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# Case Study on Comparison of Usage and Acceptance of Management Information System (MIS) in Medium Scale and Large Scale Organizations

C.G. Ramachandra, T.R. Srinivas, T.S. Shruthi

*Abstract— In the global scenario, it has been observed that the over-institutionalized, highly centralized, bureaucratic management and decision making systems are being slowly replaced by an effective management and information system. The paper discusses the comparison of acceptance & usage of Management Information System in 120 organizations consisting of 80 medium scale and 40 large scale organizations. Main emphasis was laid to understand whether MIS being used and accepted by the organization, if not the problems which hinder its usage. To achieve this data was collected through a structured and pre-tested questionnaire. From the analysis it is noticed that only 54 out of 80 medium scale & as many as 36 out of 40 large scale organizations are using MIS for supporting decision making process. Comparatively usage of MIS is more in large scale than the medium scale organizations. To find out the possible reasons for not making use of MIS, the feedback is taken on various possible reasons for not making use of MIS in their respective organizations. So to enhance the usage of MIS those organizations, there is necessary to implement computer culture and conducting various training programs, seminars, conferences etc., to the employees to familiar with the system, which may increase the usage of MIS in those organizations.*

*Index Terms— Comparison, Industries; Management Information Systems; Usage, Acceptance.*

## I. INTRODUCTION

The concept of the MIS has evolved over a period of time comprising many different facets of the organizational functions. MIS is necessity of all the organizations. The initial concept of MIS was to process data from the organization and presents it in the form of reports at regular intervals. The system was largely capable of handling the data from collection to processing. In any organization, small or big a major portion of the time goes in data collection, processing, documenting and communicating it to the people. Hence a major portion of overheads goes into this kind of unproductive work in the organization. Every individual in an organization is continuously looking for some information which is needed to perform his/her task. Hence, the information is people oriented and it varies with the nature of the people in the organization.

MIS plays a crucial role in the management of any contemporary enterprise such as small, medium or large organizations. Many management information systems are in widespread use by manager at operational, middle and senior levels. The basic knowledge of information system is almost becoming a generic skill needed by every professional. To top management, MIS is tool to gain insight into the overall health of the organization itself. The recent information reevaluation has pushed information systems to center stage of modern management. Getting a competitive advantage balancing market strength, increasing market shares, acquiring more attractive finance, introducing new products and services, reaching out to more customers and quickly gaining customers preferences are achieved through MIS. The information support for functional areas of management such as Production, Marketing, Finance, Personnel and services is an absolute necessity.

In manufacturing organizations, the production function occupies a central role. The role of this function is to control the entire production and operation function consisting of design, location and layout, product design, operation, production planning and control, material management, quality control, cost control etc. In order to get a better grip on the activity of information processing, it is necessary to have a formal system which should take care of the following point

- Handling of a voluminous data.
- Confirmation of the validity of data and transaction.
- Complex processing of data and multi-dimensional analysis.



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- Quick search and retrieval.
- Mass storage and fulfilling the changing needs of the information.
- Communication of the information system to the user on time.

The MIS uses computers and communication technology to deal with these points of supreme importance. It goes without saying that all managerial functions are performed through decision making for taking rational decisions, Management Information is essential and is procured through the Management Information System setup by the organizations. Success of an organization in achieving its predetermined goals and objectives lies in timeliness and quality, that is to say effectiveness of its MIS. In today's world of ever increasing complexities of business as well as management, every organization to survive and grow must have an efficient and effective MIS. An effective Management Information System supplies accurate, relevant and timely information to the manager of an organization.

Management Information Systems are of vital importance for all kinds of organizations. These come handy to management's by providing management information at various stages of decision making and thus greatly help the organizations to achieve their predetermined goals and objectives. Some of the usage of Management Information System in different fields is

S. Chakrabarti & S. Mitra & B. Bhattacharyya [10] discusses the typical problems of parameter selection and optimization in machining processes to bring out the design ideas that form the foundation of n-tier management information systems (MIS). These ideas can be used for creating data driven, scalable enterprise information systems. This incorporates the features of an expert system in providing the customer or end user with maximum encapsulation of technical data and much improved decision-making capabilities within the system. The developed "Machining Expert" for handling nontraditional machining (NTM) data can also be extended with suitable design extensions to handle business logic by interacting with the end user.

