

Chapter 12

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**12.1- Prologue** - Intelligent making a polit-organization for a number of reasons. First and foremost, people organize to accomplish a job or task. The job is divided into subtasks, these are accomplished in some order, and then the results of the subtasks are integrated to create a whole. This process of polit-organizing related to all human polit-activity. All of these activities involve polit-organization.

A second reason for polit-organization is to reduce or eliminate duplication of effort and to create centres of responsibilities and polit-control ability.

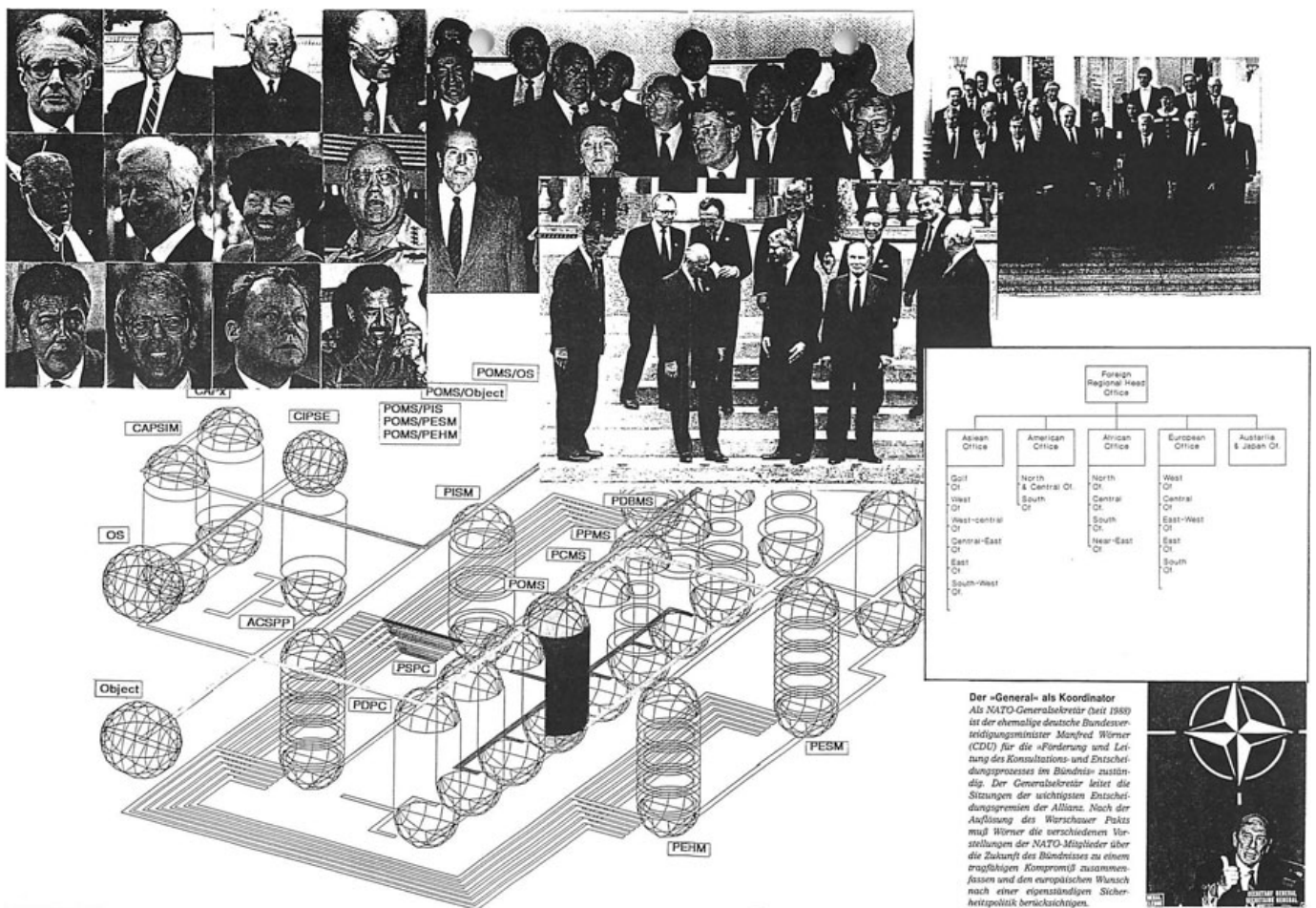
A CIPSE requires the effective implementation of a global strategy. Two of the important components to the effective implementation of global strategy are the assignment of key leaders and managers and the formation of a planned organizational structure.

