in relation to their competitors, but company comparisons should not be its number one purpose or 'competitive' metric or goal. Internal operations, employee and customer satisfaction, social and economic impact, as well as environmental metrics must be established because any changes in technology affects each of these areas.

Evaluation and Control System – Acquisition consideration

Business Systems/Process Evaluations Documentation/Review Automation	**Systems Inventory** Functionality Overlap/Use/Categorization	**Technology Market Review** Does something better exist that improves processing, use, consistency, automation
Capability Assessment Are the systems being utilized to the fullest?	**Knowledge Gap Assessment** Sharing/Use Reviews Asset Valuation	**Investment Options** Manual processes, Human Resources, Technology
Networking/Data Sharing Potential Can the Systems be Changed with Internal business process change or goal/reprioritization?	**Prioritization of Purposes/Goals** Efficiency, Sharing, Organization, Cost, Maintenance	This is not a flow chart because actions can take place simultaneously

1. Avoid single system button by button or feature by feature comparison
2. Focus on overall business outputs, what is, what should be, what could be
3. Review Data Insights/Reorganize, Create New Views of Information/Output
4. Identify reasons for purchase beyond 'functionality' or 'features and benefits'
5. Ensure shopping is not being done out of boredom, routine, or to obtain a small gain
6. Create a process for manual vs. computerized comparison and create a strategic plan or seek to align with larger goals and strategic plans; review and reorganize for regular reviews
7. Do not rely on a single diagram or small visual to know everything it requires or involves

Goals

- Improve information processing, automation, and sharing, integrating systems for data management (Company or Acquisition System Specific Goal?)
- Review and update policies and manage procedural changes using technology
- Stay focused on learning more about what systems can and should do and how they are used differently departmentally and across business units and industry
- Use creative innovation and strategic planning and if not available for acquisition, merger, or alliance, consider development

- Maintain appropriate training at intervals and instill personal and professional responsibility in knowledge management
- Create and manage internal and external goals with ethics and responsibility
- Decide on what level of staff should handle what, encourage innovation, and share *some* authority

A company's operating agreement and business structure determines its buying power and controls the acquisition and merger activities. Larger companies, with a board of directors, shareholders, and executive staff do not make these decisions unilaterally. Decisions to invest in purchase technology above a specific threshold, usually managed in cost terms are made at certain levels, such as managers are authorized to make purchases no higher than $50,000 annually. Such a buying structure is certain to lead a company to dysfunction if technology decisions are not made collectively simply because the way technology now works, which is on a networked system that serves more than just one department or one user. Buying decisions are not solely given to managers or executives, in fact, because of technology's impact, it must involve its shareholders, but not in every case. Setting acquisition rules requires executive leadership and evaluation of corporate impact, as well as industrial impact, beyond what benefits and risks the company will enter with the purchase of a small $20 piece of software, the removal and replacement of software, or the termination of staff members who perform a critical task of security protections. Basing acquisition decisions or giving decision making authority and buying power to its leadership based on financial thresholds or dollar amounts is not an effective technology budgeting and buying strategy. Because technology and its impacts vary, business planning and analysis and budgeting strategies also vary. One 'due diligence' and acquisition consideration work process will not fit every type of technology, although the high-level process is similar each time. Just as the decision to fill a vehicle with the tank of gas at the nearest gas station is a simple price, quality, loyalty, and availability decision, sometimes automatic and required, the purchase of a brand-new vehicle is not the same, although the buying considerations are price, quality, loyalty, and availability, and not solely selected or different because the cost and financing structure differences.

It requires several levels of management review before any buying decision is made. This work requirement of impactful research is necessary because even the smallest purchase has been reported to damage entire companies. The "ILOVEYOU" virus and its numerous variants have cost businesses, governments, and other technology users a total of $6.7 billion in damages so far, according to an estimate released by Computer Economics Inc. in Carlsbad, Calif

(Computerworld.com, 2000). The same is true for larger purchases or those that require specific skill and oversight to implement, where the rewards are not realized or reaped until post implementation, making its staff or the managers of the implementation directly responsible for its success. These are risk areas managed by more than trust, but also qualified teams who can make buying and implementation decisions with more than just reliability and loyalty established. There is another risk area where matters of the law govern, which are violations of contractual agreements or agreements made in bad faith. These are areas the companies never want to have to utilize, but do because of market competition or other hidden agendas, and now necessary requirements thus making the acquisition process lengthier with more information gathering, documentation, and strategic management before enabling the execution of agreements, otherwise known as fulfilling contractual obligations as agreed upon and required by law and policy.

Evaluating and controlling acquisition projects becomes difficult when resource requirements vary with different potential outcomes, or that purchases must be prioritized and specific measurements for each project or 'technology' that is considered. The 'measurements' or value the acquisition brings is not a standard formula or mathematical equation that determines its worth or potential in meeting its goals, although the evaluation of such 'value creation' in alignment with set specific goals is a similar process. A 'churn em and burn em' production approach to business is not guaranteed to lead to market crash and the great depression, but the lessons learned in the 1950s and other recessions show the necessity for consistent production rates and profits with spikes offering clear answers to cause and effect. This is where technology plays one of its greatest roles and is most critical. Improving production and profits is one goal, but if the company relies on churn em and burn em, with high employee turnover rates leading to healthcare problems, dysfunctional and non-skilled technology staff, and a constant need to shop or trade and risk manage, then the company is most likely headed for a catastrophe if its systems do not give the necessary insights that assist in acquisitions or even 'competitive analysis.'

Company knowledge, insight, and factual representation of its operations, worth, capability in relation to others in the marketplace are necessary needs, reliant on technology to provide this insight. Growth is another important area of acquisition consideration and insight that has changed with technology. It was once believed that growing in number of employees increased company capability and profits, resulting in higher productivity and because of technology, this is no longer a fact. Alternatively, technology is often seen to be a contributor to economic downturn because it often replaces human effort, causing an unemployment rate to increase. These problems are avoided with responsible

planning that extends beyond the company goals, but also economic and environmental impact. An excellent acquisition or merger strategy, when using technology to replace or change human productivity is to consider using one company or part of the company for modern technology and compare it to the human operation part to truly see what it can do, does, and to make preferential decisions centered around more than just 'information' and capital or cash flow. How these decisions are made, based upon what information, who, at what level, and how and in what order they are presented to the company, its board members, and shareholders affect the success of the buying or selling actions.

