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**SUBJECT: INFORMATION SYSTEM AND DATA
PROCESSING**

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ANS.1:SYSTEM: A system is a group of elements that are integrated with the common purpose of achieving an objective. A system is a group of interacting or interrelated entities that form a unified whole. A system is described by its spatial and temporal boundaries, surrounded and influenced by its environment, described by its structure and purpose and expressed in its functioning. a regularly interacting or interdependent group of items forming a unified whole : such as. How to use system in a sentence. Synonym

EXAMPLE: embedded system: These Embedded Systems Examples belong to real life appliances and devices, which we use in our daily routine. I hope you already have the idea of embedded systems but if you don't then you can find the introduction to embedded systems in my previous article What is Embedded System? And also you can go through What is Embedded Computer? I have also shared few Embedded Systems Examples in this article. My article on 8 things for learning embedded system programming can help you in getting starting with your Embedded Systems Project.

Embedded systems perform specific tasks. They have Microcontroller as the main part which controls all the operations required through them. This article on examples of embedded systems can help you to get an idea of common systems which we use in our daily lives. These systems are smart and more efficient, which is increasing their use day by day. Almost every device that we use today is an example of embedded systems. Embedded systems examples can be seen at our homes, at offices, in industries and in automation systems.

So, in simple words, most of the daily routine appliances, devices or automated equipment lies in the circle of Embedded Systems Examples. I have discussed few of these Examples of Embedded Systems in today's tutorial so that you got to know its importance and believe me if you learn embedded Systems then you can also create something, helpful to society. So, let's get started with Examples of Embedded System.

Examples of embedded systems include automotive. Today cars use embedded systems replacing old traditional systems.

Electronic Control Units are used in automotive embedded systems

MORE EXAMPLE:

Digital alarm clocks

Electronic parking meters and parking pay stations

Robotic vacuum cleaners ('robovacs')

Smart watches and digital wrist watches

Washing machines and dishwashers

Home security systems

Air-conditioners and thermostats

Electric stoves, pressure cookers, and tea/coffee machines

Traffic lights

Vending machines

Employee analytics:

Smart automation systems excel at wading through deep pools of data to pull out important insights.

Software solutions like Gusto, Culture Amp, and Luminoso help HR leaders make sense of vast amounts of employee data to improve employee happiness year-round (instead of waiting for the annual review). Big name companies like Johnson & Johnson, Roche, and Hulu are already using these tools to better understand and engage their global teams.

But as with most new technologies, there are pros and cons. The Society for Human Resource Management (SHRM) recently wrote about the dangers of putting blind trust into an AI-powered HR tool. And as with automated recruitment, even a great AI tool can have errors in its employee data analysis.

For example, if the AI has insufficient data to work with, it can end up taking the bulk of its insights from one large group within the company, giving uneven weight to that cohort. Always ask vendors for examples, case studies, and references to understand how these tools function in a real-world workplace environment. Culture Amp uses a heatmap to help HR visualize its employee data. This image shows global employee survey scores by country, department, team, gender, age, and tenure.

Hiring process:

Hiring is one of the toughest and most critical tasks for any business—but sifting through a sea of applications can keep your HR pros chained to their desks for days, or even weeks.

Automated hiring tools can read through applications at amazing speeds, searching for specific keywords to quickly identify the best candidates from thousands of applications. According to CareerBuilder, 71% of employers said automated applicant tracking software helped improve the candidate experience. Automated hiring and recruitment tools such as Mya, Smashfly, and BreezyHR use AI to significantly reduce the time to hire and accelerate the screening process.

But there are some risks. Automated systems can sometimes overemphasize keywords, causing them to miss qualified applicants—and even resulting in some applicants trying to cheat the system. HR professor at Wharton, Peter Capelli says it's important to ask your vendor to show (not just tell) you how their services get the right employees. Automated recruitment tools like Breezy keep the process human with quick video assessment tools to help HR pros save time and get to know the person behind the resume.

COMPONENTS OF SYSTEM: Following are the important components of the system.