The success of a CIPSE depends on its ability to recruit, select, develop, and deploy qualified managers for its foreign operations.

The Design of polit-organization structure means deciding on how polit work group should be divided and which coordinating mechanism should be used. Such design decisions and which how an organization functions, that is, how materials, authority, information, and the decision processes flow through an organization.

Organizational have become so dependent on computerized information systems that they must take special measures to ensure that these systems are properly controlled. With data easily concentrated into electronic form and many procedures invisible through automation, systems are vulnerable to destruction, misuse, error, fraud, and hardware or software failures.

Organization control consists of all of the methods, policies, and organizational procedures that ensure the safety of the organization's assets, the accuracy and reliability of its accounting records, and adherence to management standards. For computerized information systems, controls consist of both manual and programmed procedures. There are consist of both manual and programmed procedures.



**FIG.12.1.** IS A PEOMS STATION AND INTERFACES BETWEEN CIPSE STATIONS. THE STATION HAS POSSIBILITY TO:

- 1- ORGANIGRAMMING
- 2 - LIST THE MANPOWER AND PERSONNEL
- 3 - NATIONAL AND INTERNATIONAL EXPERT PROGRAM FOR MANIPULATION AND DOMINATION OF POLITICAL CHARACTERS AND COALLITIONS OF CHARACTERS.
- 5 - PROTECTING POINTS OF VALUE IN ORGANISATION AND SECURITY.
- 6 - OTHER ORGANISATION INFORMATION SERVICE.

## **12.2- List of functions of Polit-Enterprise Organization Management System (PEOMS):**

- 1- Definition the polit-organization elements
- 2- Draw polit-organization chart and organigram
- 3- Relationship in polit-organization
- 4- Relationship of polit-organization and Area.

## **12.3- Fundamental Elements of Political Enterprise Organization System (PEOMS):**

**Project Organization** - The correlation of duties, responsibilities, and interactions of the project personnel. The project organization serves as the coordination mode for the overall project. Decision and communication relationship should be carefully developed and enforced in the project organization.

If the project is included in the functional organization, it should be placed in that unit with the greatest in its success or the unit can provides the most help. Though there are advantages in this mode of organizing, the disadvantages are greater.

**Matrix Organization** - The project from of organizing has its advantages and disadvantages. Though the disadvantages are not as severe as with the functional form, they are nevertheless significant.

**Project Office** - Every project should have a project office, even if it must be shared with another project.

**Administrative Controls** - Includes, but is not limited to, the plan of organization and the procedures and records that are concerned with the decision processes leading to management's authorization of transaction. Such authorization is a management function directly associated with the responsibility for achieving the objectives of the organization and is the starting point for establishing accounting control of transactions.

**12.4- Theories about and Concepts of Polit-organization** - Because of the diversity among polit-organizations, there are many different theories about them. Each of these theories points to an aspect of polit-organization that is important to take into account when building information systems. Major schools of thought about polit-organizations are:

The classical or structural school focuses on the relatively permanent characteristics of the polit-organization in order to explain how organizations and people behave. Individuals generally do not count in this theory. This school focuses on structure (hierarchy, specialization, and rules), goals, size, conflict, values, and standard operating procedures.

