

Contribution of Information Systems in the Organizational Change

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Abstract

In this research paper researcher analyzed the contribution of information regarding organizational change in term of short and long decisions including bring into being ideal administrative decision and amicable environment in the establishment. Which is directly contribute in the industrial administration in term of socio-economic-legal-administrative system in the organization for maximization of productivity, sense of pluralistic nature in context of social inertia, resistance to change, individual responds, and organizational execution. These are produced sense of participatory, individual responsibility, objectivity, and high quality of work life, including organizational change. This leading edge full for strategically change as per the paramount of an assortment of appropriated data for administrative decision in the organizational edifice with careful reflection of socio-economic-political and legal administrative mechanism for the change among the industrial for the participatory administrative and decision disinter of barriers to development, growth and organizational change.

Keywords: Industrial Administration, Participatory, Pluralism, Quality of Work, Assorted Data, Administrative decision.

Introduction

Effective implementation relies on systematic change for Small - scale projects and face-to-face facilitation. A strategy for long term change and large scale innovations requires a broader strategy, the conceptual and empirical work on implementation, both within MIS and OR/MS and in political science, provides few guidelines and some very pessimistic conclusions. The main argument of this paper is that information systems development is an intensely political as well as technical process and that organizational mechanisms are needed that provide MIS managers with authority and resources for negotiation. The traditional view of MIS as a staff function ignores the pluralism of organizational decision making and the link between information and power information systems increasingly alter relationships patterns of communication and perceived influence authority and control. A strategy for implementation must therefore recognize and deal with the politics of date and the likelihood even legitimacy of counter implementation.

The Causes of Social Inertia

“Social inertia” is a complicated way of saying that no matter how hard you try nothing seems to happen. The main causes of inertia in relation to information

systems seem to be Use information only for small component in the organizational decision process; (ii) Human capitals information’s - Processing in experimental and relies on simplification; Organizations systems are very complex and

change it in incremental and evolutionary from by large steps and avoided, even resist; (iii) Data are not merely an intellectual commodity but a political resources whose redistribution through new information systems affects' the interest of particular, group, and organizational systems. The main causes on social inertia? (2) The explicit constriction of organizational change? (3) What are the efficient mechanisms for executive change? (4) The main execution needs to amend regarding organizational change?

Informative system based data which play a fundamental role in decision making process. According to study of Mint berg' & Stewart's, advocate that the execution of the managerial activities and suggest this is often not the case; this is the data based decision by authority. In wide-ranging, decision processes are astonishingly, what has worked in the past is most likely to be frequent. Under pressure decision makers discard information, avoid convey in proficiency and explore new alternatives, they simplify the problem and to point-out where it becomes controllable. Approximately, every descriptive study of a complex decision process indication that formal analysis of quantified information is, at best a slight aspect of the situation. Brower, Negotiations, Strauss habit riles of thumb and "muddling through' has far more force. This may seem an extreme assertion but there is little if any empirical evidence to challenge it. The point is not that managers are stupid or information systems irrelevant but that decision making is multifaceted, emotive, conservative, and only partially cognitive. Formalized information technologies are not as self-evidently beneficial as technicians presume. Many descriptive models of decisions making, imply that "improved" information will have almost no impact.

Simon's concept of bounded rationality stresses the simplicity and limitations of individual information processing.² There has long been a conflict between the normative perspective of OR/MS and MIS, Which defines tools based on a rationalistic model of decision making and the descriptive, largely relativistic position of many behavioral scientists who argue that conception is unrealistic.³ Midriffs' study of the Apollo moon scientists is perhaps the best supported presentations of this position.[54] Regardless of one's viewpoint on how individuals should make decisions, It seems clear that the processes they actually rely on do not remotely approximate the rational ideal. This gap between

the descriptive and prescriptive is a main cause of inertia:

- According to supportive evidence the concept of consist as per inclination of industrial administrative functions goes to rational ideology. (Braybrooke and Lindblom [9] , Kahneman
- Industrial administration & subordinates those who are opt the traditional systems of the industrial 6tools and experiments faced difficulty in the trade - off preference .
- Observation regarding administrative and participatory systems and discriminating of systems;
- There are lucid biases and personality are facing different psycho mental problem in the decision making status"(Huysmans[30], Mc Kenney and Keen & Doktor that may even lead individual to refuse and may be use precise and functional information.
- In case of intellectual the practiced decision makers may makes some mistake in the logical systems including end.
- Industrial Administration or representatives' may prefers tangible and unwritten data to formal analysis in the decision systems.

