Q.1   a. Explain the strategic business objective of information system.

Answer:

Information system is required to conduct day to day business activities as well as to achieve strategic business objective. None of business sector can grow without substantial investment in information system. Different industries whether financial, insurance, baking or retail can operate without information system. Its main objective is as follows:

1. Operational excellence: It provides operational excellence to business organization. It has various tools and technology that allows the manger to achieve high level of efficiency and productivity in business.

2. It helps to create new product, services and even business models. A business model describes about how a company produce new product deliver it and sell it to make money.

3 It maintains a high level of customer and supplier intimacy. For example, in hotel industry, if the hotel keeps in mind about customer' intimacy and when customer enters in the room the interior and ac temp should be as liking of customer.

4 it improves the decision making capability of manager by providing right information at right time.

5. it allows the organization to achieve the competitive success by developing new product, business models and improved decision making.

b. Write in detail about classification of information system.

Answer:

the information system can be classified into Transaction Processing System (TPS), Management Information system (MIS), Decision Support System (DSS) and Executive Support System (ESS).

Transaction Processing System: this system performs and records the daily transaction or routine activities of business such as payroll, employee record keeping, reservation record of a hotel or railway and sales order entry etc. the main objective of this system is answer routine question and track the flow of transaction in an organization.

Management information system: it serves the middle management with the reports on current performance of organization. This information help t monitor and control the business and predict the future performance.MIS summarize and report by using the data provided by TPS.

Decision support system: it supports the non-routine decision making for middle management. It focuses on unique and rapid changeable problems .it uses internal information from TPS and MIS and get the information from external sources also. It analyze the data and condense large amount of data in such a form that help middle managers to take decisions.

Executive support system : this system helps the senior manager to make decision. There is no agreed solution so ESS generally works on non routine decision requiring judgment, evaluation and insight. It represents the information in the form of graph and chart and delivers to senior manager using different portals.

c. How business process reengineering helps to enhance competitiveness in global market?

Answer:

Business Process Reengineering is the process in which business processes are analyzed, simplified and redesigned. It reorganizes the work flow, develop new steps to cut waste and eliminate redundancy and paper intensive work. To sustain in global market BPR works on paradigm shift which involves rethinking the nature of business and nature of organization. It also works on to measure the performance of existing process as a baseline so that time and cost can be measure that is used in to complete the process. BPR also controls the inter organizational process like supply chain management. It also controls and redesigns the process which includes multiple companies working together for single business process. BPR works on quality management as a continuous process. Organization should work on business process to improve the quality in their products, services and operations. This can be achieved by implementing total quality management to improve the quality of responsibility of people and different functions performed by them. The aforesaid are the major factor to enhance sustainability, growth and success I competition in global market.

d. What are the issues related to integration of CRM with ERP?

Answer:

CRM is in direct relationship with ERP. The software package includes the module for partner relationship management (PRM) and employee relationship management (ERM). ERM is the software module of ERP which deals with employee issues that are closely related to CRM. These issues include setting objective, employee performance management, performance based on compensation an employee training. The cost of software is very high sometimes it is not possible for companies to buy such software. ERP is based on organization-wide definition of data so it required to know how businesses uses its data and how it is organized into CRM as CRM require some data cleansing work. Therefore to work and successful implementation of CRM with in organization the aforesaid issues should be taken care with respect to ERP.

e. Briefly describe the issues and trends of information technology for digital and non digital products.

Answer:

Digital good like music, video, software and books can easily delivered over digital network. The cost of delivering the digital product is extremely low. New trends of information technology along with internet reduce the information asymmetry which exists when one party in a transaction has more information that is important for transaction than the other party. It helps to locate for better prices and terms. Digital market is efficient and flexible because it operates with reduced search and transaction costs, lowers the menu cost and price discrimination. In the case of non digital product the price of the product varies depending on the demand characteristics of the customer or supply situation of seller.

Digital market reduces the number of intermediaries, so the companies can raise their profit while charging lower prices. This process is known as disintermediation which affects the market for services. Non digital products have high marginal cost and cost of production varies as compared to digital goods. Traditional market has high cost of transaction including travel and search time. It also has comparatively weak network effect than digital market.

f. Why network security is essential for managing information resources of an organization?