Company responsibility and justification of layoffs or unemployment is not required by law, but reporting is and is considered an ethical decision and although companies are not responsible to report economic contributions or plans of increases or downturn, and the reasons for such change, they are happy to self-report achievements and not economic disasters. Economic or industrial responsibility or contribution metrics should be understood for a company to truly know and understand its necessity and impact in the world, as well as what makes it so. Acquisitions rarely come down to a decision to pay humans or buy technology, although the decision to acquire technology later results in the replacement or reduction of employees simply because of technology advancements. This causes concern in the workplace because of its economic impact, but with proper repositioning and concurrent investment in skill building, the company can improve in both areas, and both can thrive. Human resources or resource management comes down to matters of responsibility and who takes it and creates the most effective and successful outcome. When employees grow in skill, along with acquisition implementation, it improves operations, but not with fear of no longer being needed or because they are *replaced* by technology. This is in fact a possibility that humans express what the previous technology feels or thinks – fear or excitement of replacement, which is managed by planning its retirement, sale, move, or improvement, of which they will always be a part of the company, human, and possibly technology's history. Employees are not often viewed as 'being for sale' however, in an acquisition, employees are an optional part of the sale.

Implementing technology after acquisition requires a project plan. During implementation many unknowns are identified, which impact the project timeline, resources, and financials. It is best to have the critical things worked out prior to purchase, but it is a fact that unforeseen problems are presented that affect the plan in the 'blending' of the systems post acquisition. Simple acquisitions are basic technology projects, where software or hardware is installed, upgraded, or changed that offers new functionality and features, which in turn changes processes and

requires training. The best post acquisition advice is to ensure that the project stays on track and the employees stay focused and motivated to welcome changes for it to be a success and that the right facts and opinions are known and utilized. It's not just the technical aspects that are important, but how the company and its people adapt to the new changes. New technology is like a new employee or department; therefore, it must be carefully selected, integrated into the company, and its users must know how it works and be able to manage it and enjoy it. Management must also understand and plan for training and slower periods of lower performance, or on the flip side, prepare and plan for improved performance once it becomes a regular part of their operation.

A company should already have a clear evaluation process in place for its existing technology. If it does not have one, then it should evaluate its existing systems before acquiring another one. The evaluation process should have clear documentation and well understood and communicated value, beyond numerical, but how important it is to its company's operation and how it contributes to the many areas, both internally and externally. It's impact to employees, if changed or removed should also be considered, as well as how well its users know and like the system. The functions that the systems serve should also be evaluated and when conducting a technology evaluation, systems should be looked at on a group level, as well as individually, to find ways to integrate and discover, buy, or build a better system that serves more than just one or two purposes or groups.

Enterprise systems are becoming more valuable because they are not individually managed but are server-based applications that service the whole company, rather than 25 small applications where there are separate vendors, maintenance agreements, processes, and system capability overlap. Evaluation of the existing system(s) in comparison to what is available in the marketplace for acquisition is important and cannot be a one-to-one comparison of old and new because many changes with newer technology.   Evaluation and control processes are combined because they are intertwined (White & Bruton, 2017). Such changes involve staffing, training, and process changes where investment is required to truly reap the rewards the new system offers. This requires an understanding that it is in fact an investment, which needs to be shown in clear terms prior to acquisition. It can't be stressed enough that the 'value' and 'investment' areas are not solely financial figures, but also operational performance and business process management. With new technology comes training, which slows operations, which in turn, slows profitability; all of which can be managed effectively with the right planning. With new technology also comes efficiencies which most likely includes layoffs, requiring strategic planning using confidentiality of what the system can and will do. Controls are necessary in each area, especially when

considering what technology to acquire, how to start the process, where to buy, and what will change. It's not just implementation and 'project' controls that must be managed, but also pre-acquisition efforts, including the level of effort put into reviews, evaluations, and valuations of existing systems with intent to replace. Sometimes it is easier to decide that the company needs to acquire new technology without an in-depth review and comparison to what is already in place, because they already know that there are far better systems available for purchase. Comparing systems is required to have a clear understanding of the technology's value and how it changes processes, output, productivity, workplace climate, things, but the level of review and evaluation must be controllable, as must the process of acquisition or the 'shopping' and 'selecting' of technology.

It is believed that firms choose alliances rather than acquisitions because they either cannot afford to buy or because they are unable to endure the planning that is required to implement, even though it may bring long term greater rewards. From a psychological standpoint, there is evidence that companies choose alliances for the need to avoid being alone in its endeavors or because it knows that two are better than one and teamwork is required and beneficial for certain endeavors. Although a company might want to shop alone and use the new technology all alone, it is not always best or most advantageous for the nation to be the only one, therefore group buying opportunities have been made available, called partnerships or special operating plans with special legal structured agreements, of varying level of detail and complexity. If a nation's goal is to be an effective world leader and is centered on capitalism, protection of human rights, environmental management, and oversight, as well as prosperity, then it's the management of its investment decisions must be closely evaluated and aligned, as well as the rest of the nation. Individualized, non-strategic acquisitions, partnerships, alliances, and planning creates a disconnected system where technology has been designed to unify the world in its endeavors of not just 'repeating history' but revolutionizing 'value' while preserving traditions and creating new ones. Full compliance and alliance with nations in the world does not bring national peace and prosperity and should not be sought until its internal systems are evaluated and well-functioning, although this is often what prompts international study and possibly acquisition to be a better functioning world. With only a few nations functioning as North Atlantic Treaty Organization partners it might be the best organization to make the world's technology plans, but not if military technology and commercial technology are in constant competition around the globe, with conflicting agendas and goals. Companies rarely make acquisition decisions based upon the political or international market climate unless it directly affects them in a visible and evident way.

Without strategic technology direction or 'world plan' for technology with corporate alignment and international management or implementation, most plans will remain small or not change the entire world. The creation of the "World Wide Web" or the "Internet" changed perspectives and enabled commerce and international communications, increasing opportunity, and widening the reach of everyone. The invention brought with it and entire host of problems that are sometimes unmanageable and created more harm than good. It cannot be accepted that the system was created with ill intent or plan to harm, but it can be easily accepted that the systems lack of management and strategic direction has caused unsurmountable problems that have resulted in both economic down and upturn, affecting national security and personal safety, those being at the top of the priorities list of more than just the United States Constitution. It's more than just profits and productivity. Rather than to dump the system onto the next generation for use and management, its creators, businesses, and users must collectively make acquisition decisions for its improvement based upon what exists and what can be conceptually proven within the confines of reality and national structures. Not all citizens can be leaders and deciders of what makes up National Economics and Technology Advancements, just as not all employees can or should make buying decisions for its company. While a voting structure exists in corporate entities and is sometimes part of the acquisition process, it is only in place because of the cooperative working structure that a company is organized on and the psychology behind business as it relates to more than just human behavior, but also technology's impact on it.

Sometimes it's just not possible for firms to invest, therefore forming an alliance of some gives them opportunity to team up with others to get what they need, by creating tradeoffs or shared agreements until they can reach a point where one can acquire another. They also choose this to 'test drive' a company and learn a bit more about its assets without being forced to make an offer or a deal. Alliances help firms make decisions by enabling them to learn about what other companies are doing to decide if the technology and its associated processes are a good fit for them. Alliances are also formed for short term wins in the marketplace without having to buy technology or another company to gain. At the end of the day, they are separate companies whether they use a non-compete agreement or not and it benefits both companies when competing, as well as growing.