The human information-Processing tends to be simple and experimental; there is no analytic response but it is reasonable and completely effective. Bowman 8, The application of information system in the perspective of organizational decisions are required to appropriate thus often seen as threatening and surplus to requirements. They are an intrusion into the universe of the users who notice these in eminent and no relevant techniques as a criticism of themselves.

Leavitt's classifications of organizations as a diamond, (Figure.1) in which Task, Technology, People and structure are interrelated and mutually adjusting indicates the complex nature of social systems. When Technology is changed, the other components often adjust to damp out the impact of the innovations. Many writers on implementations stress the evocative behavior of organizations, and the need to "unfreeze the status quo". (This term is taken from the lewin - Schein frame work of social change, discussed below.

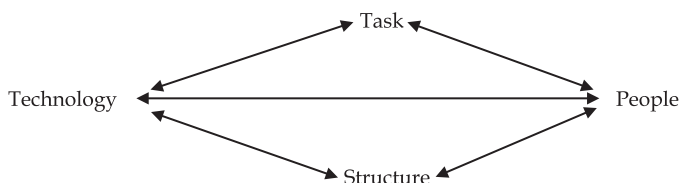


Fig. :1 the Leavitt "Diamond": Components of the Organization.

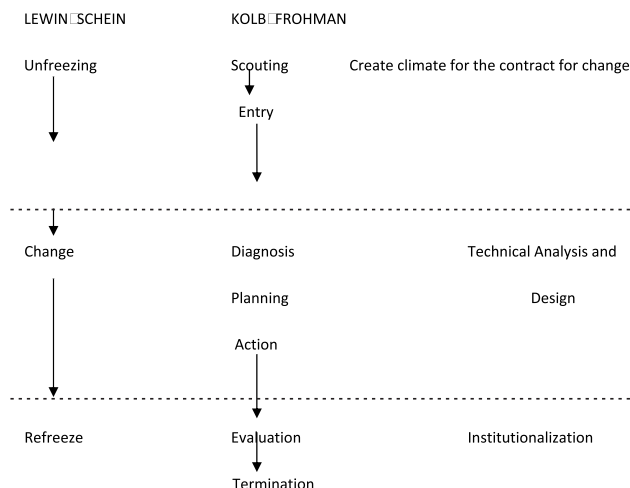
Information systems are often intended as coupling device that coordinate planning and improve management control. (Galbraith [21] Cohen and March's view of many organizational decision processes as a garbage can, Powerful conception of "loose coupling imply, however, that signals sent from the top often get diffused, defused and even lost, as they move down and across units whose linkages are tenuous. The more complex the organization, the less likely the impact of technical change; homeostatic, self- equilibrating force in loosely coupled system are a major explanation for the frequency of failure of large - Scale planning projects.

The Characteristics of individuals and organizations listed above suggest that theatrical change rarely occurs in complex social Systems. Lindblom's, Well known concept of muddle through reinforce that view. He points out the value of incremental, remedial decision making and rejects the "synoptic ideal." similarly disdains formalized planning and recommended an avowedly political process based on partiality and incremental analysis. He contrasts political and economic rationality. The latter looks for optimal solutions through systematic methodologies. Compromise is pathological since by definition it represents a retreat from rationality (one might expect that few people would espouse this position in so pristine a form - until one listens to a faculty full of micro economists.) Political (or Social) rationality looks only for feasible solutions and recognizes that utopian change cannot be assimilated by complex system composed of individuals with bounded rationality. Only small increments are possible and compromise, far from being bad, is an essential aspect of the implementation process.