Answer:

Information resources are the staff, computers and data provided by from different resources play important role in distribution of information. Security is the major concern for these resources. Network security consists of security through network resources. Firewalls prevents the unauthorized user to access a private network. It works when it is connected to internet. Suspicious network traffic and its attempt to access corporate system are controlled by intrusion detection system. Antivirus is also very important software that checks the computer system from the infection from viruses and worms. Antispyware software combats the intrusive and harmful spyware programs. Electronic information is protected y encryption decryption technique. Organizations can use fault tolerant computer system or create high availability computing environment to make sure that their information system are always available. Use of software metrics and rigorous software testing help improve quality and reliability of software.

g. How SCM system of an organization coordinates with supplier in terms of production and planning?   **(7×4)**

Answer:

Supply Chain Management (SCM) automates the flow of information among the different members of supply chain so that they can take better decision. It helps the member to decide when to purchase, how to purchase and how to produce and when t produce etc. more is the accuracy more is the certainty of supply chain management system which reduces the impact of bullwhip effect. SCM software includes software for planning and execution of supply chain. By connecting through web technology organization can make a connectivity to share information on supply chain to different locations in different countries. This improves the communication among supply chain members which facilitates efficient customer response. It leads to demand driven model.

Q.2   a. Explain information system and its components.   **(10)**

Answer:

Information system can be defined as the set of interrelated components that collect or retrieve store and distribution information to support decision making and control within organization. Information system controls, coordinate and support decision making system. It contains information about people, place and things within organization and its surrounding environment. Data and information are its major components. Information represents the meaningful data that is useful to human being whereas data represents the raw facts that are present in event or physical environment of an organization. Information system has three basic components management, organization and technology components

In technological components the information system collects, store and distribute information from an organization's environment and internal operation to support organizational functions and decision making communication, coordination, control and analysis. It transform the data into useful information using basic concept of information system i.e. data, processing and output. This component includes hardware, software, data management technology and network and telecommunication technology. The telecommunication technology includes internet, wireless and wired network

The management component of information system involves issues such as leadership, strategy and management behavior. This component of information system helps to find a solution to a problem or challenge faced by organization. It represents the combination of management, organization and technology elements.

The organization component of information system involves issues such as the organization's hierarchy, functional specialties, business processes, culture and political interest group. Behavioral approach is considered as subpart of organizational component. It controls the issues like development and long term maintenance of information system. It checks how the system affects individuals, groups and organization. Its focus is not on technology but it concentrates on changes in attitude, management and organizational policy.

> **b. Why information system is gaining top priority to run business process and how it is related to web technology?** (8)

Answer:
Information system is the important part of business. It enhances the flow of information among different employees, different branches and location. It has direct relation with web technology as information can be disseminated easily through web technology. Web technology includes LAN,MAN and WAN. Local area network (LAN) connects PC and other digital devices within 500meter radius and used for many corporate computing task. It can be connected through star, bus and ring topology. Metropolitan area network spans a single urban area. It can ranges up to 100km. Wide area network spans broad geographical distance, ranging from several miles to more than 1000 km. it is the private network that are independently managed. GAN is global area network that is network of networks which is known as internet. Digital subscriber line (DSL) technology, cable internet connection and T1 lines are used for high capacity internet connection. Cable internet connection provides high speed access to internet or corporate intranet at high speed up to 10mbps. A T1 line supports data transmission rate of 1.544 Mbps. The web technology services include email, news group, chatting, instant messaging, telnet and FTP. Web pages display text, graphics, video and audio data. Web technology and internet networking standards provide the connectivity and interface for internal private intranet and private extranet that can be accessed by many different kinds of computers inside and outside the organization. Web technology is embedded into the physical environment to provide measurements of many points over large spaces.

> **Q.3 a. What are the challenges faced by strategic information system?** (4)

Answer:
Strategic information system is the top or high level of organizational information system. Implementation of strategic system or requires extensive organizational change ad a transition from one socio-technical level to another. These changes are called strategic transitions and are often difficult and painful to achieve.