A directly opposite approach is taken by the human relations school. In this school, individual feelings, values, and attitudes are central in explaining why organizations behave the way they do. This school focuses on leadership, interpersonal relations, communications, cooperation, individual rewards, and job satisfaction. A major theme of this school is that good leadership leads to good moral among workers, and that the higher the morale, the higher the productivity.

The managerial or scientific management school focuses less on personal sentiments than on the correct, "scientific" organization of work and management. If the job is properly designed (after extensive analysis), if management provides the correct resources, the right strategic decisions, and the correct rewards, high levels of productivity result. This school seeks to explain organizational behaviour in terms of management decision making and job design.

The institutional school explains organizational behaviour largely in terms of the unique history of specific organizations. This school focuses on the unique mission and leaders of each organization and shows how they adapt over time to changes in the environment..

**12.4.1- Integrated Global Structure** - Integrated global structures of organization create a balance between international and intern operations. They are created in response to increased polit-solution diversification, and in an attempt to optimize the benefits gained from both intern and foreign operations. Integrated global structures can take four different forms. We will discuss each briefly:

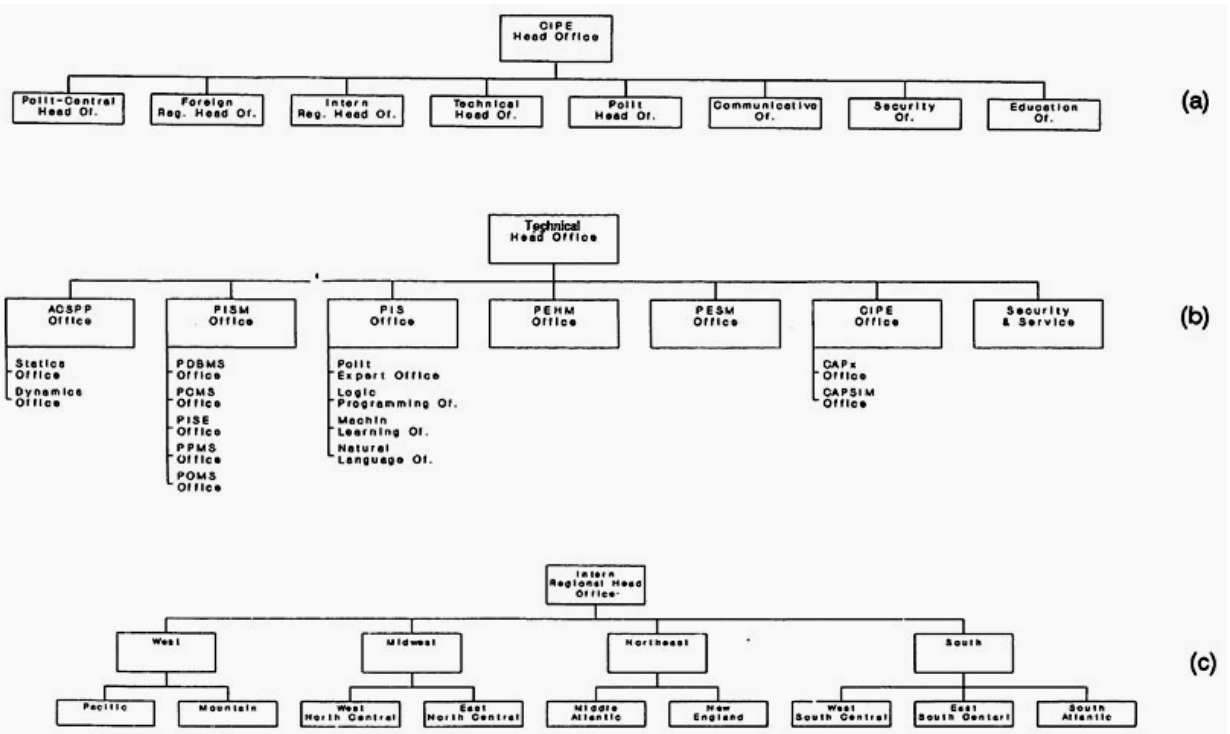
**Global Functional Structure** - In this type of structure, global functional divisions such as polit, CIPSE, and Communication are created. These divisions are responsible for worldwide operations in their own

functional areas. This structure is suitable for CIPSE with narrow and integrated polit-solution lines.