Leadership is a broad topic that is made up of principles of operation, often considered skilled, educated, or experienced direction or bravery where one person or group shows others how to proceed. Being in the lead does not mean the leader operates with logic or principles that are of commendable worth. Leadership traits can be listed, learned, and practiced, as well as utilized in many different

situations, but knowing who is responsible and for what area is necessary, although many leaders lead without knowing and without reward. Many also lead with strict corporate and legal structuring which can sometimes create a 'catch-22' situation. A Catch 22 is **:** a problematic situation for which the only solution is denied by a circumstance inherent in the problem or by a rule the show-business *catch-22*—no work unless you have an agent, no agent unless you've worked Mary Murphy *also* **:** the circumstance or rule that denies a solution, an illogical, unreasonable, or senseless situation, a measure or policy whose effect is the opposite of what was intended, a situation presenting two equally undesirable alternatives a hidden difficulty or means of entrapment (Merriam-Webster, 2022). A few bad decisions that lead to national, corporate, or personal disaster cannot result in a constant punishment or reoccurrence, and it also cannot be constantly nurtured using the same structures, tactics, and processes as before. It is true that sometimes the bureaucratic or process of obtaining authority, managing authorities, or enabling empowerment in decision making is delayed or injury caused, and damages incurred, as well as missed opportunities because of poor leadership and workmanship or the decision-making process and 'operating structure' that someone else has created for us that we are forced to work. Therefore, people leave and choose not to operate in a corporate structure or follow the rules established by leaders. Corporate is related to the word 'cooperate' but forcing under unnatural or unwanted and dangerous conditions without confidence and a visible or promised reassurance of equitable outcomes and protection, there is dysfunction. A leadership "platform" will never be created, although people can write, automate, rewrite, speak, and act like they have the know- how and are effective, it's not valued because there is no visible evidence of positive effect in direct returns of more than just monetary value. Buying companies, technology, or people only works until the monetary satisfaction runs out and the greater need beyond materialism, status, and image is required.

Business Case: Acquiring Technology

A company is considering outsourcing its event management staff because it has regular functions that require party planning, catering, venue scheduling, invitations, and attendance monitoring with security staff and other standard processes on a regular and reoccurring basis. The administrative assistants usually perform this task, but it takes away from their assigned responsibilities which are project based for other purposes. The company uses various technology products to complete these tasks and after reviewing the marketplace for event companies, they found no company offers the service using technology

for tracking, scheduling, and the management of events, information, personnel, and activities. This is a requirement for the company; therefore, they have assembled a team of technology professionals to identify the best technology used for the task, set a plan for integration, and build a product for internal use only. Once fully tested and found secure and reliable, they plan to offer the technology product to their business partners, clients, and possibly even competitors for use. Once it passes a test, they will add it to their first line of internally developed technology products for use, but they must create an integration plan, decide what to develop, integrate, or acquire, establish a business unit and sales strategy for their software product, taking many areas into consideration, including data management services, security and protection professionals, contact management, location selection, privacy, and identification processes for electronic rsvp and the gathering of large groups who work with sensitive and confidential information that require higher levels of security. They require an all-encompassing solution to handle event marketing, people management, invitations, venue selections, participation numbers, subject matter and business materials, and record keeping with historical audits, comparisons, and financial information for profits, costs, as well as other connected event related data for time sets. No technology exists, but they have a good understanding of what they want and need, and they have the technology professionals ready to add to their strategic goals of growing their clients and partnerships and wants to begin an integrated development project capable of use by more than one company. The innovator has asked for a detailed report on the potential profitability of an integrated solution with comparison to existing process and products. The results became a technology product that offers integrated event planning and management capable of marketing, connecting people, things, information, as well as results or outcomes of events applicable to any organization or company that organizes events with strategic goals. They integrated strategic planning, event management, human resources, sales, and marketing by industry, and created a strategic planning department with technology and created a new profitable business service made from technology subscriptions and use fees. Their sales strategy was simple because it saved serious amounts of planning time, offered an integrated technology solution with easier management, and a more connected and secure solution with ability to review post-event reports and statistics tied to the event's goals. This is expected to become a necessary technology product for all companies who create events. In a short product comparison, its capabilities, cost, and benefits far exceeded what was available in the marketplace. This is an example of how one innovative idea can lead to product development that leads to major profits and possibly industrial change in technology development. More innovative designs

would've included the acquisition and development of existing technology or a partnership with a technology provider.

Management Advice on Technology Acquisitions

Two organizations of the same size who work together in a Technology venture seek to combine their funds to buy technology. In this type of alliance, they are considered a joint venture, working together to combine financial assets or equity to purchase capability. This requires use agreements, as well as a good understanding of profit comparisons, maintenance agreements, duration of agreement, and operating plans. It requires clear agreement in formal terms to show how the separate equity is combined into a fund of short or long-term duration to pay for the technology, the responsibilities and terms of payment, the legal remedies in event of breach, as well as formal agreements on the sharing or operation of the technology and any plans to profit. Ownership and use details must be detailed. Implementation of the technology is important because it includes costs, change, and creative managers might want to spend time considering how the businesses can help each other during the implementation. This type of agreement requires a good understanding of both companies' operations and plans, especially why they choose to buy together and use separately, either as active users, or as silent financers for the acquisition. They might consider paying one company to test the product operationally before implementing because it's lower risk to one company than another and can financially manage its success and implementation to gain experience where there is greater impact and risk. Choosing to buy technology with a smaller company makes sense to implement it and test it in a similar, yet smaller environment to estimate and plan correctly for a larger scaled implementation.

Five Places of Evaluation and Control

The five places where evaluation and control happen in externally focused processes are: 1) Examining alliance/acquisition capabilities of the firm, 2) Performing due diligence prior to obtaining the technology, 3) Negotiating the deal, 4) Integrating the new technology into the existing systems and structures, and 5) Ongoing evaluation and control of the processes to obtain and blend external technology (White & Bruton, 2017). Some goals for acquisition are expansion based, either in technology capability, market share, location, or number of employees in a specific technology talent area. These are acquisition

considerations and goals not directly geared toward 'acquiring technology' only, but to grow in technology by the acquisition of technology resources which are things, such as people, places, processes, and products. The decision to form an alliance or to acquire is another decision, based upon their willingness, plans, or needs to work together as a functioning unit, or as a buyer with specific intent on items it plans to purchase, and those items that are no longer needed, such as other technology like a Human Resources Technology System, a payroll system, or other products and processes that are already in place and well-functioning in the buyers unit. Those are items considered no longer necessary and in excess post acquisition, therefore the buyer and seller must have plans for the assets use or divestiture. Many companies' technology infrastructure is subscription-based software, with technology assets that may or may not be included in the deal. The assets of the companies forming alliances and possible acquisitions must decide how these will be handled. Sometimes alliances and acquisitions are initiated because there is a part of something that one company has that another company wants or can use and benefit from and or they can use together to create something new. This doesn't include all parts of both companies, which is why they need detailed operating plans of all parts of the agreements, either total acquisition of the entire company and its assets or parts and in some cases, this is applicable to only technology.