The changes in business goals relationship with customers and suppliers and business processes are socio technical changes that affect the social and technical elements of the organization. All strategic systems are not profitable and these are expensive to build. Most of the strategic information system can be easily copied by other organizations so that strategic advantages are not always sustainable.
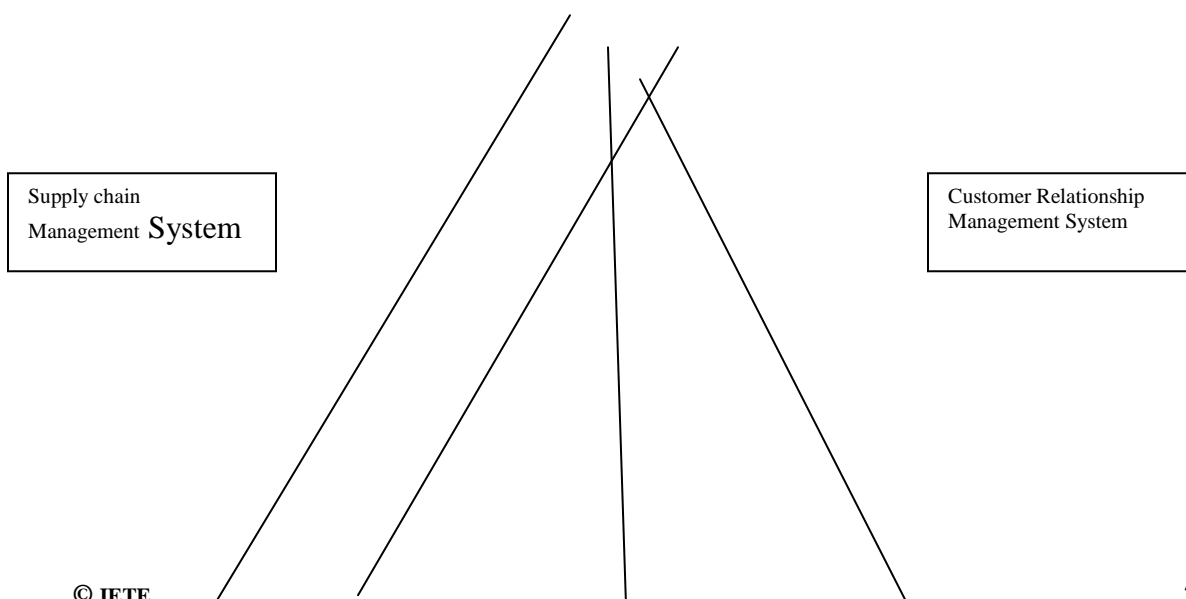
b. How do internet technology support communication and e-business?   (4)

Answer:

Internet is world wide network of networks which uses client-server model of computing and TCP/IP model of reference. Every computer in the network is known as node and given a unique IP address which is numeric in nature. The domain name system converts the IP address of system into domain name. These names are user friendly in nature. Different organization and government bodies like Internet Architecture Board and World Wide Web Consortium develop Internet policies. Internet services include email, news group, chatting, instant messaging, Telnet, FTP and world wide web . Web pages display text, audio, video and graphics which is written HTML i.e. Hyper text markup language. Web site directories, search engines and RSS technology help users to locate information on the web. Web has version of web2.0 which has many features such as RSS, Blogs and wikis. Web technology along with internet standards provide the connectivity and interfaces for internal private intranets and private extranets that can be accessed by many different kinds of computers inside and outside the organization. It has been observed by organizations that economies by using internet voice over internet Protocol technology for voice transmission and by using virtual private network as low cost alternatives to private WAN.