The absolute causes of inertia are less passive than the others. Data are central political resources. So many agents and units in the organization get their influences and autonomy from their control over the information. They will not readily give that up. In many instance new information system represent a direct threat and they respond accordingly. We

now have adequate theories of implementation. We have with a reduction of understanding of counter execution, the life force of more than a few public sector organizations and a veiled attribute of many private ones.

Fig. 2: Tactical Models for Managing Change.



All these forces towards inertia are constraints on innovation. They are not necessarily binding ones. Implementation is possible but requires lack of complaint means fortitude and a strategy that recognizes the organizational change process must be explicitly administer. Only small successes will be achieved in most situations. These may, however be strung to gather into major long- term innovations, " Creeping socialism" is an instance of limited tactical decisions adding up to strategic redirection; no one step appears radical.

Overcoming Social Inertia: A Tactical Approach

There are several well defined tactical models for dealing with inertia. They are tactical in the sense that they apply largely to specific projects. They recommended simple, phased programs with clear objective and facilitation by a change agent in the organizational system to negotiate among interested Parties and make side payments. The Lewis- Schein framework and an extension of it Kolb and Foreman's model of the consulting process, have been used extensively by researchers MIS implementation both in descriptive studies and prescriptive analysis, this conception of the change process (See figure 2) emphasizes:

The immense amount of work needed prior to design; change must be self motivated and based on a "felt need" with a contract between users and implementer built on mutual credibility and commitment;

The difficulty of institutionalizing a system and embedding it in its organizational context so that it will stay alive when the designer / consultant leaves the scene;

The problem of operational zing goals and identifying criteria for success.

This tactical approach is "up and in" rather than "Down-and - out". Leavitt and webs, Do is based on direction from the top lengthy design stages, and a formal system for planning and project management. UI relies on small groups with face to face involvement and participative management. The design evolves out of the Entry Process. Leavitt and Webbs point out that UI works well for small projects. However, large- scale change required an engineering approach to design that quickly encounters social inertia. The dilemma is that UI limits itself to feasible, incremental change while DO, the broader strategic process, is rarely Successful. The tactical model needs extension; facilitation is not enough and social inertia is dangerously close to social entropy, No formal effective strategic model exists. If it did one might expect to find it in political science which frequently reconstructs the processes underlying efforts to deliver major social, technical or political programs. (Saplosky, Pressman and Wildvasky, Hargrove, political science deserves the label of the "dismal" science far more than economics, which after all believes in the eventual triumph of rationality; most studies in this field deal with failures. the analysis of the Polaris project is a rare example of a Success.) They identify as forces impending change not only social inertia but also pluralism and counter implementation is most likely to occur when outsiders bring in threatening new technologies.

The Concept of Organized Pluralism

Political science views organizations mainly as groups of actors, often with conflicting priorities, objectives and values. The management literature generally assumes far more commonality of purpose. The Down- and -out approach relies on this. Up- and- In evades the problem by limiting the scope of the project and hence the number of

actors involved: it fails completely if consensus is not impossible. The more the organization is viewed as a set of loosely couple units. Where joint action rests on negotiations, the more any strategy for implementations must emphasize the need to mobilize coalitions, to provide the necessary support for an innovative proposal. Obviously, that process is based on political rather than economic rationality. The corollary of this argument is that lack of attention to the constraints on change imposed by pluralism in organizations will result in failure. Many writers who attack the rationalist tradition on which OR/MS and MIS are based stress the legitimacy of pluralism and hence of incremental decisions making. According to Lindblom, the use of social interactions instead of analysis and planning as analogous to reliance on a market system to simplify and to provide the evidence of resource allocation. Strauss argues that "Social order" and decision making in any organization are predominantly based on negotiations; when individuals or groups or organization work together to get things done then agreement is required about such matter as what, how, when, where, and how much . Continued agreement itself may be something to be worked at... negotiations pertain to the ordering and articulation of an enormous variety of activities. The Pluralistic, perspective denotes the formal information method as either morally perilous in that they impose a false judiciousness, or simply irrelevant. They also deny their value as coupling devices that help coordinate planning and communication; pluralistic see merit in disorder and redundancy. So observation of federalism Summarize this argument; what is needed is "planning denotes, a different endeavor: to foster choice through observant structuring of social interactions."