**Global Geographic Structure** - To overcome lack of regional coordination and environmental responsibilities, some CIPSE design and utilize global geographic structures. In this form, geographic divisions headed by regional groups are created. Each division manages all the activities and operations within a specific geographic area. A regional manager heads such divisions, and he or she is responsible for its operations and performance. The regional manager directly reports to the headquarters' president.

**Global Polit-Solution Structure** - CIPSE with global polit-solution structures are organized according to polit-solution divisions; that is similar polit-solution are grouped into one division.

**Global Matrix Structures** - A global matrix structure is a type of mixed global structure. It assigns equal authority to at least two of three dimensions: functional area, geographic territory, and polit-solution group. This is an attempt to benefit from the advantages of the combined structures and to increase the coordination among the combined dimensions.



**FIG. 12-2**

**FIG.12.2.** IS MATRIX ORGANIGRAM CHARTS, WHICH FOR CIPSE IS CONSTRUCTED.

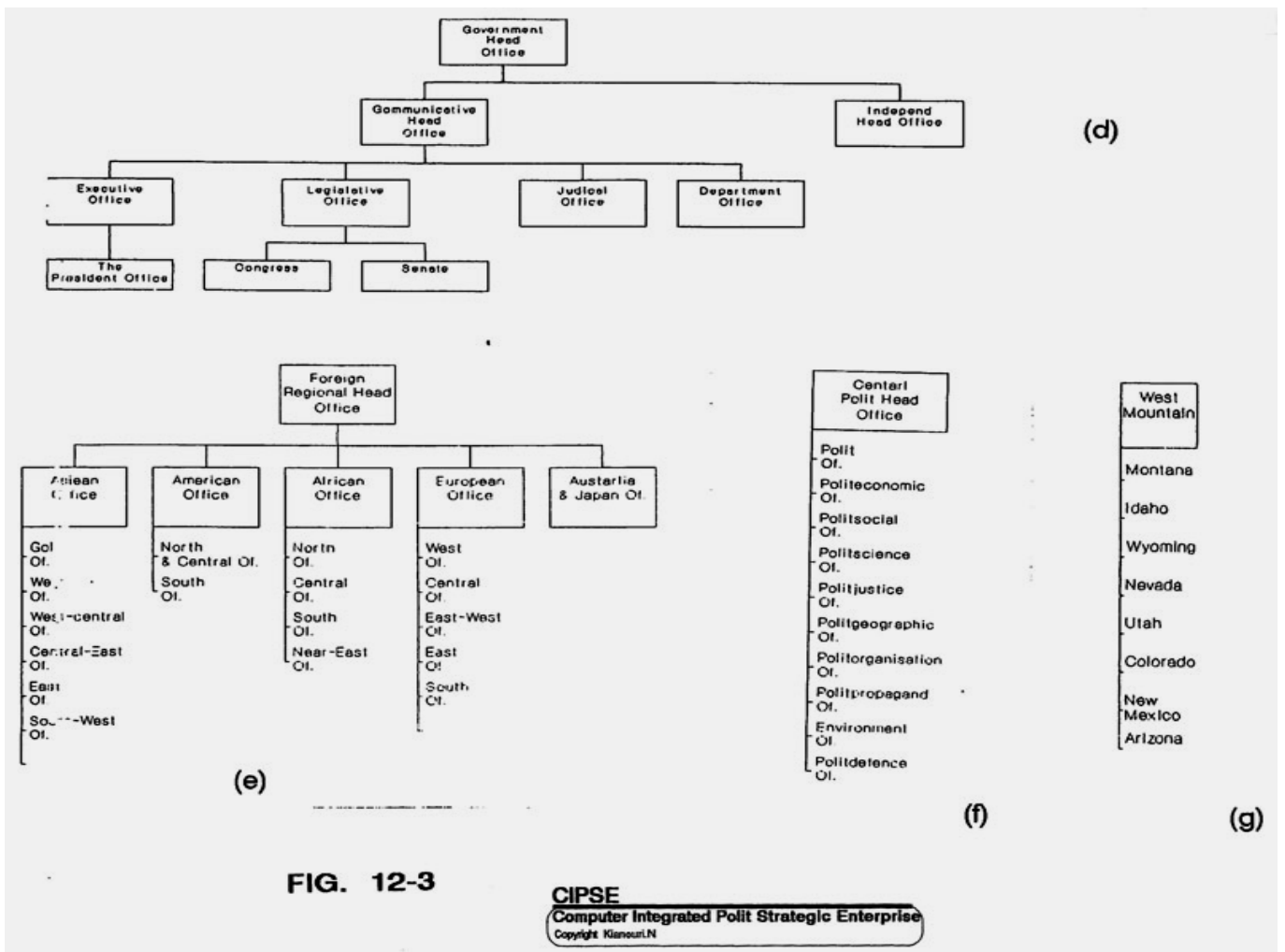


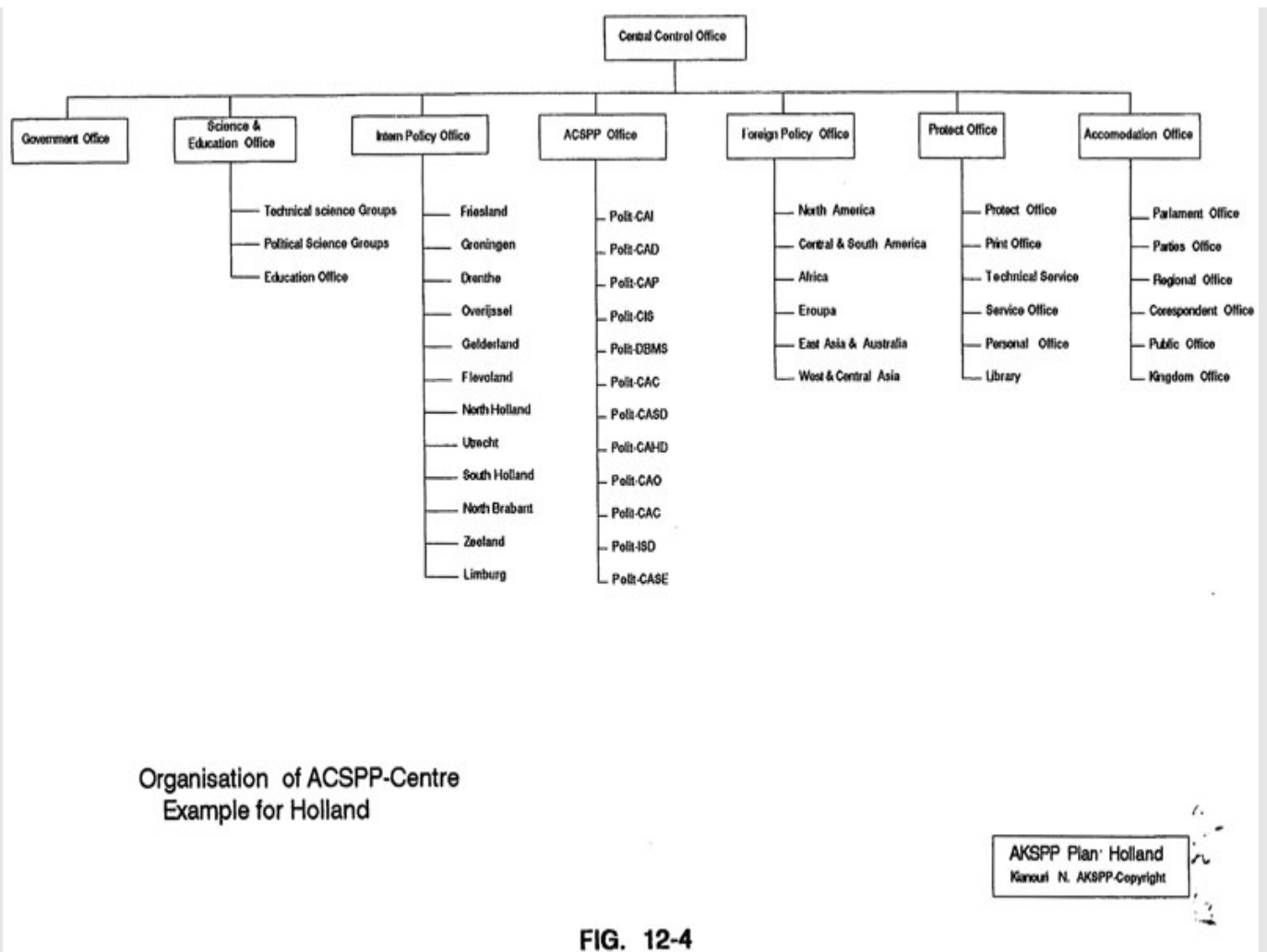
FIG.12.3. IS MATRIX ORGANIGRAM CHARTS, WHICH FOR CIPSE IS CONSTRUCTED.