c. What are the basic requirements of enterprise system? Explain its architecture in detail with example.   (10)
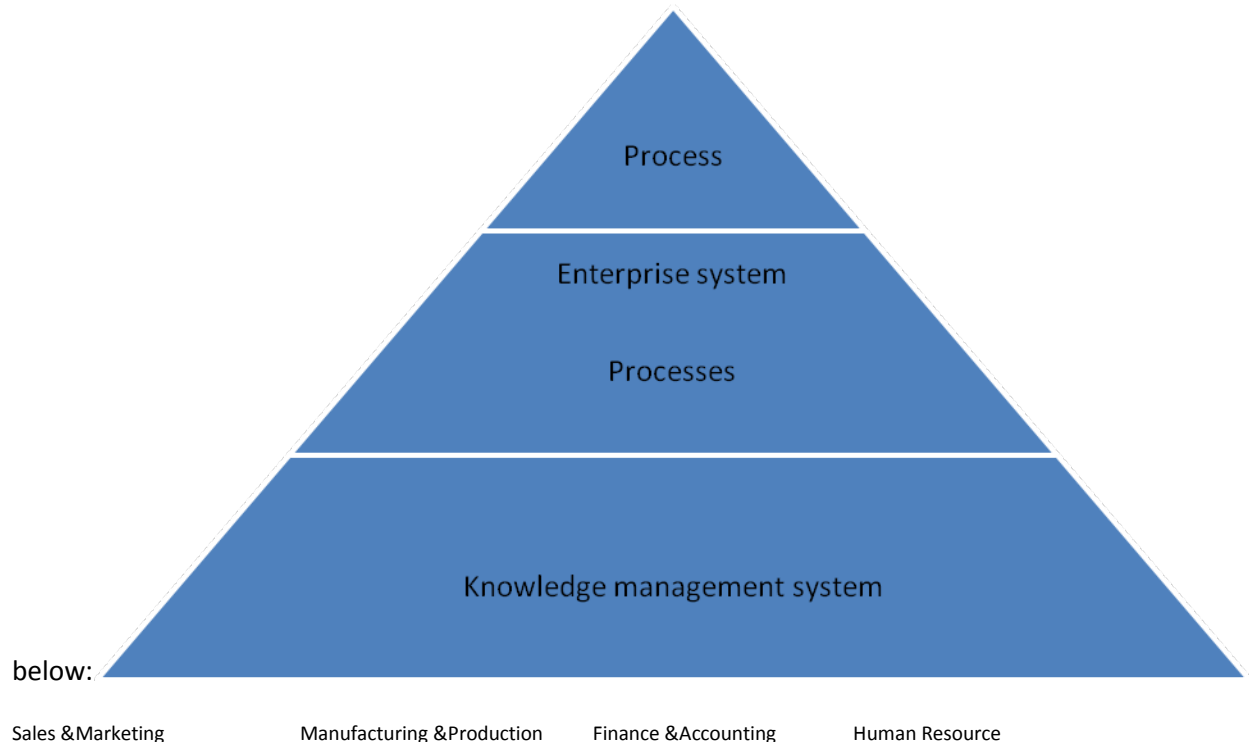
Answer:

Enterprise system can be defined as integrated enterprise-wide information system that coordinates key internal process for the company. Enterprise architecture is the major solution for getting all the different kinds of systems in a company to work together. It helps businesses to be more flexible an productive by coordinating the processes more closely and integrate the groups of process.

The architecture of enterprise includes enterprise system, supply chain management system, customer relationship management and knowledge management system. Each of them integrate related set of functions and business processes to enhance the performance of company as whole. The architecture is

Supply chain Management System

Customer Relationship Management System

described as

Process

Enterprise system

Processes

Knowledge management system

below:

Sales &Marketing   Manufacturing &Production   Finance &Accounting   Human Resource

A big organization has many different kinds of information system built around different functions, organizational levels and business process that cannot exchange information. This defragmentation of data in hundred of separate system degrades organizational efficiency and business performance. This architecture automate processes that span multiple business functions and organizational level and may extend outside the organization.

This architecture is also known as enterprise resource planning which solves the problem by collecting data from various key business processes in manufacturing and production, finance and accounting, sales and marketing and human resources and storing the data in a single central data repository. Information can be easily fragmented in different system that can be easily shared across the organization to help different parts of business. Supply chain management system helps to manage relationship with suppliers. The supplier, purchasing firms, distributor and logistic companies share information about order, production, inventory level and delivery of products and services. it helps to take better decision about ho to organize and schedule source, production and manufacturing. SCM is the inter organizational system as it automate the flow of information across organizational boundaries.

CRM ie customer relationship management help the organization to manage the relationship with customers. It provide information to coordinate all the business processes that deal with customer in sales, marketing and service to optimize revenue, customer satisfaction and retention. It help to identify, attract, and retain the most profitable customer provide better service to exiting customer and increase sales. It consolidates information from different communication channel like telephone, email, wireless device and web etc.