These viewpoints are obviously not shared by most proponents of analytic methodologies. Since they are mainly based on studies of public policy issues one may argue that business organizations re more tightly coupled and less dominated by pluralism and instrumentalism. This may be true in particular instances there are many companies whose planning systems are effective in establishing and communicating goals involving managers in the decision process and creating a climate for innovations. Even so, most case studies of complex decisions suggest that companies are far more pluralistic than we conveniently assume. Pettigrew's analysis of a decision to purchase a computer for example reveals innumerable territorial disputes

maneuvering for position, conflict over goal, and irreconcilable differences in perspective among organizational units, so Believers in frame pluralism do not find that surprising but most computer specialists do. The main point is not to justify pluralism. It seems clear; however that it is a main cause of inertia. Getting thing done whether Down and out or up - and- down as per requirements. the careful edifice of coalitions on the situation and develop mechanism of negotiations. The larger the scope of a project and the more strategic its goal, the truer this will be because of the "geometric growth of interdependencies, whose implications extend over time." The section 8 suggests some organizational mechanisms that can provide information systems developers with the authority and resources to resolve these complexities.

Organizational Retardation on Execution:

The supporters of rationalism commonly produce the view of resistance to change in contest of protection of vested and developed the interest concealed. The tactical approach to implementation sees resistance as a signal from a system in equilibrium that the costs of change are perceived as greater than the likely benefits. The bringers and sellers of change- academics computer specialists and consultants - assume that what they offer is good. In Practice there are many valid reasons to go beyond passive resistance and actively try to prevent implementation. Many innovations are dumb ideas. Others threaten the interest of individuals and groups by intruding on their territory, limiting their autonomy reducing their influence or adding to their workload. While we all may try to act in the corporate interest we often have very different definition of exactly what that is (Dearborn and Simon point out that even senior executive adopt the perspective of their department.

Researcher's advocates the execution is a diversion and draws an outline regarding the progress and countermoves by (1) the participants redirect resources from a project; (2) redirect its goals; (3) dissipate its energies. So, the victorious respond to implementations is that there is no need to take the risky step of visibly opposing a project. The simplest approach is to rely on social inertia and use moves based on delay and tokenism. Technical outsider should be kept outside and their lack of awareness of organizational issues encouraged. (Why don't you build the model and we'll deal with the people issue

later; there's no need to have these interminable meetings.") If moves active counter implementations is needed one may exploit the difficulty of getting agreement among actors with different interests by enthusiastically saying, "Great idea- but let's do it properly !" adding more people to the game and making the objectives of the venture broader and more ambitious and consequently more contentious and harder to make operational. The research analysis by author has been originated by examples of soggy of the tactics Bartech identifies in as ongoing study of the implementation of information system and models for educational policy analysis in state government. Before discussing them it is important to examine what is perhaps the single most important cause of count implementations in information systems development - the politics of data. The link between control over information and influence has often been noted. "Information is a resource that symbolizes status, enhances authority and shapes relationship. Information is an element of power." Computer systems often redistribute information, breaking up monopolies. (1) Which type of people share it (2) What will be the professed the impact of rearrangement on: (I) Employees Assessment: (ii) Degrees of execution authorize to authority. (iii) Declaration.

He or she should then get ready to deal with respond to implementation. Dorn busch and Scott define evaluation as central to the exercise of authority [18]. In general providing management (or outside agencies) with data that permits closer observation of subordinate's decision making or helps define additional output measure increase control and decreases autonomy. Many public sector agencies protect data on their operations as a means of maintaining their independence. Laudon's study of information's systems in local government provides many illustrations of this point i.e. police agencies protest their data from mayors and budget agencies. Information's of control.