**12.5- Types of Organization** - The two major types of organizations are formal and informal. Both types are important in the development and use of effective information systems.

**1- Formal organization** - Formal organization are those that are officially recognized. Such organizations are documented, their functions and authorities are formally defined, and they are recognized by company organization charts, job descriptions, policies, and procedures.

Vertical organization; are formal organizations that arrange individuals and groups in a hierarchy.

Horizontal organization; connect workers or groups across the vertical organizations.



**FIG. 12-4**

IS AN ACSPP FORMAL ORGANIGRAM, THAT HAS CONSTRUCTION ORIENTED WITH A POLIT STRUCTURE OF HOLLAND

**2- Informal organization** - Informal organizations arise spontaneously, without any support or recognition from the formal organization. Informal organizations arise from social needs, from the desire for security, from common values, goals, and objectives, and from recurring interpersonal interaction.

The formal and informal structures are intertwined and usually indistinguishable from each other. The formal structure relies on

formal authority relationships and direct supervision for the coordinating of different work groups in the organization. The formal structure side of the organization is where the principles of organization apply. These principles include:

- 1- Unity of command, that is, each subordinate should have only one supervisor;
- 2- Scalar chain, that is, a direct line of command from the top to the bottom of the organization;
- 3- Span of control, that is, a limit on the number of subordinates that may effectively report to one superior.

**12.6- Types of Political Work Group** - Political workgroup is a collection of, usually, 2 to 25 people who work together to achieve a common goal. Workgroups are commonly given names like department, group, office of, and so forth. Usually, the members of a workgroup know one another well and work side by side in the same political real location. The types of work groups can list as:

- Hierarchical,
- Interdepartmental,
- Project teams,
- Committees,
- Task force,
- Peer groups/social networks.

**12.7- Organization Charts** - One step in polit-enterprise modelling is to create a .computerized version of the organization chart.

For a large polit-enterprise the polit-organization chart has many boxes.

The highest executive concerned with computing ought to report to Enterprise president or EEO (enterprise executive officer). He or she sometimes has the title CIO (chief information officer). The CIO is primarily concerned with how information technology can improve the business, enable it to pull ahead of its competition, or enable an enterprise to meet its goals better. The CIO must combine a deep understanding of technology and what new systems are achievable. A good feeling for technology and a gut feeling for the business must reside in the same person, and that person must be an excellent communicator. The CIO may be the primary instigator of information engineering so that the systems of the enterprise can meet its needs as effectively as possible and so that computerized procedures can be built or changed quickly.

There needs to be an executive specifically in charge of implementing IE (information engineering). This person may report to the chief information officer. He or she may have the title CIE (chief information engineer).