Knowledge management system help the organization to better manage processes for capturing and applying knowledge and expertise. It collect all relevant information and used in company everywhere where it is required to improve business processes and manage decisions. It support different processes for acquiring, storing, distributing and applying knowledge creating knowledge and integrate into organization. It uses intelligent techniques that codify knowledge for use by other members of organization and tools for knowledge discovery that recognize pattern and important relationship in large pool of data.

Q.4   a. What are the key concepts and technologies of knowledge management system? **(9)**

Answer:

Knowledge management has become an important theme at many large business organizations as it has been realized by manager that the organzation's value depends on the ability to create and manage. To transform information into knowledge, the organization must expend on additional resources to discover pattern, rules and context where knowledge works.

Without knowledge the organization become less efficient and less effective in use of their resources and sometimes fail also. Knowledge is an intangible asset of an organization. It is cognitive event involving mental models and maps of individual. Knowledge management is defined as set of business process developed to create, store, transfer and apply knowledge in organization.

The technologies can be categorized as following:

Types of knowledge: Knowledge is categorized into two types : tactic knowledge ad explicit knowledge. The knowledge that resides in the mind of employees and which cannot be documented is known as tactic knowledge. The knowledge that can be documented and reside in email, voice mail and graphic documents is known as explicit knowledge.

Knowledge acquisition : Knowledge management starts with data and information acquisition where we collect, store and distribute information. Knowledge can be acquired from number of ways. The very first is to build corporate repositories of document, report presentation and best practices. Organization acquire knowledge by developing online expert networks so that employee can find the expert within the organization who has knowledge in his mind.

Knowledge storage : Knowledge can be store in content management system and knowledge database expert system. document management system that digitize, index and tag documents according to a coherent framework are large database adept at storing collections of document. expert system preserves the knowledge that is acquired by incorporating that knowledge into organizational processes and culture. The support of management is required for the development of planned knowledge storage system and encourage the developmet of corporate wide schemas for indexing documents and reward employees for taking time to update and store document properly.

Knowledge Dissemination: It is disseminate through intranet portals and search engine collaboration. It can be applied through decision support system and enterprise application. Feedback of knowledge management system is also important to develop new it based business process, product and services. It also allow to create and develop in new market.

Knowledge application: organizational knowledge must be a systematic part of management decision making and situate in decision support system to get return of investment. New knowledge must be built into organization business process and key application system for managing key internal business process and relationship with customer and supplier.

b. Elaborate the role of digital network architecture in the progress of firm.   **(9)**

Answer:

Computer network is the back bone of any organization. In small business organization it has networking with network interface card (NIC), switches, hubs and router etc. Large business organization has many local area network combined together into a corporate wide infrastructure. Many servers support corporate website, intranet and extranet. This network infrastructure supports a mobile sales force using mobile phones, mobile linking to employee and organization's website or internal network of organization using mobile wireless local area network. One of the major issue for organization is how to integrate all different communication network and channel into a coherent system that enable information to flow from one part of the corporation to another from one system to another. Digital network solves this issue and with technologies based on digital and internet techniques it is easier to integrate them.

Digital network uses client-server computing, packet switching, TCP/IP connectivity as its major network technologies. Client-server computing is a distributed computing model in which some of the processing power is located within small and inexpensive client computers. These client computers can be desktop, laptop and in handheld device. It has extended computing to workgroup, factory floors, department and other parts of the business that could not be worked n centralized architecture. The internet is the largest implementation of client-server computing.

The second technology is packet switching which is a method of dividing digital message into small unit known as packets. Packets include information for directing the packets to right address and for checking transmission errors along with the data. Packet switching makes much more efficient use of the communications capacity of network. Transmission control Protocol/Internet protocol (TCP/IP) protocol was developed in US to help scientist to transmit data among different types of computer over long distances. It uses set of protocol to handle the moment of data which include disassembling and assembling of data. It provides a common set of rule that enable communication among diverse component in telecommunication network.