Why would a company seek to buy or partner with another company for the use of its owned technology and not just buy directly from the manufacturer or other product dealer? Because the technology is in operation, its talent is trained, and its data or processes and accompanying resources are functional and already profiting. Sometimes buying technology from a dealer requires customized implementation, when a company might be better off buying a smaller company that already uses it and can slowly integrate it, while gaining profits and market share of acquiring a business of similar type. If a company chooses to acquire another company because it has a physical location, assets, and qualified human resources, then it is buying the company for what it produces and not what it owns, therefore it must decide how it plans to change the newly acquired business for its purposes. Companies don't often acquire other companies because they have a nicer building and location; that purpose is for real estate sales. They acquire companies to gain skill, market share, or grow in numbers for better production rates and profits. Companies acquire technology to make their operations more efficient or to invent and innovate. It is not a simple buying process where a financial transaction is made, and everything remains the same. Acquisitions create change where new technology is implemented and new strategic goals are set and achieved.

Acquisitions and Technology Integration

You simply cannot 'acquire' integration. Integration is something that is planned, developed, or programmed, and implemented. If a single application or system was created that managed integration, then eventually it could be an item considered for acquisitions, but the point of integration is to avoid the creation of new systems that replicate old data for new purposes, with its main purpose to use and share existing designs, concepts, and data. Creating integrated systems and making them available for sale as separate systems is encouraged, but the terminology must be carefully used and well understood to manage needs, designs, capability, and security. If integration is low on the priority and risk list for what makes technology more secure and accurate. It simply does not make logical sense to purchase or sell systems where data is constantly manually or even electronically duplicated, but better to invest in systems that are connected, using the functionality and data of other systems for optimized use and accuracy. Technology is currently sold as software or electronics that are empty, with no content, leaving content efforts up to the buyer. This requires a full project to define and manage old and new data, which is one of the most important reasons companies use technology. An empty software system with no information, categorized as an information system is like buying an empty container of many different sizes and assuming the contents fit and will be 'filled' in after purchased. This is true in many cases, and automation makes it faster, but continuing to acquire technology without considering integration and leveraging system functionality and contents is comparable to buying food and putting the food in containers; while the food varies, the container stays the same; and it all must fit. Integration or conversion during implementation are the main reasons projects slow or fail and cause problems later; acquiring a new system requires changes in business, as well as consideration of everything the new system affects. Considering an acquisition is an amazing opportunity and time to consider integration; in fact, it should be a required step in acquisition consideration, as well as the question of "what else can be included and changed" in the process.

A firm identified a significant area in need of internet innovation. There are only a few companies with existing technology that only partly solves the problem identified in a study. They needed to decide whether to work with companies who have a portion of the technology as partners in an alliance, or to acquire the part of the technology from the existing company, or to build their own now that they've seen what the leaders are doing and understand the

problem. Rather than to build technology to solve the problem, or to buy parts of technology that control this area in need of change, they decided to utilize policy and direction to create industrial change. This is not a part of acquisitions, but a consideration of acquisitions because the company's profits were better suited for agency services and corporate mergers and acquisitions. Although it might seem that the World Technology Business Sector of the Firm could gain in market share if it developed its own profile management system, it strategically decided to place its investments in government and agency service agreements to affect change on a greater scale, and be true market leaders in a more organized and structured way to secure future opportunities with existing clients, while gaining greater industrial and market control of a high-risk area. Ownership of such as system seemed to give them the keys to the world if developed and managed properly but pursuing opportunity and utilizing existing business contracts better secured future opportunity and promised greater protections for the information security field. This was an ethical business matter of competitive consideration made for the greater good of the world and its people and not for the 'competitive' market share that most publicly traded companies seek to gain from.

The acquisition of technology is sometimes viewed as an innovative strategy to gain in capability by buying out another company to eliminate the competition or to modernize business. These modernization efforts create change in structure, operations, and outputs. Sometimes the changes are not directly visible, requiring strategic planning. Partnering to obtain technology either via alliance or acquisition for either single product, process, platform, or entire portfolios with risk assessments of cost, time, technological, and competitive with assessment parameters ends in a review of alternatives and decisions. The decision to acquire is just the beginning, then follows the implementation of the plan, which is an implementation project of varying degrees and complexities where no one 'standard' implementation plan fits all decisions and alliance or partnership types. Each one can be dissected and automated but selecting the right combinations for optimum industrial management and control is the challenge, with the goal being effective technology systems without damaging economics.

"Deals are being evaluated for their effect on public policy, not just their value." Larry Grafstein, Deputy Chairman, Global Investment Banking. In the future, factors changing the way deals are planned and completed are the new ways of "being" (working from home, social distancing, etc.), new opportunities in innovation, shifting industry paths (i.e., Disney shifting focus to their streaming platform Disney+ rather than theme parks), and the future of capital

investment. With all these drivers affecting the process of M&As, EA support is more critical than ever. Now that stakeholders and IT professionals have to plan and complete deals and projects remotely, having a way to document the entire M&A process, reduce IT risks, accelerate synergies, and provide a single source of truth is the way to ensure success (LeanIX, 2022).

Building Organizational Capabilities

The concept of organizational capability varies in application. There is the simplicity of organizing documents, structuring employees, and building teams of people to increase or improve capability. Capability is also an area of functional measure where there are people, processes, and systems all capable of delivering quality goods and services, as well as destroying opportunity or slowing down progress. Building capabilities means to build skill or ability, which is not limited to one specific area, but the area of most need. Capability is a person's ability to do something, best explained using an example: "Are they able to understand what needs to be done, and if not, what is necessary for them to understand." It depends on who they are, and who they work for, or under what company, man's or woman's leadership and responsibility. Another example: "Are they capable of completing the task or concept and know the difference of both?" How to assess a level of capability is dependent upon what is needed. Is a group of investors capable of understanding how important the funding is to improve the world technology business or do they function on a technical level where they require several years of experience, training, ability to work individually and as a team to put ideas of others into action using what already exists, or do they have the necessary skills and contacts to change the existing system to implement the idea? These are managerial concepts, not Entrepreneurial matters of technology acquisition. Knowledge management as presented by Bruton & White, suggest that knowledge must be managed: an understanding that people are assets and are the reasons organizations can be innovative and supply technology in ways the help the organizations succeed (Bruton & White, 2017). If they are to supply technology, then they are categorized as a supplier, not a firm, if we follow the same business law practice of their being specific types of corporate entities. Firms do in fact supply their workers with technology and cannot expect their workers to produce work without it, otherwise their work products change, but it cannot be assumed that a 'technology provider' is a provider of worldwide technology to the entire world. Those are different types of business with a specific purpose to create a sales strategy to enable people and businesses to acquire products and services in the