Bo Yan, Yiyun Chen, Guangwen Huang [14] introduces the main content and operation flow of the tax management information system as well as main functions of its subsystems. Then we describe the general structure and technical implementation strategy of the application system. The tax management information system can improve the taxation service, reduce the taxation cost, and provide reliable reference for macro-economic decisions.

Weijian Huang; Hua Zhao; Liang Huang; Wei Du [15] showed that the management information system offers the service platform to improve the efficiency of logistics. Four major functionality of logistical management information system is illustrated in this paper such as integrated principle, level principle, structure principle, relevant principle and purpose principle. The architecture of management information system illustrates the major parts of the system such as user interface, server interface and applicable database system. The management information system is widely used in the logistics area and it improves the efficiency of logistical activities. It will be more and more advance and widely using in the logistics.

## II. MANAGEMENT INFORMATION SYSTEM

The MIS is an integrated user-machine system for providing information to support operations, management and decision making functions in an organization. The system utilizes computer hardware and software, manual procedures, models of analysis, planning, control and decision making and a data base. MIS refers broadly to a computer-based system that provides managers with the tools for organizing, evaluating and efficiently running their departments. The main function of MIS is to get the right Information to the right person at the right place at the right time in the right form at the right cost.

MIS is a system having a combination of persons, machines, procedures and data base as its elements, which gather data from the intra and extra sources of an organization and after processing these data supply management information to the managers in an organization to support the decision making process of the management. According to Davis Gordon B, the diagrammatic representation of the concept of MIS can be shown in figure-1. Functional Uses of MIS is to enhance the Quality of our operations, Quality of our services and we achieve efficiency, transparency and Speedy Decision making. The term MIS is composed of three elements viz. Management, Information and System. In order to understand the concept of MIS, let us describe these components separately.

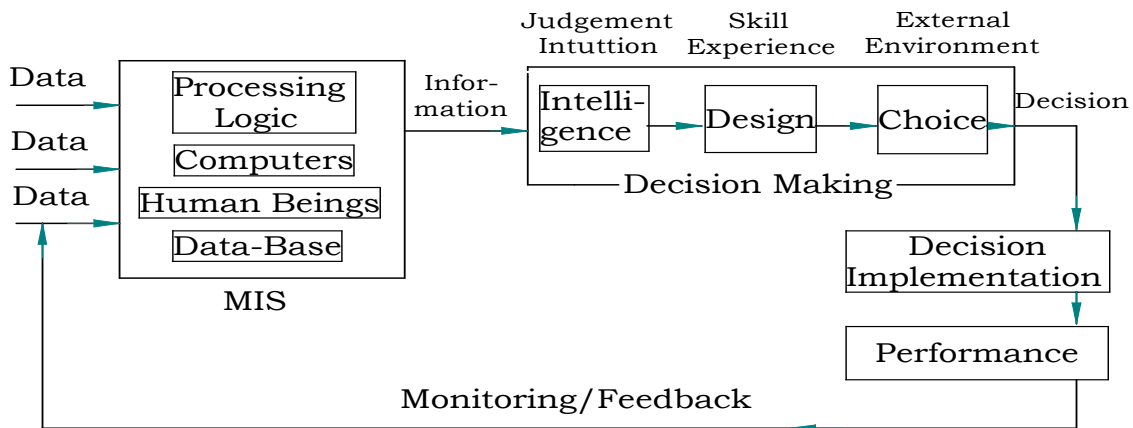


Fig 1. The Concept of MIS

**A. Management**

It is the process of getting things done through and with people. A manager in an organization gets the thing done by performing five basic functions such as planning, organizing, staffing, directing and controlling. To perform above functions, a manager has to take a variety of decisions. Thus, decision making is a fundamental pre-requisite for each of the foregoing process. Whatever a manager does, he does it through decision making. In brief decision making is the essence of management. Robert B Anthony described three levels of business activities carried out in operating an organization as shown in figure-2.

