Management of Change and Management Information Systems (24)

**More and more organisations are now using Management Information Systems (MIS). Describe using appropriate examples three factors that can lead to an effective MIS. [6]**

* Accuracy and relevancy of the data

The data used from the transaction systems that supply data to the management system must be accurate.

Avoid information overload by not producing any data that is not needed as this can waste time and make the information harder to use.

* Flexibility of the system

Managers of different sections have different requirements and the MIS must be able to cope with this.

Managers of different parts of the business such as marketing and finance have vastly different needs.

Allows individual project planning.

Managers can set up their queries own quickly

* Providing data/information in an appropriate form (not format)

Managers will need the data presented in the easiest form for them to interpret, some will want it in tabular form and some in graphical.

* Accessible to a wide range of users

Can be used by managers who have a range of ICT skills and knowledge.

* Give information when required

Timing is critical

**Most organisations now use Management Information Systems, use a suitable example to illustrate how it can be used. [2]**

Looking at pupil attendance figures to try and see if there are patterns (1) and to ensure that less pupils truant. (1)

Looking at exam results (1) to try and find strategies to improve their target figures, etc. (1)

A head teacher in a school analysing those pupils who are falling behind in their work as evidenced by test results and whose attendance is poor (1) so that interviews with parents can be arranged.(1)

The manager of a nationwide parcel delivery service may use an MIS to look at the distance each vehicle has to travel (1) to make the decision on whether they need a new depot. (1)

**Describe the factors which make a Management Information System (MIS) either good or poor.[8]**

Factors which make a good MIS

* Accuracy of the data.
* Flexibility of data analysis.
* Providing data in an appropriate form/format.
* Accessible to a wide range of users and support a wide range of skills and knowledge.
* Improve interpersonal communications amongst management and employees.
* Allows individual project planning.
* Avoids information overload.
* Allows speedy decisions for urgent situations NOT up to date.

Factors which can lead to poor MIS

* Complexity of the system.
* Inadequate initial analysis.
* Lack of management involvement in initial design.
* Inappropriate hardware and software.
* Lack of management knowledge about computer systems and their capabilities.
* Poor communications between professionals.

**Lack of professional standards. If just a list then award a mark for every four to a maximum of two.**

**Describe, using examples, two things that management could do to lessen any fears that the staff might have about the introduction of a new ICT system. [4]**

* Appropriate training/retraining – to ensure all staff understand the new system and wondering what to do.
* Explanation of the advantages – so that staff can see how they will benefit by making the job easier/ more interesting / answer any queries
* Spell out the implications of the new system (meetings)– to help stop rumours which give people stress / allow staff to express worries
* Opportunity to learn new skills – enable staff to improve their job prospects
* Involvement in the development of the new system – so that the staff can have a system which is straightforward to use.
* Keeping social groups together / not disrupt working relationships – less stress / work together as a team

**Describe how the following can cause change for the employee.**

1. **Work patterns [2]**
2. **Internal Procedures [2]**

Work Patterns

* changes to the pattern of the day e.g. batch processing might mean payroll / ICT staff may have to do night shift
* Hot Desking
* Teleworking
* Videoconferencing

Internal Procedures

* Some tasks would be automated making jobs easier
* Some jobs may increase in difficulty because they may be expected to improve productivity and perform tasks more quickly
* Workers may have to complete a wider variety of tasks
* A code of conduct may be introduced with regards to a new ICT system