The chief information engineer is an important title in a computerized corporation. He or she is responsible for introducing IE, ensuring that appropriate tools are adopted, supervising in IE are followed. He converts the organization from messy data processing to clean engineering.

**12.8- Security** - Is a technical condition for achieving privacy. It refers to the policies, procedures, and technical measures used to prevent unauthorized access or alteration, theft, and physical damage to record systems. Security can be promoted with an array of techniques and tools to safeguard computer hardware, software, communications networks, and data. These tools and techniques will be described in subsequent sections.

**Data Security** - An important factor to consider in data security is how an organization wants to manage its data security program. Some of the questions to evaluate include:

- Do departments or functional groups in the organization own their own computer systems and data?
- Are all computer systems within the organization viewed as the property of the Management Information System (MIS) department?
- Will the security administration be performed by a programmer or some one with less technical skill?
- How much technical time will be available and maintain the security program?
- How large is the user base to be covered by the security program?
- Are PC-based tools interfaced to be covered by the security program?
- Are PC-based tools interfaced with mainframe or minicomputer systems?
- One of the most important user procedures concerns security.

Users need to know how to protect their data from accidental or intentional loss or theft. Users need to be informed about the security facilities of their system. Possible features include physical keys for locking the computer, passwords, and account numbers. There are a number of other alternatives, depending on the application in use.

## **12.9- PBOMs Interfaces with Other CIPSE Stations:**

**12.9.1- PBOMS/PBPMS - (Managing Project of PEOMS, and planning Polit-Organizational Information System)** - Developing organizational PMIS (Political Management Information System) is more challenging than developing personal and workgroup PMIS. Some of the challenges arise from the diversity of people and departments who will use the system to be developed. These challenges include differing views of data among users and the use of inconsistent terminology. Each department involved has its own goals and expectations, and some of these goals may conflict across departments. Different departments may want different types of systems to be developed. There may be substantial differences in the competencies of the personal in the departments. Departments also compete with one another and may use or fear that others are using the development project to change the balance of power. Finally, new systems often change organizational structure and dynamics; this fact may cause users to resist the new project.

An other group of challenges arise from the nature of organizational systems. They are more complex than personal or workgroup systems; they must provide features, functions, and data views for many

different departments.

The term Developmental Centre is used by IBM and other corporations to refer to a group that researches development tools and methodologies, use the most powerful tools and techniques, encourages implementers to use them, and trains and guides them in obtaining the best results. The development centre measures productivity of IS development and attempts to improve it.

**12.9.2- PBOMS/PES (Expert PEOMS)** - For an expert-system project to be successful, all concerned parties must agree on a clear and complete definition of what the system will do. The concerned parties comprise four constituent groups:

- The knowledge engineers who implement the system.
- The experts who provide the know-how
- The system's intended users
- The funders, the group that supplies funding for the project.

ES will affect organizations mostly through their impact on the functioning of experts and the uses of expertise. Most theories support the expert-as-manager theory and see a brave new world of humanistic, flexible, creative organizations resulting from expert system development (in conjunction with other developments focused on strategy, structure, and human resource management).

The computer embodiment of expertise, an expert system, also functions along these lines. ES serve managers by offering advice, but they also should:

- Establish the context in which advice is given. This is an educational function.
- Foster collegiality by allowing experts to tap into thinking of the society of experts. This is a communications function.
- Build credibility. They should influence to believe in them as sources of advice.
- Build persuasion. They should influence users to accept their advice. ES should be a persuasive source of persuasive messages.

**12.9.3- PEOMS/PIS (Intelligence PEOMS)** - The practical application of artificial intelligence should be understood by all IS executives. There are numerous potential applications of expert systems in every corporation, some of them highly valuable. Some of the major strategic systems opportunities relate to rule-based inference processing.