1. Operational Control (Operating Management).
2. Management Control (Middle Management).
3. Strategic Planning (Top Management).



Fig2. Management Hierarchy

The first level strategic planning processes determines what markets or businesses the company should be in at present or plant to be in the near future. The next level, management control includes processes or functions that facilitate the management of those processes delegated to the operational control level. The bottom level, operational control indicates processes performed to control the basic product or services produced by the company. It is concerned with individual tasks or transactions, such as procurement or raw material as per prescribed quantity and quality, selling of products to specific customers.

**B. Information**

The word information is a processed data, useful or relevant data, data with surprise value, data which is useful in the decision making process. Information is a concept unique with reference to its receiver, i.e. the same data may convey different meaning (information) to different people. Information contains an element or surprise, reduces



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uncertainty and triggers off action. The relation of data to information is that of raw material to finished product. Quality of information is determined by the way it is used.

Decisions are often made with incomplete information such as Needed information is not available, Getting needed information is costly/time consuming, No knowledge about availability of information, Information is not available in the needed form.

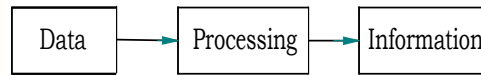


Fig 3. Relationship of Data and Information

The need of Information is to ensure effective and efficient decision-making leading to prosperity of the Organization. Different levels of management utilize different types of information as the three levels of management perform different functions in an organization. The characteristics of information, which are important for evaluation of MIS effectiveness and are relevant for an analysis of information of Managers at different levels are Timeliness, Accuracy, Relevance, Up to datedness, Adequacy, No overloading, Format, Clarity, No Duplication, Explicitness, Exception Based Reporting etc.

C. System

A system is set of elements joined together to achieve common objectives i.e. group of elements organized with a purpose. The systems often have multiple goals. The systems can be either probabilistic or deterministic in nature. The Physical systems can be classified as Natural (Human Body) and Artificial (Information system). The systems may be open or closed, the closed systems can be standalone with no connection with other systems and open systems interface and interact with other systems.

The system utilizes computer hardware and software, manual procedures, management and decision models and database. A system is made up of sub-system, which may be composed to further sub-system. Sub-systems send and receive data form each other. Figure 4 shows the business organization and its sub-systems.

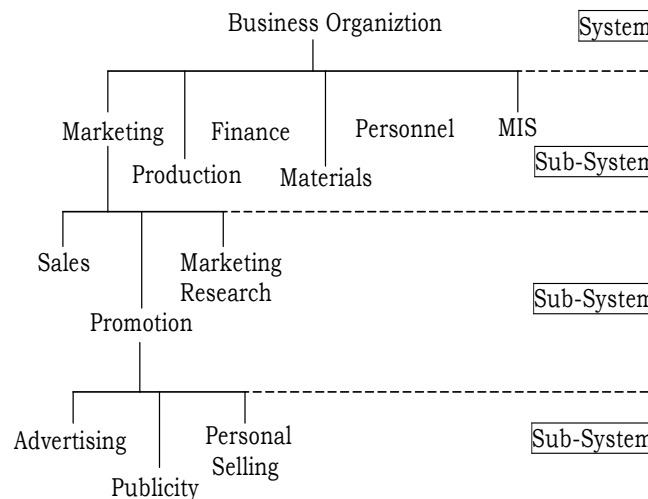


Fig 4. Business Organization as a System

D. Role of MIS in Organization

The role of the MIS in an organization can be compared to the role of heart in the body. The information is the blood and MIS is the heart. In the body the heart plays the role of supplying pure blood to all the elements of the body including the brain. The heart works faster and supplies more blood when needed. It regulates and controls the incoming impure blood, processes it and sends it to the destination in the quantity needed. The MIS plays exactly the same role in the organization. The system ensures that an appropriate data is collected from the various sources, processed and sent further to all the needy destinations. The system is expected to fulfill the information needs of an individual, a group of individuals, the management functionaries i.e. managers and top management.