Assessment and scrutinizing are often "Enhanced" from the manager's viewpoint) through the collection of regular outfitted data. An unanticipated side effect of information's systems is increase by the superior's capability and to evaluate workforce. For example, Telecommunications, Office automations, and integrated data bases provide and record simple access to information that may then be used to observe subordinates. The introduction of office automation has for instance led some

managers to study “productivity” of clerical staff measured in terms of lines typed of error rates. Hospitals similarly use computer derived data to track nurses performance previously evaluation required interaction some degree of negotiation and respect for the nurse “professional” judgment. Some managers are concerned that trends in computer networking and database administration may similar encourage their superiors to snoop. The link between evaluation and authority is recognized by many trade union leaders. Greenberger et al.’s discussion of the joint effort of Rand and the administration of Mayor Lindsay in New York to apply management Science to city government provides several examples of their refusal to permit data to be gathered that might later be sued to evaluate productivity. Teacher unions similarly opposed efforts to introduce accountability programs. In at least one state, the Department of Education joined them in an elegant counter implementation move a variant of one Bardach [5] labels pile on. Teacher accountability measures had been tracked onto a school finance bill. The department of Education suggested six comprehensive programs, all of which involved collecting and processing additional data. It then scheduled about 30 state wide meetings, open to parents the press school officials and teachers and loftily entitled. This generated 44 separate accountability measures. The program is of course now dead. This counter implementation was overt and skilled but puzzling to analysts who saw the need for better data as in the interests of all.

An outcome of the link between valuation and appropriate authority are produce, the relationship between possession of information and self-sufficiency. The various cases, either departmental or individuals have influenced just because they have data domination. So that organization are partly designed in terms of set of laws for filtering and channeling data. In the particular unit are specified responsibility for collecting and analysis of data by other units which may be and may not be challenging them. For other systems as Financial planning system as example may own data on capital allocations. In state government agencies budget official often have a domination on the details of particular programs and expenditure which gives them great influence on the decision making process. Staff specialists who often lack direct authority rely on careful rationing of technical information’s in negotiations and on their ability to with hold data.

Information systems redistribute data and are sometimes intended to break up monopolies. This may be equivalent to redesigned parts of the organization disrupting patterns of communications and reallocating authority. Of course this also means that they may be explicitly used to Perpetuate or modify decision processes and social structures. Information’s systems become a tool for organizational development in the most literal sense of the term. The key point is that designers must recognize that far from being divorced from messy “Politics”, information technology has a major impact on a critical resource and source of power. It is hardly surprising then that teachers view a productivity reporting system as an outrage or that operating division opposes the efforts of finance to coordinate Planning through a budget tracking system. Computer specialists tend o be very surprised.

Table :1

Execution of Games

Resources	Sample Motivation
Capital	Get a little more than we give back:
Finances	We never turn down money”
Avert objective	Make sure we’re in chare and don’t let outsider cause trouble; take it slowly.”
Measure	let’s do it right! – we have to make sure our interest are included in the project.”
Up for Grabs	if they don’t know what they want, we’ll take over.”
Keep the Peace	we are going to have to work closely with Marketing and make sure happy.
Vicinity	This is our job.” “We think we should run the project since”
Marketing Problem	Marketing really ought to handle this”
Odd- Man -Out	We’re certainly interested and we’ll be happy to provide some inputs,
Position	I want an integrated -on -line real -time -database- management - distribution.

The Strategy of Respond to Execution

The main step in the strategic move toward to execution is to convert the general impetus for change which is usually based on broad goal and rallying cries into operational objectives and a

specific contract.(Kolb and Frohman, Any project is very vulnerable to counter implementations until this is done programs that have unclear goals or ambiguous specifications and that rely on continuing high levels of competence and coordination are easy targets for skilled game players are outlines a variety of games. (Table 1) Easy Money involves supporting a project because it can be used to finance some need activity within the player’s sphere of interest. The Budget game is played by Managers as budget Maximizes and Territory is similarly used to protect or extend control Within a game there are some predictable moves Tenacity exploits social inertia and interdependencies all it takes is the ability and the will to stymie the completion or even the progress of a program until one’s own Particular terms are satisfied.” Odd Man out creates an option to withdraw if the project gets into trouble and then the change to say “ I told you so this move is made easiest in projects where only the designer is accountable and no visible commitment is required from the game player. Up for Grabs is used to take over a Program where the mandate is half- hearted or ambiguous; all these moves are found in information systems development. There is an additional maneuver employed wherever computers are found – the Reputation game.