- Input elements

Raw Data input to the computer system

- Process

Computation, analysis, application of any model

- Output elements

Results of computation or analysis

- Control mechanism

Comparison of actual with expected

- Feedback system

Corrective action

- Objectives

Expected/Ideal output

COMPONENTS OF SYSTEM:

Every system comprises of basic components which in a coordination formulate a system. These are as

follows.

- **Input elements**

The information entered into a system. For instance raw data input to the computer system.

- **Process**

Any specific treatment defined in the system to be performed on the data entered into the system, for

instance, computation, analysis, application of any model.

- **Output elements**

The results given by the system after the process has been performed on the data being input to the

system.

- **Control mechanism**

Every system is expected to generate some sort of standardized output. Hence actual output needs to be

compared with what it is supposed to generate. This comparison of actual with expected output is done

with the help of control mechanism.

• Feedback system

Once the control mechanism has been devised, it needs to a reporting mechanism, which should

respond with a corrective action, if required.

• Objectives

We just mentioned that a control mechanism should compare actual output with expected/Ideal output.

But before this is being done, there needs to be a list of specific objectives which define expected output.

TYPES OF SYSTEM:

Open-Loop System:

The determinant factor in an open loop system is that the information from the system not used for

control purpose. This is done by using the output to generate feed back for control purposes.

- The output is not coupled to the input for measurement.
- Hence the components of open loop system do not include control and feedback mechanism due to

non-existence of internally defined objectives. That is,

o Input

o Process

o Output

By measuring the response within the open-loop architecture, the marketplace response is quantified. In

every case of an open-loop business / computer architecture, the impact of the corporate decision is felt

indirectly through the reactions of the marketplace and is measured indirectly by the computer systems

that are used by the company. Such interactions between the decision process and the measurement of

the effectiveness of the decisions made can be called an open-loop decision environment. In an open loop decision environment, there is no direct relationship between a corporate decision and a

consequence, although there certainly is an indirect relationship. A big challenge in an open-loop

business/computer architecture is that of measuring the consequences of the decisions made by the

company. This is due to the fact is that there is a time lag between the time the corporate decision has

been made and the time when the marketplace gives its verdict on the decision.

Example:

An information system that automatically generates report on regular basis and are not used to monitor

input or activities.

Closed Loop System:

- Is a system where part of the output is fed back to the system to initiate control to change

Either the activities of the system or input of the system

- Has the ability to control the output due to existence of
- Control Mechanism
- Feedback System
- Objectives

As an example of a closed- loop decision environment, suppose a department store can use its data

warehouse to determine who has made purchases of more than Rs. 15000 in the past year. Once that

information is collected, those customers can be offered a personalized credit card. In such a manner,

management can measure the effect of the decision quickly and very accurately.

Another example can be given where management selects all customers who have shown an interest in

James Bond movies. The data about such an interest, is stored in a database. If those customers are

offered a new James Bond t-shirt at a discount price, the results of the promotion can be accurately and

quickly calculated.

EXAMPLE:

Budgetary control system in a company by which

- o The results are communicated through feedback system
- o Results are compared with the objectives/budget through controls mechanism

Open Systems:

- A system that is connected to its environment by means of resource flows is called an open system.
- The environment exerts influence on the system and the system also influences the environment.

Example

- Business is a system where management decisions are influenced by or have an influence on suppliers, customers, society as a whole.
- Computerized system of a manufacturing entity, that takes influence from the society.

Closed Systems:

- A system that is not connected with its environment

- Neither environment exerts any influence on the system nor does system influence the environment.

Examples:

- An information system designed to control data in a research laboratory is a closed system.
- An information system designed to record highly sensitive information is a closed system so as
 - To accept no input for amendment
 - To give no output for disclosure

Objective of Having Systems

- To subject a predefined amount of input (tangible, intangible) to predefined set of instructions in order

to achieve an expected quality and amount of output.