Q.5   a. List the dimensions for developing international information system architecture.   **(6)**

Answer:

A world with stable expectation is required for the growth of international communication and transportation. Political stability and a growing knowledge base are contributing a lot to make organization stable in global market, global production, coordination and distribution. International information system architecture consists of basic information required by organization to make coordination between trade and other activities globally. The major dimension for developing international information system architecture are global environment, the corporate global strategies, the structure of the organization, the technology platform , the management and business process . Understanding the global market is very important which means understanding the overall market

forces, business drivers that are responsible for pushing the organization toward global competition. Once the global environment is understood the organization can make corporate global strategies to compete. It includes how the organization will respond to global market. It gives choice that an organization can ignore global market and focus on local or domestic business or organization can sell to global from domestic market. The third dimension is to make the structure of organization to imbibe these strategies. It considers the location of different functional unit like HR, marketing, accounting and the person who will handle these functional units.

The technology platform is key factor in this techno savy era. Before choosing the technology for the organization, the organization should have good corporate strategy and structure. To implement the strategy the different management issues must be considered. It includes management of user requirement, knowledge about change in local market that can affect international requirement and also reengineering according to global market.

        b. What is quality process? Explain the different models of quality process.   **(2+10)**
Answer:

PROCESSING MODELING

Business **process modeling** includes techniques and activities used as part of the larger business process management discipline. Business process modeling is an activity similar to drafting a blueprint for a house. The purpose of modeling business processes is to create a blueprint of how the company works, much like the blueprint created by architects prior to building a house. No house can have any type of reasonable structure without having extensive $me put into building one of agreed-upon blueprints. Likewise the set of business process models are blueprints for how the system will work after it is built: by developing new processes, redesigning existing processes, or eliminating processes and redirecting data flows.

A process model is similar to an income statement in accounting in that it looks at the entire organization over a long period of time (e.g., a year). It is not a "snapshot" of specific time periods. Therefore time is not a fundamental driver in creating business process models. To create a process model for a set of high-level processes, one must address the question, "what do we do here in this organization?" We might find that we get a very similar set of high-level processes for many organizations, regardless of their size or industry. For example, a set of processes for a local pet store at the high level might be:

- Sell products to customers.
- Manage finances.
- Order and supply products.
- Manage employees.
- Maintain facilities.

Processes can be represented pictorially by circles, data flows by lines between the processes, while external entities are represented by squares (see Figure 8.7). Notice that processes are connected to each other within the organization. The open-ended rectangle represents a *data store*, which is used by the processes to store data and for processes to use data that are already stored. A *data flow* is a link between two entities transferring information or communication.

REENGINEERING

The heart of BPM is **reengineering**—the radical redesign of an organization's business. Reengineering takes the current process model and makes changes to processes to increase efficiency and create new process models. What makes reengineering so valuable is that the organization can save a tremendous amount
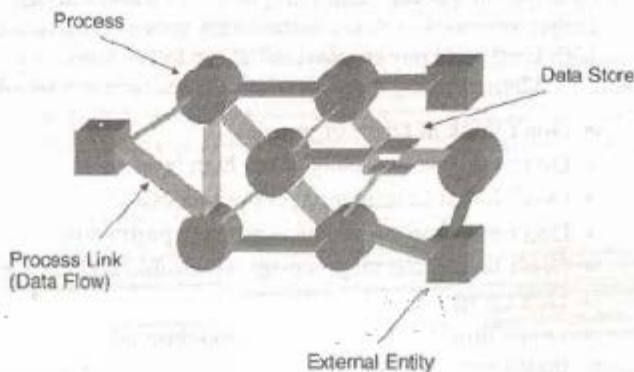

Figure 8.7 Components of a process model. (Source: Prepared by D. Amoroso.)

of money by reengineering processes before automating them with expensive ERP software.

Reengineering initiatives, often conducted by IT specialists, require cross-functional teams. All enterprise systems, including ERP, SCM, KM systems, collaborative systems, GroupWare, human resources management systems, and CRM systems, use reengineering techniques.

Measuring Processes. Before reengineering efforts can proceed and designers can know which processes are effective and which are inefficient, they must be measured. Six Sigma, total quality management, and ISO 9000 are quality programs that seek to measure and improve an organization's processes. *Six Sigma* is a methodology to manage process variations that cause defects, defined as unacceptable deviation from the mean or target, and to systematically work toward managing variation to prevent those defects. *Total quality management* (TQM) is a management strategy aimed at embedding awareness of quality in all organizational processes. *ISO 9000* is a family of ISO (International Organization for Standardization) standards for quality management systems.