The administrative authority gets credit as a bold innovator by support a new system – the closer to the state of the art the better, since this increases his or her visibility and creates excitement. The Reputation gamer will have been transferred to a new position by the time the project collapses and can then ruefully say” When I was in charge of things....” The short tenure of upwardly mobile managers and their need to produce fast results encourages this move, which is only possible however when the goals of the project are not made operational or specific commitments made to deliver phased outputs. The analysis, of execution by the game is in the ironic nature. However, it seems essential to ask at the start of a project.

Execution Respond

The Reputation game player can get early credit and not be held accountable later. Easy Money is possible only because the goals of the project are too broadly stated. Odd Man out occurs when technicians have to carry the venture so mainly suggests designers use “Scenario- writing” (Table ii) and in essence ask “who can foul it up.” The tactical approach to

implementation makes the same recommendation, through more optimistically.

Table : 2
Adapted Circumstances

Critical objectives	What exactly are you trying to get done? (Not what does the system look like?)
Dilemmas of Administration	What elements are critical? Are any of them subject to monopoly interests? Will their owners be uncooperative? Can you work around them or buy them off? Will they respond with delays or tokenism? How will you deal with massive resistance?
Games	What games are likely to Divert resources, Deflect goals, Scatter energies?
Delay	How much delay should you expect, What negotiations are needed, What resources do you have for negotiations. Would it help to use project management work around? Possible obstacles and delay or enlist intermediaries?
Setting up the Game:	What senior management staff aid do you need, what resources do they have? What incentives are there for them to play the fixer role, Can you build a coalition to fix the game?

At the entry stage the implementer tries to identify and bring into the (facilitative) negotiations any party whose actions or inactions can affect the chances of success. Scenario - Writing forewarns the designer and partially protects him or her

against (1) Monopoly and tokenism; (2) massive resistance; and (3) delays, deliberate or accidental. Basic recommends a variety of responses to counter implementation such as creating substitute monopolies (information systems personnel can use their specialized technical resources in this way for bargaining), Co-Opting likely opposition early, providing clear incentives. The Management game uses control mechanisms overlaid on others' games. By assigning priorities, developing project management procedures and above all, by keeping the scope of the project small and simple which is often intellectually harder than designing a complicated system, the implementer can limit the range of moves actors can make. The management game is difficult to play without a "fixer"¹⁰ a person or group with the prestige visibility and legitimacy to facilitate deter, bargain, and negotiate effectively. Information Systems teams often lack this key support.

Conclusion: A Strategic Perspective on Change

Closed Counter implementation (CCI) is largely defensive, whereas the facilitative tactical approach is proactive. To an extent CCI involves containing and doing the opposite of counter implementers whose strategy may be summarized as:

(i) Rely on inertia Keep the project complex hard to coordinate and vaguely defined; (ii) minimize the implementers' legitimacy and influence; (iii) Exploit their lack of inside knowledge.

The tactical model addresses some of these issues (I) Make sure you have a contract for change; Seek out resistance and treat it as a signal to be responded to; Rely on face to face contracts; Become an insider and work hard to build personal credibility; Co-opt users early. A strategic model for change needs to resolve some additional concerns: (I) what happens when consensus is impossible? (ii) How can large - Scales projects evade social inertia? (iii) What authority mechanisms and organizational resources are needed to deal with the politics and data and counter implementations?

An assortment of summit is noticeable from of the analysis so far. Whether we like it or not we can only hope for incremental change. This reality suggests that systems designer must always aim for simplicity of design and precise objectives. However if they are to go beyond tactical innovations based on up and In they need Down and out directional

Planning: they must establish the direction of change and evolve complex systems out of phased components. This requires nontechnical resources such as (1) a meaningful steering committee and (2) authority. The analysis in this paper indicates the information development must be spearheaded by a general not coordinated by aides de camp. It must be defined as part of the information function of the organization instead of being a staff service labeled data processing or management science. The issues of negotiations seem central. (Killing and Garson [40] to position a system one must clarify objectives respond to resistance adjust other components of the Leavitt Diamond (Task, technology, People, Structure) and block off counter implementation. The politics of data (and of software engineering; see Keen and Garson [35] make it essential that negotiations be handled by a fixer will linked into senior managements decision making. Large scales change is a process of coalition building this cannot be done by staff analysts who are too easily caught in the middle with no formal powers.