- Effective and efficient utilization of resources

ANS2:MANAGEMENT INFORMATION SYSTEM:MIRS makes information available to relevant users by producing pre-determined and pre-designed

reports required by the management. Management information system helps middle level management

planning, controlling and decision making. The data stored can be used or manipulated to produce

differently defined reports from pre-defined reports. It can be presented graphically or pictorially. The

reports generated by the MIS are used for analytical decision making by the management. The

application software can construct projections, build scenarios, do what if analysis to enable better

decision making.A management information system is an information system used for decision-making, and for the coordination, control, analysis, and visualization of information in an organization. The study of the management information systems involves people, processes and technology in an organizational context.

EXAMPLE:STRATIGIC PLANNING:

strategic planning process uses both internal and external source of information in a dynamic and changing business environment information is geared towards helping an organisation to use strategic planning.

EXAMPLE:

MIS will use the TPS data to generate monthly and weekly summaries as per requirement (product,

customer and salesperson. Major purpose is report generation. We would discuss major types of reports.

- Periodic reports – daily, weekly, monthly, annually, format is predefined and structured for

convenience.

- Special – Management by Exception reports only when a special event occurs which needs to be

monitored. For instance

- Report sequence to highlight- fast moving & slow moving

- Group the exceptions together – Aged accounts receivable

- Show variance from the norm – Sales analysis report

Improved Decision-Making:

The purpose of an MIS is improved decision-making, by providing up-to-date, accurate data on a variety of organizational assets, including:

Financials

Inventory

Personnel

Project timelines

Manufacturing

Real estate

Marketing

Raw materials

R&D

The MIS collects the data, stores it, and makes it accessible to managers who want to analyze the data by running reports.

Central Information System:

The goal of an MIS is to be able to correlate multiple data points in order to strategize ways to improve operations. For example, being able to compare sales this month to sales a year ago by looking at staffing levels may point to ways to boost revenue. Or being able to compare marketing expenditures by geographic location and link them to sales can also improve decision-making. But the only way this level of analysis is possible is due to data that is compiled through an MIS.

Running reports that pull together disparate data points is an MIS' key contribution. That feature, however, comes with a significant cost. MIS implementation is an expensive investment that includes the hardware and software purchases, as well as the integration with existing systems and training of all employees.

ANS3::MARKETING INFORMATION SYSTEM:

Identification of customers for firm's products and services.

Development of those products and services to meet customers' needs

Promotion of the products and services, and

Provision of after sale customer supportThe Marketing Information System refers to the systematic collection, analysis, interpretation, storage and dissemination of the market information, from both the internal and external sources, to the marketers on a regular, continuous basis.The marketing information system distributes the relevant information to the marketers who can make the efficient decisions related to the marketing operations viz. Pricing, packaging, new product development, distribution, media, promotion, etc.

Every marketing operation works in unison with the conditions prevailing both inside and outside the organization, and, therefore, there are several sources (viz. Internal, Marketing Intelligence, Marketing Research) through which the relevant information about the market can be obtained.

COMPONENTS OF MARKETING INFORMATION SYSTEM:

Internal Records: The Company can collect information through its internal records comprising of sales data, customer database, product database, financial data, operations data, etc. The detailed explanation of the internal sources of data is given below:

The information can be collected from the documents such as invoices, transmit copies, billing documents prepared by the firms once they receive the order for the goods and services from the customers, dealers or the sales representatives.

The current sales data should be maintained on a regular basis that serves as an aide to a the Marketing Information System. The reports on current sales and the inventory levels help the management to decide on its objectives, and the marketers can make use of this information to design their future sales strategy.

Business JargonsMarketingMarketing Information System

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Components of Marketing Information System

marketing information system

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The Companies maintain several databases such as *Customer Database- wherein the complete information about the customer's name, address, phone number, the frequency of purchase, financial position, etc. is saved.

*Product Database- wherein the complete information about the product's price, features, variants, is stored.

*Salesperson database, wherein the complete information about the salesperson, his name, address, phone number, sales target, etc. is saved. The companies store their data in the data warehouse from where the data can be retrieved anytime the need arises. Once the data is stored, the statistical experts mine it by applying several computer software and techniques to convert it into meaningful information that gives facts and figures.