Because the tools and techniques used in building expert systems (and other types of AI systems) are different from those for building traditional systems (at the time of writing), it makes sense to have a group of professionals skilled in this technology. This may be part of the Development Centre or Advanced technology Group, but more it is a separate group which helps to identify and build AI systems. An overall advanced development organization may have departments for end-user support, development support, system development with advanced techniques, and artificial intelligence systems.

**12.9.4- PEOMS/PESH (Organization for PESH)** - The organization and personnel integration software are a comprehensive management and technical program to enhance human performance and reliability in the polit-operation, maintenance, and use primarily of polit-systems and -equipment. Polit-organization software (POS) achieves this objective by focusing attention on human resources goals and constraints during system design, development, polit-solution creation, and upgrade. Polit-operators and maintainers have limited range of aptitudes and physical characteristics; as such, they may be regarded early in the decision process as fixed components of a system. Therefore, design must consider the human element. It is one thing to influence design to integrate effectively with personnel characteristics; it is another to evaluate that design to determine how effectively it can be manned.

Human resources goals and constrains are addressed in polit-organizational software through six domains: manpower, personnel, training, polit-human factors, system safety, and health hazards.

- **Manpower;** The manpower process will identify the number of personnel required and authorized.
- **Personnel;** The personnel community must be acquire and assign properly trained, qualified to fill established authorizations.
- **Training;** In the most basic terms, training is the process that prepares personnel to perform specific jobs. Performance standards are established to define how well the



service wants the service member's ability to accomplish the desired tasks.

- **Human-factors engineering (HFE);** is concerned with the design, development, testing, evaluation, and deployment of manned systems so that polit-personnel will be able to operate and maintain polit-systems at their optimum performance levels. This includes the systematic investigation of how the design of the service member's job and the tools that are provided affect that individual's capacity to do the job.
- **System safety;** The services have the responsibility to ensure that hazards to personnel are not system induced. The system safety program is designed to identify and measure safety hazards with the objective of ensuring safety and health risks are eliminated and residual hazards are formally accepted and documented.
- **Health hazards;** The health hazard assessment (HHA) program meshes with the system safety in an effort to: Preserve and protect the health of all personnel, enhance individual performance and system effectiveness.

The goals of polit-organization software are to improve total polit-system performance, by including human performance as an integral element.

**12.9.5- PEOMS/PEBH (Organization for PEHM)** - It is a comprehensive management and technical program to enhance human performance and reliability in the operation, maintenance, and use of system and equipment.

**12.9.6- CIPSE/PEOMS Project** - The manpower and personnel element of Polit-Enterprise (PE) involves the identification and acquisition of operating and support with the appropriate skills to operate and maintain the system over its lifetime. Manpower and personnel guidelines help define requirements for the training program for operations and maintenance personnel and the need for training devices to support training throughout the life cycle. Projections of manpower requirements should reflect the current force structure and forecast attrition rates as well as the capability of the raw personnel inputs.

The PEOMS Polit-Enterprise Organization Management System integration program is a comprehensive management and technical program to enhance human performance and reliability in the operation, maintenance. The PEOMS program provides the means through the identification of objectives, goals, and constraints in each of the six PEOMS domains to effectively manage the integration of human performance. and reliability considerations in political systems development. The program begins early in the system development process to ensure proper trade-off and integration of force structure and operational environment, engineering and technology, and polit-personnel. The orientation is always on achieving the goal of optimum total system performance. To achieve this goal and fulfil the PEOMS objectives, CIPSE agencies involved in the system development and material acquisition process must be aware of their responsibilities and effectively manage their part of the CIPSE program. The successful integration of CIPSE requires a team effort. All players must do their part individually and collectively in order to successfully communicate internally as well as externally to industry.

Thus, the keys to an effective CIPSE program are teamwork, planning, and communications.

The impact of considering polit-personnel during system design and development is far reaching, personnel, and training resources will be more effectively used j force capability will improve j and unit readiness will increase. The bottom line of PEOMS is improved force effectiveness through leveraging technology with the service member in mind to achieve a high return on investment.