The strategy for managing social change is based on acceptance of the political nature of information systems development and the need for suitable authority. Many organizations have moved in this direction. Neal and Radnor and their colleagues [56,62] conclude that OR/ MS groups with formal charters (budgets senior job titles for their managers and the right to turn down user requests) are more successful than ones that are a corporate service unit. The few Grand old Men in the information system field who have risen to senior positions in large companies have built up organizational mechanism that provide them with authority and strong links with top level planning in the organization. There is perhaps an almost Darwinian process of natural selection, Where the MIS group adopts a purely technical focus or cannot obtain authority for negotiations, It become merely a data processing service limited to routine applications and Subject to all the forces of inertia and counter implementation discussed here.¹¹

It is not the aim of this paper to define a specific strategy for implementation. The outline seems clear:

- A senior level fixer must head the information function ; he or she must have full authority and resources to negotiate with or between users and with those affected by information systems;

- There must be some policy planning or steering committee which includes senior line managers it will delegate to technical staff responsibility for projects that do not have significant organizational impact but will be actively involved with ones that are part of the politics of data (the policy committee also provide a negotiating table);
- The planning process will require substantial time and effort in the predesigned stages where objectives are made operational and evolution of the larger system is defined by breaking it into clear phases:
- Formal Contracts will be needed in which commitments must be clearly made and such games as up for Grabs, Reputation, Easy life and Territory made illegal and ineffectual;
- Hybrid Skills must be developed in systems staff they cannot dismiss organizational and political issues as irrelevant or not their responsibility but must be able to operate in the managers' world and build credibility across the organization. 12
- With the umbrella provided by the fixer's authority and the steering committee the tactical approach remains an excellent guide to managing the implementation process for a given project.

The Simple central argument presented here is that information systems development is political as well as sometimes for more so than technical in nature. When that is accepted the organizational mechanisms follow naturally. Unfortunately, "Politics" have been educated with evil corruption and Worst of all blasphemy in the presence of the Rational Ideal but politics are the process of getting commitment or building support or creating momentum for change they are inevitable.

Conclusion

According to the researcher final conclusion of the study is the industrial administration very high and relevant for implementation of strategy as well as participatory executive. The legal administrative systems improve the degree of assurance among the employees and administration. Which develop the sensitivity regarding job responsibility, and increase the organizational productivity and develop the good work culture in the organization? The political aspects of information systems are the

development of maximum degree of participations. The topic is rarely discussed in textbooks and even the literature on tactical implementation deals with it only peripherally. Yet when one tries to reconstruct or observe the progress of any major project this is an obvious and important feature. It is absurd to ignore it or treat it as somehow as unsuitable subject for study or for training MIS specialists. There is come fragmented research available. Pettigrew's observation of a computer purchase decision, Laudon's Computers and Bureaucratic Reform [43] and the work done by the Urban information systems Research Group at the University of California at Irving also provide some vivid illustrations of the political nature of computer models in public policy making. Most of this work is based on case studies. Politics are hard to study. They involve many hidden agenda (counter implementers do not boast about their triumphs) and in most instances a skilled observer has to ferret out and interpret what has happened. In political Science, The work on implementation is almost entirely narrative and descriptive. A political perspective on information systems is needed in research. It will of necessity be based on comparative field studies that illustrate theoretical concepts. It can immensely add to our understanding both of the implications of information technology and the dynamics of effective implementation. For a, "Negotiations" and "authority" be increasingly found in the titles of papers on information systems. That the papers will often be case studies does not mean they are not "legitimate" research. We needs to deep perceptive from of these issues are fundamental based and important for the effective utilization of information technology provides a full discussion of the difficulties of studying phenomena which involve soft variables and need an integrating perspective. The research is a noticeable example of how much we can learn from simple, imaginative observation, which often conflicts with complex over -narrow experimentation.

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