Marketing Intelligence System: The marketing intelligence system provides the data about the happenings in the market, i.e. data related to the marketing environment which is external to the organization. It includes the information about the changing market trends, competitor's pricing strategy, change in the customer's tastes and preferences, new products launched in the market, promotion strategy of the competitor, etc.

In order to have an efficient marketing Information System, the companies should work aggressively to improve the marketing intelligence system by taking the following steps:

Providing the proper training and motivating the sales force to keep a check on the market trends, i.e. the change in the tastes and preferences of customers and give suggestions on the improvements, if any.

Motivating the channel partners viz. Dealer, distributors, retailers who are in the actual market to provide the relevant and necessary information about the customers and the competitors.

Marketing Research: The Marketing Research is the systematic collection, organization, analysis and interpretation of the primary or the secondary data to find out the solutions to the marketing problems. Several Companies conduct marketing research to analyze the marketing environment comprising of changes in the customer's tastes and preferences, competitor's strategies, the scope of new product launch, etc. by applying several statistical tools. In order to conduct the market research, the data is to be collected that can be either primary data (the first-hand data) or the secondary data (second-hand data, available in books, magazines, research reports, journals, etc.)

The secondary data are publicly available, but the primary data is to be collected by the researcher through certain methods such as questionnaires, personal interviews, surveys, seminars, etc.

A marketing research contributes a lot in the marketing information system as it provides the factual data that has been tested several times by the researchers.

Marketing Decision Support System: It includes several software programs that can be used by the marketers to analyze the data, collected so far, to take better marketing decisions. With the use of computers, the marketing managers can save the huge data in a tabular form and can apply statistical programs to analyze the data and make the decisions in line with the findings.

Thus, the marketers need to keep a check on the marketing environment, i.e. both the internal (within the organization) and the external (outside the organization, so that marketing policies, procedures, strategies can be designed accordingly.

TYPES OF MARKETING INFORMATION SYSTEM: Every information system is designed to capture some sort of information. Information requirements need to be defined before the systems are made. While designing marketing information system, following types

of information should be designed.

- Marketing Intelligence – information flowing from environment into the environment
- Internal Information – gathered within the firm
- Marketing Communication – Info flowing from firm to external environment

An MKIS help in proper management and dissemination of all three kinds of information.

Benefits of Marketing IS:

MKIS helps organizations in efficient channel management. Following can be identified as some of the

benefits of MKIS.

1. Customer profiles need to be maintained focusing on their habits and spending patterns. MKIS

helps in maintaining these profiles.

2. Information on what competitors have been upto is also a critical marketing information. This

should not be taken as espionage on competitors.

3. Forecasts of demand is also a critical part of marketing analysis. MKIS helps in achieving this as

well.

4. Field sales can also be monitored where sales agents are used to market products.

5. Customers can be quickly updated based on their information kept in MKIS.

6. Dealers involved in sale of product can also be monitored to help enhance revenue.s

Management Levels in MKIS:

MKIS should cater for information requirements at each level, for instance

Strategic Level:

1. Formulation of new sales products, and identifying new sales opportunities.

2. Planning support for new products and services

3. Monitoring competitors

Knowledge Level:

1. Market analysis based on demographics and customer behaviour

Management level:

1. Sales performance analysis is required to monitor how to enhance sales and address related issues.

2. Sales staff analysis is important to see how much of the sales portion has been contributed by each

of the employees.

Operational Level:

1. Taking comments from customers for measuring satisfaction is a responsibility of the managerial

level.

2. Tracking sales, processing orders and customer support

New Dimensions in MKIS:

Through extensive use of computers in marketing field, newer concepts are emerging in marketing field,

which are revolutionising the way customers were dealt with.

o Customer Relationship management (CRM)

o Sales Force Automation (SFA)

o Call Centres

CUSTOMER RELATIONSHIP MANEGEMNT: Businesses increasingly talk about fostering relationships with their customers. This is important because modern businesses have literally millions of customers. Hence keeping personal touch with every individual customer is getting difficult to achieve.