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The MIS satisfies the diverse needs through a variety of systems such as Query Systems, Analysis Systems, Modeling Systems and Decision Support Systems. The MIS helps in Strategic Planning, Management Control, Operational Control, and Transaction Processing. The MIS helps the top management in goal setting, strategic planning and evolving the business plans and their implementation. The MIS helps the middle management in short term planning, target setting and controlling the business functions. The MIS plays a role of information generation, communication, problem identification and helps in the process of decision making. The MIS therefore, plays a vital role in the management, administration and operations of an organization.

#### *E. Benefits of MIS in Organization*

- Improves organization's effectiveness
- Ensures efficient & effective use of resources.
- Ensures proactive management of business
- Builds management competence through Information and Knowledge databases to face the competition.
- Helps to build a learning organization.

#### *F. Challenges of MIS in Organization*

- Strategic Business Challenge (What complementary assets are needed to use information technology effectively?)
- Globalization Challenge (How can firms understand the business and system requirements of a global economic environment?)
- Information technology Infrastructure Challenge (How can organizations develop an information technology infrastructure that can support their goals when business condition and technologies are changing so rapidly?)
- Information System Investment Challenge (How can organizations obtain business value from their information systems?)
- Ethics and Security: The responsibility and control challenge (How can organizations ensure that their information systems are used in an ethically and socially responsible manner?)
- Workforce downsizing.
- Information overload.
- Employee mistrust.
- Difficult to built.
- Security breaches.

### **III. RESEARCH METHODOLOGY USED TO COMPARE USAGE OF MIS IN MEDIUM SCALE AND LARGE SCALE ORGANIZATIONS**

Basically, an organization is group of people organized to accomplish an overall goal. Organizations can range in size from two people to hundreds of thousands. Organizations have an overall goal (or mission) which is usually subdivided into various other goals (often called strategic goals) that, in total, will achieve the overall goal of the organization. It takes resources from the environment and processes them to produce outputs."Organization" is understood as planned, coordinated and purposeful action of human beings in order to construct or compile a common tangible or intangible product or service. An organization is stable, formal, social structure that takes resources from the environment and processes them to produce outputs. Capital and labor are primary production factors provided by the environment. Organizations have various attributes which distinguish them from each other. No two organizations are similar in all respects. There have to have certain distinctive lines keeping them unique from each other. Information requirements keep varying in accordance with Size of organization, Its structure, The Culture it follows, Decision Making Structures etc.

The objective of the study is to compare the acceptance and usage of Management Information System in medium scale and large scale organizations. Around 120 organizations consisting of 80 medium scale and 40 large scale organizations were selected for the purpose of this study. These organizations were selected based on various parameters such as number of employees working, total turnover, production rate, number of shifts the company runs etc. The industries which are selected for the study include production industry, process industry and service industry. The study is exclusively based on the primary data collected through a sample survey. Main emphasis was laid to understand Management Information System usage and factors which affects its use. The population of the



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study comprised of Chief Executive, Industrialists, General Managers, line supervisors, engineers etc., of various organizations.

To achieve the objective of the study, the data was collected through a structured and pre-tested questionnaire. The questionnaire was prepared on the basis of review of literature and many discussions with professionals, consultants and experienced academicians. All the selected respondents were personally contacted to get the questionnaire filled. The responses were collected on five point liker type scale ranging from strongly agree to strongly disagree (1.Strongly Agree, 2.Agree, 3.Neutral, 4.Disagree and 5.Strongly Disagree).

