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

Spaniards were unable to defeat the Apaches because they forced them to turn into a Catholic farmers and adapt a lifestyle of agrarian and force them into Christianity but then the Apaches resisted and fought back. Apaches took control of North Mexico and hold of Spaniards for the following two centuries. Apaches were able to win over Spaniards because they were organized as a society.

2. Briefly compare and contrast centralized and decentralized organizations.

Basically centralized is when there is a leader who has good amount of control that has set rules and hierarchy within that organization. Nevin called this system as coercive. Decentralized is where there is no leader or no hierarchy and with no rules. Nevin called this an open system.

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

Few of the traits of decentralized organization are:

- No clear leader
- No Hierarchy
- No set of rules
- No power over others
- Influenced heavily on examples

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

Napster was more centralized and Kazza was more titled as open system. Unlike Napster, there was no headquarter or no big salaries. When it is centralized, it is easy to break down that organization. Once the CEO is down, the whole company is down because that person is a big influence to the company. That is why Napster fell easily. But later Kazza came out and learned from its mistake and became decentralized which made it harder for them to break off.

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

It is very relevant because taxi companies have lost its customer tremendously over the last couple years due to more affordable and efficient transportation through UBER and Lyft. With taxi companies' frustration, who will they sue? The company's CEO? The users? The drivers? Or the software? Just like Brafman stated, "The harder you fight a decentralized opponent, the stronger it gets." (pg 26)