• Companies are clearly eager to nurture relationships with their customers. Businesses need to

understand the extent to which consumers want to engage with their brands. For some businesses there is

• Either a strong natural need – banks

• Or an emotional attachment – Fashion retailer, car manufacturer

Sales Force Automation:

It automates some of the company's critical sales and sales force management functions, for example,

- Customer account management,
- Forecasting sales,
- Sales administration,
- Keeping track of customer preferences,
- Sales staff performance.

SFA empowers the sales force to close deals at the customer's office and to configure marketing strategies

at home. SFA is providing tools for very highly evolved sales organizations, organizations that are basically

CALL CENTER:

Due to its direct contact with customers, call center is widely gaining popularity. It refers to a department

within a company or a third-party organization that handles telephone sales and/or service. Call centers use

automatic call distributors (ACD's) to route calls to the appropriate agent. In addition to a call centre,

collective handling of letters, faxes, and e-mails at one location is known as a contact centre. As computers

gain more and more involvement in marketing field, presence of a highly efficient and integrated call center

has become inevitable. Call centers should have direct access to every customer's track record so as to help

them handle queries in an efficient manner. Modern day call centers, record the telephonic conversation

with the customers, extract a summary of it, and display it every time the customer calls so as to help

attendant review entire record.

CALL CENTER CHALLENGE:

Call centre agents are challenged daily to navigate disparate, non-integrated applications as they attempt to

resolve customer service requests. The call centre should offer an integrative solution so that customers can

be responded efficiently. Call center should help cut long processing times which add to customer

frustration and dissatisfaction with the company.

Manufacturing Information Systems:

It is an information system which deals with the

- o Planning, development and maintenance of production facilities
- o Establishment of Production goals
- o Availability of production materials
- o Scheduling

Management Levels in Manufacturing Information System:

Strategic level:

1. Locating new plant which can save cost
2. Investment in new manufacturing technology

Knowledge Level:

1. Distribute knowledge to drive the production process
2. Innovating new forms of manufacturing processes

Management level:

1. Monitoring production costs and resources

Operational Level:

1. Status of production tasks

ANS4: Decision making is important factor of organization because Decision making is a vital component of small business success. Decisions based on a foundation of knowledge and sound reasoning can lead the company into long-term prosperity; conversely, decisions made on the basis of flawed logic, emotionalism, or incomplete information can quickly put a small business out of commission (indeed, bad decisions

can cripple even big, capital-rich corporations over time). All businesspeople recognize the painful necessity of choice. Furthermore, making these choices must be done in a timely fashion, for as most people recognize, indecision is in essence a choice in and of itself—a choice to take no action. Ultimately, what drives business success is the quality of decisions and their implementation. Good decisions mean good business. Keeping in mind the importance of decision making for managers, information systems are also

designed in a way to help them out to control operations and perform their managerial responsibilities more

effectively.

Decision making is the cognitive process of selecting a course of action from among multiple alternatives.

Cognitive process is the mental process of knowing, including aspects such as awareness, perception,

reasoning, and judgment.

Every decision-making process produces a final choice. It can be an action or an opinion.

- It begins when we need to do something but we do not know what.
- A decision-making is a reasoning process which can be rational or irrational, and can be based on explicit

assumptions or tacit assumptions. A decision is the conclusion of a process by which one chooses between two or more available alternative courses of action for the purpose of attaining a goal(s). The process is called decision making. Managerial decision making is synonymous with the whole process of management.

EXAMPLE: Problem-solving.

Leadership.

Reasoning.

Intuition.

Teamwork.

Emotional Intelligence.

Creativity.

Time management.

EXAMPLE: Problem-solving:

Leaders can employ their problem-solving skills to make critical decisions for their company. You need to factor in different viewpoints to consider the numerous variables required to make a thoughtful decision. It's a necessity that you separate the emotions from the conversations you have with people that'll influence your decision-making. The essence of having adept problem-solving skills is that you can formulate decisions quickly and effectively, so you need to do your research and pay close attention to detail to match the facts with the situation you're addressing.