TQM comprises four process steps:

1. *Kaizen* focuses on continuous process improvement, to make processes visible, repeatable, and measurable.
2. *Atarimae Hinshitsu* focuses on intangible effects on processes and ways to optimize and reduce their effects.
3. *Kansei* examines the way the user applies the product, which leads to improvement in the product itself.
4. *Miryokuteki Hinshitsu* broadens management concern beyond the immediate product.

Six Sigma has as its basic methodology the following five phases:

1. **Define.** Formally define the goals of the design activity that are consistent with customer demands and enterprise strategy.
2. **Measure.** Identify product capabilities, production process capability, risk assessment, etc.
3. **Analyze.** Develop and design alternatives, create high-level design, and evaluate design capability to select the best design.
4. **Design.** Develop detailed design specifications, optimize design, and plan for design verification. This phase may require simulations.
5. **Verify.** Check designs, set up pilot runs, implement production process, and hand over to process owners.

Reengineering Principles. There are six actions (see Table 8.1) that you can take to reengineer processes: (1) add a new process, (2) delete a process, (3) expand a process, (4) reduce a process, (5) combine a process, and (6) split a process. It is important to understand the designer must keep up with changes in process when the organization changes. Each of these process actions requires updates in the repository (see the section on CASE tools) where every data flow in and out of the changed process must be updated as well. Given that some organizations have process models that include over 10,000 processes with 60 to 80 percent interconnectivity of unique data flows (6,000–8,000 data flows), and many data stores to manage, the repository will be quite full of objects to manage (Coffee, 2005).

TABLE 8.1 | Reengineering Actions

Adding a New Process
Create an entirely new process.
Understand the functionality.
Add the new flows by deciding which processes are most affected/impacted by the new
    process.

Deleting a Process
Analyze the value added of each process by setting up metrics, collecting data, and
    analyzing the results.
Identify little- or no-value-added processes targeted for deletion.
Redirect, move, or delete the data flows first before deleting the process.

Expanding a Process
Decide which activities should be added to a process.
Add new process bubbles and related data flows at the exploded level.
Add the appropriate data flows (minimum of one additional outflow).
Decide where the data flows are to go.

Reducing a Process
Decide which activities should be deleted from a process.
Delete process bubbles and related data flows at the exploded level.
Delete the appropriate data flows (minimum of one additional outflow).
Refocus disconnected but needed data flows.

Combining Processes
Decide which process activities should be combined.
Move the activities and related data flows in the exploded diagram to the new processes.
Redirect data flows and/or deleted data flows.
Add at least one new data flow to the new system.

Splitting a Process
Decide which process activities should be split off into a new process.
Move the activities and related data flows in the exploded diagram.
Redirect data flows and provide some interrelationship between the new processes.

Source: Amoroso (2006).

Q.6   **a.** **What are the health and environmental issues of IT that affect the quality of work of an individual and society?**   **(9)**

Answer:

IT has changed our life. We are too much dependent on IT for our personal work and professional work. Organization has become different and behaves and works differently using IT to enhance their efficiency and productivity. It has raised many health disorder also. The most common disease is Repetitive Stress Injury (RSI) it occurs when muscles are forced through repetitive actions often with high impact loads. It generally happens while long working with keyboard on computer. It cases the syndrome called carpal tunnel syndrome CTS) where pressure on median nerve through the wrist bony structure produces pain. The pressure is caused by constant repetition of keystrokes. The symptoms are numbness, shooting pain, inability to grasp objects and tingling.