technology category of business. A firm can expand its service offerings but must differentiate internal supply of technology and those items designated for service and sale, because they are in fact different and include matters of intellectual capital, especially when referencing knowledge management systems and even more importantly when in research and development phases of products that affect corporate or entrepreneurial business plans. This is one of the main reasons for the use of non-disclosure agreements and government military classifications for national security, of which is dependent upon sponsorship, at company discretion, working in conjunction with data provided from law enforcement agencies. The need for a security clearance is dictated by a necessity to handle sensitive or classified information rather than a specific job description and companies and agencies are given enough power to destroy individual clearance holders, especially after excessive harassment and misuse of power (Bowcutt, 2022). Smart developers should know how to make secret or confidential by excluding access to opportunities, which no longer tempts applicants and makes better use of application systems, yet, they have proven they do not.

Capability is a form of an 'ability' but refers to the 'power' or 'extent' meaning they must have the power to make something happen, and that they themselves are not going to do it themselves, but have what it takes to get it done, somewhere and somehow. If the job is beyond one's capabilities, then they do not have the necessary training or skill to get the job done and no one is willing to invest, therefore they must find someone who can. It could also mean that while they are Superman, they do not currently have their cape on, and cannot fly to save the world or Lois or the Daily Planet. It is not that world disaster would happen if the job or idea did not get put into action, but that Superman is only one superhero and there aren't many with his capabilities. What capabilities are needed and are they currently present or does it require building the necessary skill or muscle to make it happen? It takes a person a long time to fly, and that only happens in the movies, unless they use airplanes, so the area that 'capability' is applicable to is important; what a human is capable of varies on status: parolee, citizen, veteran, employee, as are airplanes: armed, commercial, first class, business class, regular, capable of getting you there consistently and comfortably without delay. Spiderman can fly and jump from one building to another and so can Batman, but Spiderman doesn't need a cape, while Superman and Batman do; perhaps his is invisible and there but just not seen. For Spiderman to get the assignment ahead of Superman or Batman, it would require an investment and some proof that Spiderman has the same capabilities as Superman or more. Spiderman also doesn't talk much, and you

can't see his face, but his awesomeness is visible, and he can prove it with one short episode to demonstrate his abilities. Is he capable of changing the world? What does Spiderman know about acquisitions and technology and are acquisitions of technology companies even required to put the idea into action? The inventor of the idea must carefully select its leaders and workers, making sure they have the right 'capabilities' or 'abilities' to get the job done and sometimes that means 'venturing' away from old ideas and words and using more understandable terms and questions, like, can Spiderman hire professional computer scientists to create a better profiling system for improved human account management? Can Spiderman bring his friends and stay focused on getting the job done or do they live on different planets and have different missions and goals? Can they be brought to one planet to work on something that is going to take more than twenty minutes to finish? The answer is most likely not. Humans create technology and where they received the ability to invent computers, software, servers, and peripheral devices is not as important as their ability to utilize professionals who have the same understanding and seek to work with those with even better abilities or skills than they currently have. A superhero is: a fictional hero having extraordinary or superhuman powers, also: an exceptionally skillful or successful person compare superheroine, supervillain (Webster, 2022).

Organizing the work and preparing it for presentation to Spiderman, Superman, and Batman, along with Robin is critical to the project's success, especially if they are going to work for the Computer Scientists, but reality is such that computer inventions, systems design analysis, reading comprehension, and creating an organized work plan requires quiet time without superheroes. Perhaps if they could locate E.T., the Extra Terrestrial and acquire a spaceship, and get in contact with Star Command to get them all started on the project because it is a Universal system that has potential to save all of humanity and its special characters from Outer Space and other Planets, then we'd have new flight systems that can change all software with a flying spaceship, but Flight Systems are not what the idea or project is even about, although a world event forced consideration and necessity for its inclusion. The whole team of Star Trek might have the right skills and technology to invent it, but Christine Chapel wants to get married, so the project is on hold or delayed for a human activity. How can they integrate the human activity into their project and make it a necessary part of the invention? As more people, systems, and questions are added, the project grows in complication. It's not a difficult one but adds to the list of things that are required for a human application manager, many things added to the list of 'possibilities' and 'capabilities' without a real project charter or plan. Quark

express is not the right solution, although Quark is still on the team; he might be able to develop his skill set with Adobe Photoshop, but will that cause a war with the Indians, and will they be forced to live in tents and fight the cowboys or will they ride horses for leisure? Horses and all other animals need profiles too because they have important places, needs, and activities that require Data, from Star Trek to assist with who owns the horses and what kind of activities do their owners enjoy that need to be included in professional profiles and inventory systems or veterinarian management? The Doctor of the team is only an Emergency Medical Holograph, but can he provide stress management and insightful systems engineering for integrating home health care for humans?

The order in which project goals, purposes, and tasks are organized are just as important as the people assigned to complete them. Therefore, organization of thoughts, plans, and the prioritization of needs and wants are critical, and must be considered before 'capabilities.' Once the project plan is complete, the organizer of the team needs to have a good understanding of what kind of talent, skill, and abilities are needed. Capabilities are not used in the software design business when referring to human skill. Capabilities only refer to what a system can do, and systems do not function like humans, or perhaps they do, but at different speeds in different ways. Capability is part of human potential assessments: to do well, just okay, acceptable, or to harm.

If we don't know our human and characters' capabilities and our superhero's talents and skills, we cannot effectively utilize them as part of our leading team, but we can use them as examples to learn with and from. Most take risks and rely on other's opinions or work proof. Just like Barbie, from Mattel has her own production company, along with many other friends, and by getting into contact with Barbie, we might be able to employ Polly Pocket and Skipper, as well as Ken, but will they program the application and make it work for all humans across the world? Perhaps the Rock and those from WWE should join us as well. Not even one of them know software development, so we would be forced to change them and develop skill and we don't even have them on-site or know if they are willing. We, the leaders, would have to organize their capabilities and possibly build their skills to get them to design or change a system. They can change their plastic heads quickly, but do they have the experience we so desperately need? If they had computers, they might be able to. Since ET seems to know how to work Technology, he is going to be assigned as the Director, with special instructions to employ Tom Cruise and monitor Entertainment Tonight and Weekly for other special team members with the right stuff and to work with the cast of Star Trek and others, giving Superman, Spiderman, Batman, and Robin, special positions, and tasks. It sounds far-

fetched, but so does the concept of programming using JavaScript, when other easier tools are available to complete the tasks. The task is one that requires software development, but also access to order a system change in how it shares information on the Internet. Its design is in question, therefore it must be prepared and given to the right audience, without being interrupted by a merger, an acquisition, or some confused idea of 'capabilities' of something that does not even exist and lives off in fantasy land.