Leadership:

Leadership is defined as the act of organizing several employees within your organization, and good leadership can establish a consensus about a particular decision. In this case, leadership involves working with people to evaluate the present and motivate them to achieve their goals once a decision is made.

Make sure that you take the time to build a strong relationship with your coworkers, so you can get to know them and have them be comfortable to speak freely around you. The more engaged and personable you are, the higher the likelihood there is to work cohesively with your team and making productive choices that have a long-term impact.

Reasoning:

Reasoning is one of the main skills needed to be informed about the decision you can make. Make sure that you review all the advantages and disadvantages of the decisions that you're considering taking action on. This is the best way to reason with the present and plan for the future while staying objective and grounded during this process.

Consider all available and relevant points of data to help you guide your decision-making and take a stance about who you're making it with. You want to keep your reasoning aligned with the people you trust and aim to stay committed to the goals you're trying to achieve.

Intuition:

Intuition is about deciding and trusting your instincts. Your instincts come from the experiences you've witnessed in the past and the core values that drive you each day. The sum of the experiences and the lessons you've learned from them factor into your decision-making. You need to associate your instincts with the potential actions you can take to see if your decision is logical and actionable.

Teamwork:

You must collaborate with your coworkers at some point to make a sound decision. For example, you may have to work with your marketing manager on the best way to work with the client and improve the results of their marketing campaign last quarter.

Emotional Intelligence:

Emotional intelligence makes you critically aware of your emotions, and you can express them in a way that encourages action. Your emotions should lay the groundwork for your inspiration regarding a specific cause or mission that motivates you. However, the way you analyze data on the subject matter is going to dictate how well-informed you are when making your final decision.

Creativity:

Your creativity harnesses your logical and emotional thinking to generate a unique solution. You need to have trusted employees within your organization to exchange ideas to come up with short and long-term solutions. You can also use your creativity to frame the conversations you have with employees during meetings and the amount of time allocated to ensure that everyone's voice can be heard. Consider having weekly brainstorming sessions to maximize employees' creativity to gain noteworthy input.

Time management:

Since decisions need to be made quickly, you have to outline the amount of time you have to make your decision. You always have to work within the confines of your situation, but time management allows you to structure how you can make a decision. If you make have to decide by the end of the week, you can spend the time on each stage of the decision-making process including possible actions and purposed solutions you can take.

Organization:

Organization is vital in your making a final decision. You should use this skill to find out what results you're looking for and if it's a top priority. If you're giving surveys about your product, your priority is to gain feedback from your target audience and see if you're using the correct user personal for your marketing campaign.

ELEMENTS OF DECISION MAKING:

The Problem Context:

All decisions are about problems, and problems shape context at three levels. The macrocontext draws attention to global issues (exchange rates, for example), national concerns (the cultural orientations toward decision processes of different countries), and provincial and state laws and cultures within nations. The mesocontext attends to organizational cultures and structure. The microcontext addresses the immediate decision environment—the organization's employees, board, or office. Decision processes differ from company to company. But all companies need to take these three context levels into consideration when a decision needs to be made. Fortunately,

economical ways to obtain this information are available and keep the cost of preparing for decisions from becoming prohibitive.

Problem Finding and Agenda Setting:

An important difficulty in decision making is failure to act until one is too close to the decision point—when information and options are greatly limited. Organizations usually work in a "reactive" mode. Problems are "found" only after the issue has begun to have a negative impact on the business. Nevertheless, processes of environmental scanning and strategic planning are designed to perform problem reconnaissance to alert business people to problems that will need attention down the line. Proactivity can be a great strength in decision making, but it requires a decision intelligence process that is absent from many organizations.

PROBLEM SOLVING:

Problem solving—also sometimes referred to as problem management—can be divided into two parts—process and decision. The process of problem solving is predicated on the existence of a system designed to address issues as they crop up. In many organizations, there does not seem to be any system. In such businesses, owners, executives, and managers are apparently content to operate with an ultimately fatalistic philosophy—what happens, happens. Business experts contend that such an attitude is simply unacceptable, especially for smaller businesses that wish to expand, let alone survive. The second part of the problem management equation is the decision, or choice, itself. Several sets of elements need to be considered in looking at the decision process. One set refers to the rationales used for decisions. Others emphasize the setting, the scope and level of the decision, and the use of procedural and technical aids.