While long use of computer cause computer vision syndrome that refers to eyestrain while continue use of computer. It is related to computer display screen. The symptoms are headache, blurred vision, dry and irritated eyes. The other disease is technostress. The symptoms of this disease are aggravation, hostility towards humans, impatience and fatigue. It causes lack of emotion and tendency of quick response. It leads to early retirement from computer job, low productivity and elevated the use of alcohol and drug. This disease is growing rapidly in US. The computer display unit emits some radiation it also causes some health hazard which is still not proved. Visual display unit VDU emits nonioniziting

electric and magnetic fields at low frequencies. These rays when entered in human body cause ill effect on enzymes, molecules, chromosomes and cell membrane. Some times it causes low birth weight, stress and birth defects.

b. How information technology has changed the working paradigm of an organization? Explain in detail. **(9)**

Answer:

Computer system has changed the working of an organization. It has been source of efficiency and wealth and still has negative impact also. Organization can enhance the productivity of employees and make them work smarter using IT. The information can be easily disseminated among different departments irrespective of their location easily and timely. It saves the time and cost. The video conferencing allow the organization to store and share the knowledge without calling all the expertise physically at one location. Everyone by sitting at their own place can participate in video conferencing and share the data and information with others. The graphics, audio and video report makes the easy understanding to manager and information can be given by email also.

Computer error can cause serious harm to individual and organizations. Poor data quality is also responsible for disruption and losses of businesses. People can lose their jobs when computers replace them or tasks become unnecessary in reengineered business processes. The ability to own and use a computer may be exacerbating socioeconomic disparities among different racial groups and social classes wide spread use of computers increases opportunities for computer crime and computer abuse. It also cause many health problem.(ref to que 6 a)

Q.7   **a. What are the legal and regulatory requirement of electronic record management?** **(5)**

Answer:

Organization are forcing to take more security and control more seriously by mandating the protection of data from abuse and unauthorized access by government to make a control on legal issue globally. Organization faces new legal obligation for retention and storage of electronic records and also for protection of privacy.

For example in healthcare industry, HIPPA ie health Insurance Portability and Accountability Act gives the outlines for medical security, privacy rule and procedure for simplifying the bills. It also automates the transfer of healthcare data between healthcare providers. Similar for publically traded company Sarbanes-Oxley Act is used which is designed to protect investors from financial scandals, controls the accuracy and integrity of financial information of organization. In India, Indian Information Technology Act provides the regulation on data theft, cyber crime and other domain of information security. Many companies also go for SAS-70 audit which help service companies to improve internal control, ensure minimal disruption to business from client's auditors and is potent marketing tool in the face of increasing competition.

b. Explain the role of auditing to control weakness and estimates the probability of their occurrence. **(5)**

Answer:

A comprehensive and systematic audit is required to maintain the control and security of information system. The management can view how secure the information system is by comprehensive audit. An

MIS audit examines the overall security and controls governing individual information system of the organization. The auditor should trace the flow of sample transaction through the system and perform tests. If he finds the tests appropriate then should automated audit software. The security audit reviews technologies, procedure, documentation and training . A deep and thorough audit will simulate the attack. It also checks the disaster to technology, staff and business employees.

After accessing all the weaknesses, the auditor ranks all weaknesses and estimates the probability of their occurrence and their impact on organization economically and from employee point of view. The chart of audit report has weaknesses and the result of weaknesses after discussion with management. It also has corrective actions taken by management to control and eliminate these weaknesses.

c. Describe the different roles played by manager to take decisions in an organization. (8)

Answer:

The managers are the key role players in the organization. They perform different roles from writing reports to attending meetings, and also making arrangement for different activities in organization. The very first role played by manager is classical role. They have to work in planning, organizing, coordinating deciding and controlling. It is very popular and given a manager a new thought for along time. The second role of manager is behavioral role which is more informal and reactive but less systematic and less reflective. The managers have to work at unrelenting pace i.e. work on different activities throughout a day. The activities performed by manager are fragmented ie the activities remains for less time. The managers have to work on current, specific, and adhoc information which is generally oral form of communication. The third important role of manager is interpersonal role. Manager acts as leader which motivate, support and counsel the team and understaff. They provide time and favours to team which generally they expect to return.

The other role played by manager is informational and decisional role. Managers acts as the nerve center for their organization, and keep the information upto date and redistribute it to those who need to have it. The manager also acts as entrepreneur by initiating new kinds of activities. They allocate the resources to team members who require it and also resolves the issues and conflict among different groups.

TEXT BOOK

I   Information Technology For Management 6th Edition, Turban, Leidner,Mclean, Wetherbe, John Wiley & Sons, Inc.