Building organizational capability needs to be clearly stated as to what it is reference to: the human or the computer. To build computer organizational capability, it must know how to correctly organize files, and contents within files, or offer the human best practices and direction for improved organization. File Organization is a human directed computer task. Organizing files is not the only problem or area of importance. It must be able to reduce duplication and find ways to utilize databases to share information, not just by sending copies, but with the goal of reducing the current duplication burden of confirming identity, setting up accounts for every merchant or application it plans to shop or communicate with, and learn or be programmed to utilize already confirmed and officially accurate data. It must also improve the way it works with humans to authorize the use of the data for specific and automatic transactions beyond just 'purchasing.'

Differences Between Firms, Entrepreneurs, and the Reliance on Alliances, Acquisition and/or Mergers

A firm is a type of company most known as a law firm, or consulting firm. There are four or more official types of businesses as referenced in the business licensing department, who commonly work with law firms to create legal entities. Not all businesses are firms and not all businesses have law firms; some utilize their services for specific purpose and short period of time, while others have legal departments as a regular part of their business. When a company considers an acquisition (the buying or buyout) of another company, it simply purchases it for some reason or purpose. When it chooses to merge with another, it plans to change its design, depending upon what it decides to do after they become one legal company. The changes are not just the type of business recorded with the City and Internal Revenue Service (IRS), Tax Board, or simple announcements to its shareholders and employees. They are lengthy considerations and plans developed with a purpose to gain or reduce its workload or workforce, production, or improve skill, and capability. Acquisitions related

solely to 'technology' are cases where companies acquire a software or hardware company to add it to its product line or because it is more advantageous for them to own the company for control purposes and to blend its operations. The necessity is when companies begin to develop products that harm companies and limit their earning, learning, and growth potential, or wrongly steer companies' technology growth; a business destruction or market domination tactic, not allowed or taught in schools. In hostage situations, it's better to just pay the demander the ransom, rather than to risk one's safety. When a firm claims to own a part of a business area called "World Technology" they have a large part of their profiting work force performing in some area, either production, or simply 'consulting.' Personality profiling is a separate task and function of a different department that technology human profiling systems, as well as different functions of an office file system administrator.

If a consulting firm considers 'acquisition' of a technology company then its considerations are made most likely to venture into new business areas and remain competitive in their skill and purpose in being able to consult on matters because it has proven expertise in improving a system and now experienced in acquisitions, adding to their professional expertise. This is not to be confused with 'capability' or 'studying to gain the knowledge of concepts.' An example: A company considered moving its manufacturing operations to another country for lower unit costs in production. If it moved its entire company without consideration to the added necessity of 'shipment' and embargo, it would lose its American business entirely. It sought to produce its product far away from regular buyers because it was proven to cause environmental problems in the United States. They developed a shipping plan with boats and aircrafts, and if they could manage the supply and meet customer 'demands' or needs for the product, as in sales, then it could be more successful and increase its customer base, extending it to another country. The pollution problem was not eliminated, only moved to a place where the laws were not set and did not apply to the other countries business law. The same problems and what seem like solutions, take place in business regularly. Their International Lawyers approved the transactions, sharing creatively that the operation was considered legal in their country, but illegal or more costly in the United States. This proved that one type of humanity accepts or is behind in understanding or environmental law and responsibility to land and its people. Ethical considerations were made, and rather than innovating their products, they sought to move operations to an area that doesn't even know they have a problem, so the problems continued, just in another place. It's equivalent to one man selling a defective car that doesn't meet American standards to a willing buyer without stating its problems, selling

it "as is" and leaving the financial, ethical, environmental, and legal problems up to the buyer. Smart International Lawyers understand the law as stated in both regions, but World Leaders seek to improve products, plants, operations, goods, and services on all fronts in all areas before they sell someone else's problems and try to make a business move. This concept is called International Environmental Protection Activity Standards or in simple terms: management and sales. Protecting individuals, companies, and environments are not its only purpose, nor are EPA lawyers specifically necessary and are the sole responsibilities of these matters. All businessmen and women should have this insight, but it is true that some moves and ventures are necessary in order to understand world capability and establish and order of power, authority, and oversight because if everyone managed their own, then it would be every man and every business for themselves, paying no mind to future generations, world travels, and when the buying and selling of business is in high production, occurring at rapid fast paces, it becomes uncontrollable, managed by percentages, and then we are in fact just numbers on a screen to the next careful or careless buyer trying to make use of what it has without innovative consideration of more than just one office, purpose, or region.

What a company is capable of is vast and can only be understood or known when the company is put to work, especially with numerous years of hidden talent, creativity, and its ability to acquire at any time, what it needs to be even better. The problem is that when a 'firm' acquires a company for a specific purpose and does not consider adding the 'acquisition' or 'merger' expertise to its business acquisition considerations, it loses power and does not have a good grasp of what the experience of internal operations and activities do for its employees, partners, and the company or corporation overall. Not only does it add to their company's assets and skill in the specific technology area, but also in business experience and professional negotiations or abilities to utilize resources to complete a major business change. The intent was to advance in technology, not to advance technology, but in the process, it gained business acquisition experience and for them, they advanced in technology, but did not advance the world's technology unless they are able to effectively apply the knowledge and consideration of consulting with other businesses on the best acquisitions and mergers in the technology business. Only then, can they be considered expert consultants in technology acquisitions.

For example, a firm seeking to grow its expertise in acquisitions and gain technology chooses to buy a technology company to meet two company goals, which could result in three major changes, extending far beyond the company, but to the entire industry and possibly the whole world. After the acquisition, it

knows how to buy a technology company and integrate it into its business for both use and profit, with an excellent profitability structure in the way it chooses. Some firms buy companies and keep them as subsidiaries, while others buy companies, disestablish the company, and integrate its assets, products, and people into the firm as part of the firms' assets, extending the firm's functional purpose now into product development and management with a sales team. The firm stays focused on the implementation and its specific goals of acquisition but must also consider and realize it's gained in acquisition expertise and should then consider the creation or expansion of that skill and experience as being another service offering, as well as leverage the activity of 'acquisition' for the purpose of technology management in recommending partnerships, alliances, and acquisitions of other companies. Such insight truly shows market leadership and expert ability in technology management beyond a departmental approach of managing servers, software, and human resources. Another level of expertise is its ability to work in the publicly traded business areas in connection with its technology, making that one of its most important areas of technology, while considering the importance and necessity or value of acquisition and keeping separate privately owned companies, utilizing risk management and engineering implementation processes and procedures.