Rationales:

Organizational decision makers have adopted a variety of styles in their decision making processes. For example, some business leaders embrace processes wherein every conceivable response to an issue is examined before settling on a final response, while others adopt more flexible philosophies. The legitimacy of each style varies in accordance with individual business realities in such realms as market competitiveness, business owner personality, acuteness of the problem, etc.

Settings:

Certainly, some entrepreneurs/owners make business decisions without a significant amount of input or feedback from others. Home-based business owners without any employees, for example, are likely to take a far different approach to problem-solving than will business owners who have dozens of employees and/or several distinct internal departments. The latter owners will be much more likely to include findings of meetings,

task forces, and other information gathering efforts in their decision making process. Of course, even a business owner who has no partners or employees may find it useful to seek information from outside sources (accountants, fellow businesspeople, attorneys, etc.) before making important business decisions.

Scope and Level:

Finally, attention must be paid to problem scope and organizational level. Problems of large scope need to be dealt with by top levels of the organization. Similarly, problems of smaller scope can be handled by lower levels of the organization. This is a failing of many organizations, large and small. Typically, top level groups spend much too much time deciding low-level, low-impact problems, while issues of high importance and organizational impact linger on without being addressed or resolved.

Procedural and Technical Aids:

In recent years, a number of procedural and technical aids have been developed to help business managers in their decision making processes. Most of these have taken the form of software programs that guide individuals or groups through the various elements of the decision making process in a wide variety of operational areas (budgeting, marketing, inventory control, etc.). Leadership seminars and management training offer guidance in the decision making process as well.

Outcome:

Whatever decision making process is utilized, those involved in making the decision need to make sure that a response has actually been arrived at. All too often, meetings and other efforts to resolve outstanding business issues adjourn under an atmosphere of uncertainty. Participants in decision making meetings are sometimes unsure about various facets of the decision arrived at. Some meeting participants, for example, may leave a meeting still unsure about how the agreed-upon response to a problem is going to be implemented, while others may not even be sure what the agreed-upon response is. Indeed, business

Implementation:

The final step in the decision making process is the implementation of the decision. This is an extremely important element of decision making; after all, the benefits associated with even the most intelligent decision can be severely compromised if implementation is slow or flawed.

FACTORS IN POOR DECISION: Several factors in flawed decision making are commonly cited by business experts, including the following: limited organizational capacity; limited information; the costliness of analysis; interdependencies between fact

and value; the openness of the system(s) to be analyzed; and the diversity of forms on which business decisions actually arise. Moreover, time constraints, personal distractions, low levels of decision making skill, conflict over business goals, and interpersonal factors can also have a deleterious impact on the decision making capacities of a small (or large) business. Decision drift is another malady that can strike at a business with potentially crippling results. This term, also sometimes known as the Abilene Paradox in recognition of a famous model of this behavior, refers to group actions that take place under the impression that the action is the will of the majority, when in reality, there never really was a decision to take that action.

IMPROVING DECISION MAKING:

Business consultants and experts agree that small business owners and managers can take several basic steps to improve the decision making process at their establishments.

Improve the setting. Organizing better meetings (focused agenda, clear questions, current and detailed information, necessary personnel) can be a very helpful step in effective decision making. Avoid the garbage can; get the relevant people in the same room at the same time. PTime management

Since decisions need to be made quickly, you have to outline the amount of time you have to make your decision. You always have to work within the confines of your situation, but time management allows you to structure how you can make a decision. If you make have to decide by the end of the week, you can spend the time on each stage of the decision-making process including possible actions and purposed solutions you can take.

Organization:

Organization is vital in your making a final decision. You should use this skill to find out what results you're looking for and if it's a top priority. If you're giving surveys about your product, your priority is to gain feedback from your target audience and see if you're using the correct user personal for your marketing campaign.ay attention to planning and seek closure.