Firms and people, as well as computers must be careful not to fall into the corporate trap and remember that good businesses gladly work together, as long as they can mutually benefit or that all can reap a positive outcome and are compatible, but needs must first be known before a corporation or entity 'accidentally destroys' a company, an industry, or a 'market' by being too forceful and too focused on one area that it misses opportunities and hurts others in its path to what seems like success. Needs and requirements must be managed. Just a few misstatements can destroy a whole team, so imagine if the releaser of good or bad systems, statements, and acceptor of bad words and tactics ruled the world without effective corrections? Alliances were formed that destroyed Hitler, the dictator that starved his people, forced communism, and mistreated his militaries, citizens, and the United States has done nearly the same. Because it doesn't happen in large numbers and is not televised is the only reason the American Dictators and workers are not seen and removed. Rather than to seek to destroy its leadership, it might've considered changing it, but Hitler was already heavy in numbers, requiring the formation of an alliance to take him and his followers down. The same is true in businesses and firms that evaluate their success and manage their growth plan solely by numbers, business units, areas (or regions), and conquering new ideas or solving problems. Politics have their own purpose and categories in the way they operate, like

business categories, ruling on numbers and opinions, with plans to 'oversee' not control the work and growth or reduction of others. It's very much similar, yet different words are used to describe it; just like the word 'capability' and 'ability' leaving one to wonder whether one man is capable of world change, while considering that one man could be capable of destroying it or at least causing World War I, leading into World War II, and well beyond into a regular cycle of war, battles, and death. It is a fact that partnerships and alliances are good, and another example is the TV Series: Survivor, where teams are established to survive on an island, where they are required to form alliances until they have one final winner.

Business and politics are the same in terms of survival in Technology Business evolution if they are to be competitive across the entire world, unless sharing wealth and managing knowledge, in the pursuit happiness or achievement of equality is ever truly possible. Equality is never possible unless a person is 100% cloned, and in that case, they must be equal in all rights, which in many cases is considered wrong, especially biological programs where it is used as a replacement for reality of a natural or even medically induced procedure called birth, but an emotional attachment that many can only legally and physically let go of. We have yet to see this type of forceful equality anywhere else but in balance sheets and accounting formulas, making it monetarily or financially focused system of law and order, based on how much one will pay or earn, rather than what we learn and do in turn. Emotional and mental calculations of distancing in court cases or medical evaluations using words, weights, measures, and tactics to justify actions of 3:1 or 8:1, nothing is equal and unfairly distributed, ordered, and improperly ruled, as if it is or was judgement is a mathematical game, but it's based on presentation and timing. If cases cannot be fought or argued correctly, then it's not a fair system, yet is based on principles of fairness using mathematical words. Some think they can buy or talk their way through life using abusive tactics, distant relationships, lies, and cover-ups or deflection.

Comparative analogies are necessary for the common good of others, as a reference to measure progress or potential of one against another, or as is a historical view on multiple levels because if we are unable to investigate the past by looking at what we did or by recollecting, considering what others did, and the outcomes, then we cannot effectively learn lessons from our leaders and past wars. All things considered, improper attacks and judgements must consider conditions, beyond contractual obligations, agreements, and orders, thus the general word of 'reasonableness' is used, with vast differentiation in definition and action. This is an important concept to consider in not only learning, but

leading, which is an equation of letters and change – from R to D minus N. Adding a few letters brings another word, called "Diminish" leading to finish. A diminished capacity is a term that describes a person's mindset when making decisions, either with their full understanding, injured, non-coerced, influenced, paid, or based on instinct, being instilled by nature, animals, computers, books, family, friends, or all the many things and institutions involved. If we are not thinking with our right mind set and making decisions with and for world leaders in a diminished capacity, with the wrong authorities and basis, then we should all be finished and just end the paper on Mental Health areas being the most important part of human functionality, different from computers, yet as unemotional, and incompetent, yet learning, and being paid because a Mental Disability, where every functional person with a diagnosis yearns to earn, heal and feel. It is a fact that not all have the same level of interest, devotion, needs, and wants. It is also a fact that others have much different standards and seek to command and control or dominate and destroy and evolve illness into a permanent disease while others seek to learn, heal, love, advise, inform, consult, and develop or engineer. It is the misuse of terminology and necessity for explanation in length that seems be the challenge, but not too difficult since education at one point was required by law, with low personal interest, and no longer required by law because of the learners age, and only then found to be enjoyable, until incorrect concepts are forced and graded.

Sharing knowledge and growing in skill, as well as learning about misuse, violence, war, and injuries, as well as the areas in which those are handled or were mishandled are shocking and require a period of time to manage the thoughts and emotions associated with such awareness, not so that the bad behavior and business can continue, but so that people who use computers and comparative analysis, such as 'the time it takes to integrate into a new business unit' versus the skill of the overseer, plans of the team, intent, and what the actual outcome was, doesn't continue to creep up and escalate to greater damage and continuous loss similar to the cycles of war and hate, or just bad business and terrible military, judicial, and law enforcement professionals. The inequality in business or just everyday life must be better managed. Matters of control and the misuse of authority or the 'non-necessity' of force that is used is often in question in their areas of business, and it extends to current, past, and former employees, as well as citizens of the system. Making demands, punishing if the demands are not met of citizens that no longer have anything to do with them, seems to be bad systems still in operation using the same old mindsets; a recycling of bad tactics or forced ideals that result in unseen injury and monetary benefit for the wrong side or purpose. Again, a forceful tactic that seeks to

progress a traumatic stress disorder into a criminal path or a worse disorder with intent to damage future success.

Entrepreneurial Firms – Managerial Advice

Entrepreneurs are not typically managed by a staff with a management team. They are individual sole proprietors or self-employed inventors who bring their ideas to investors, not management teams. They don't ask their bosses; they present to investors and show how money can be made and what is required to make the money, offering, and requiring a stake in the business. The stake is not a piece of meat, and the ideas or innovations are not dependent upon market conditions, unless the investors know that the market has or is working on something similar that they are already involved in or are privy too. Market analysis is often presented with the proposal, showing competitive information, if available. All proposals require this for the investors to know who they will enter competition with and at what magnitude. Sometimes alternative decisions or investments are made, which change work orders and business plans for the investors because the proposals are often pieces of multiple markets that improve the overall, while others are independent ideas with existing or no competition. While students learn and entrepreneurs invent and improve systems, the world continues as is, without change, until the students are ready to move forward.

Giving advice to managers of investors or people who might be involved or interested and have a 'stake' in the entrepreneur's proposal are invited and informed at the discretion of the investors, after the deal is negotiated. In some climates and systems, not all deals can be made formal because it has turned into an emerging requirement, or new area where the entrepreneurs activities are not ready for investing, yet much can still be gained and many parts put to work immediately with secret future promises, while other entrepreneurs are singularly approved, developed, self-encouraged, knowing their ideas or inventions will eventually be invested in, requiring formal presentation and deals. Entrepreneurs who are sole proprietors choose whether they share their ideas and activities or a formal proposal with investors, making formal or informal verbal or written or implied deals. Both parties must know the laws surrounding the dealing and developments, otherwise the deals are considered unfair and made in bad faith. New capabilities have its specific reference: either to an existing system, a knowledge, skill, or ability to do something, using power. Some have magical perceived powers with no evidence of reality who are free to dream up and

present fantastic ideas that may or may not ever come true. Real business entrepreneurs work hard to document their ideas, test theories, and even develop prototypes or ask for development staff when the time is right. They understand their project better than the investors, better than the users, and often better than the managers and lawyers or dealers that manage them and companies that use them.

The best managerial advice to an entrepreneur is to remember the value of self-management and direction, while understanding the importance of management, boards, shareholders, equity, and acquisitions with consideration of a formal sales process that includes patents, trademarks, and proprietary or intellectual capital rights. There is another level of importance, which is ownership and responsibility to more than just self or corporate interests. Just because a person or group of people are considered Entrepreneurs does not mean they can freely distribute in high production rates, hide behind corporate entities, or disobey business law and report false numbers, just as law enforcement, and legal teams must remember they cannot abuse their power, prosecute, and harm an individual for working outside of the 'traditional' business model to apply their new knowledge in a worthwhile invention. Laws of the state, federal laws, and all other laws still apply, as does a higher standard of ethics. Entrepreneurs are not "home based businesses" or "moms who work from home, operating as a Franchise." Entrepreneurs are individuals planning multi-million-dollar ideas and should be treated with the same respect as other registered business owners, but legal freedoms given when very little money is being made and their areas include legal work or demonstrated understanding. Constant hovering as if they are part of a corporate compliance team or monkey of an experimental government power and control authority system is abusive, close to harassment when groups (such as law enforcement) continuously "chase down" former workers or are constantly seen on the residential block, just waiting for a mistake. Even though it might seem they are regular patrollers working with citizens, they are in fact veterans, businesspeople and inventors or system improvers that require protection and security. Individual entrepreneurs should seek company shelters or backing for such protection, if they share their ideas, but some situations make it impossible; therefore, the term Entrepreneur doesn't effectively work well for students who generate ideas or write plans for implementation and later purchase. It works differently for students sponsored and paid by companies to learn. The educational institution is responsible for the protection of the student's and their ideas.

Technology is not enacted, laws are enacted, but legal teams need to know what laws are affected by Technology changes, not what laws must be enacted

for technology to change, unless there is a skilled attorney team who knows how the technology works. For a firm like Booz Allen Hamilton, or some law firm to get the results it wanted or needed, it must first be clear in its involvement and motivation for such acts or purchases and interest in entrepreneurs, otherwise it should consider a permanent restraining order with the student due to incompatibility. Process flow diagrams are nice visuals, but do not offer 'timeliness, and detailed activity of what is to be accomplished, nor does it offer insight into 'capabilities.' Company services or products can be presented in flow diagrams, but flow diagrams are old and used for 'processes and explanations' for those who need detailed instructions on how to do something. Doctors do not provide flow charts for processes; their people do. Entrepreneurs provide creative graphics to depict the services, plans, or products and specialty areas or what they can and are willing to do for their customers. Managing the requests of those who think people should be held down to an incompetent or lower level of work, based on old ideals, are not equipped for doctoral work, and shouldn't have a problem adapted to new forms of presentations. This is called 'intellectual growth' and a willingness to go outside of what is pushed as old requirements and ways from old ideals who were proven unsuccessful and nearly abusive. Excellent leadership, managerial ability, and autonomy accepts whatever format is presented, unless they have a specific use purpose in mind, of which no University should be permitted to reuse the works of its students or make specific demands of formatting; as this creates distrust and limits creativity, without specific reference to intent of the course and the checkboxes it grades and adheres to. While adherence to 'formatting' requests are nice and compliant, they are sometimes the only option in systems, but in human evaluations of work, there is much more room for creativity, and it should be encouraged in order not to produce more robotic work seeking compliance with demands rather than new skills that could use demonstration or exercise. What constitutes an act of terror is a natural question that involves environmental statuses and special categories of citizens, not contained in a single document or an understood in single assignment.

Causing forceful and 'old' requests to re-terrorize and misuse is also considered a negative form of influencing an outcome, of which many people attempt and often fail. Doctors and students learning to become doctors have already proven skill in this area and are free to present their ideas in their own formats and free to choose to not conform to old ways, especially if they are truly committed to innovation in technology. This does not mean that all educational requirements and formats must be accepted or changed. It means those being forced by old technology entities, such as Microsoft, and other

military sites who continuously abuse and seek to employ their students or force work styles, making demands, in conjunction with the misuse of force, appearing somewhat harassing, which includes unwanted phone calls, and bad air waves.

The terrorist, dictator, and communist continue their paths, forcing students into his/her way, and passing it off as it it's a university requirement, where a foreigner can harm an American woman, where the woman has no recourse (other than to fail) or continue with low quality workmanship, limited by demands, which is another tactic and attempt to eliminate competition with unethical application or use. It's unknown whether International Computing and the sending and receiving or sharing of information renders positive results or if Internationalism should be restricted to managing the cultural differences with where and how technology can help improve standardization and world order.

It's best to just give the student an Excellent grade for noticing the attempts, being aware of what is being forced, and to back off the student or to admit that the staff is being manipulated to also become a terrorizing entity to force bad ideals when there is any mention of a terrorist act or defiance against a company with legal power and intent to harm. It's not a virus. People and computers who manage this way are not healthy leaders and do not create healthy environments for doctors to become good doctors. They waste money and hurt people to get their demands and unhealthy needs met sometimes with specific intent or strategic targeting, other times by random negligence. Many often blame it on 'racial tensions' and 'inequalities' where opportunities should be equally given to all, and it is, but it must be earned and proven once given. With some earned, some gifted, some learned, and many with hard work; improperly used to control the works of others. In their delusional minds, they are just as good as others, but the others are criminals, unafraid to criminalize, terrorize, and materialize at the expense of trillions. Others are just good students seeking to conform because they have never done it before or because they are good at it. Either way, creativity should be given, not because it's a rerun and lazy tactic of old ways, but because it truly is required to prove the education institution has not become forceful and harmful to the student's ethical and reasonable purpose and ability to express freely about what is real, true, factual, and possibly someone's criminal fantasy.

Computer science is not fictional fantasy, although it has received much recognition in science fiction productions in both novel and theatrical presentations, leading many scientists wanting to invent similar technologies with variation or setting them on the course of development and innovation.

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