After the data collection was over, the scoring was done by assigning a numerical value of 5 to the most favorable Strongly Agree position on the scale, 4 to the next most favorable Agree, 3 to the Neutral, 2 to the Disagree and 1 to the Strongly Disagree. Thus all the responses obtained were converted in quantitative data, which were further subjected to tabulation, analysis and interpretations.

TABLE I. USAGE OF MIS MEDIUM SCALE AND LARGE SCALE ORGANIZATIONS

Usage of MIS	Medium Scale Organizations			Large Scale Organizations		
	Yes (%)	No (%)	Total (%)	Yes (%)	No (%)	Total (%)
	54 (67.5)	26 (32.5)	80	36 (90)	4 (10)	40

The percentage usage of MIS, in 80 medium scale organizations is shown in Figure-5.

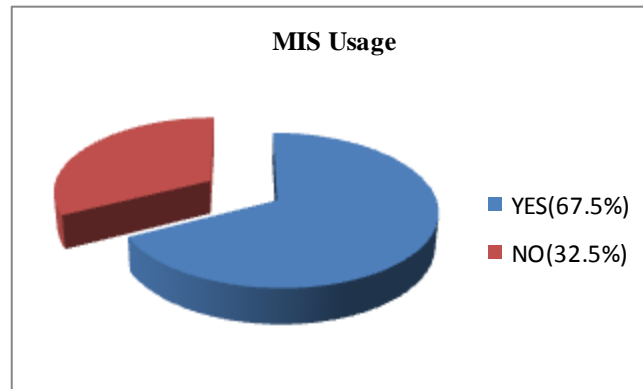


Fig 5. Usage of MIS in Medium Scale Organization

The percentage usage of MIS in 40 large scale organizations is shown in Figure-6.

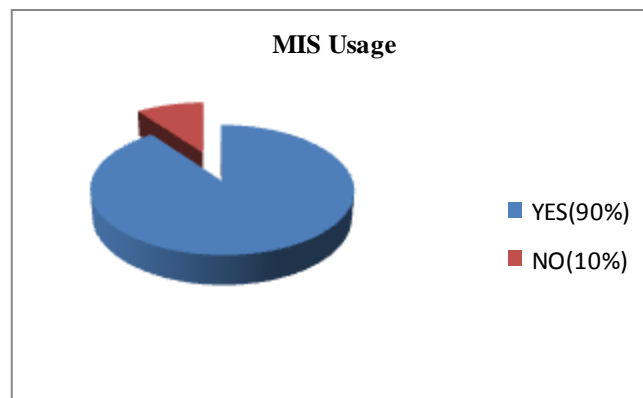


Fig 6. Usage of MIS in Large Scale Industries



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IV. RESULTS AND DISCUSSIONS OF THE SURVEY CONDUCTED

A. Analysis of the Survey

An analysis of Table-I reveals that only 54 organizations out of 80 organizations (67.5%) in medium scale units were found making using MIS for supporting decision making process. Whereas as many as 36 organizations out of 40 organizations (90%) in the large scale units were found making uses of MIS for supporting decision making process. So by comparison, it is noticed that the usage of MIS in large sale organizations more than that of medium scale organizations.

To find out the possible reasons for not making use of MIS in those organizations, the respondents were requested to provide a feedback on various parameters which could be possible reason for non-use of MIS in their respective organizations. The questionnaire was prepared on the basis of review of literature and many discussions with professionals, consultants and experienced academicians. As per the Table-I, 54 organizations out of 80 in medium scale units and 36 organizations out of 40 in large scale units are not making use of MIS. So we have collected feedback from 5 respondents of these organizations for the questionnaire supplied by us. After collecting the feedback, the average and standard deviation is calculated for each reason for non–use of MIS. The responses thus obtained are analyzed and the results are tabulated in Table-II for medium scale and large scale organizations.

TABLE II. RESASONS FOR NON-USAGE OF MIS IN MEDIUM SCALE AND LARGE SCALE ORGANIZATIONS

Possible Reasons	Medium Scale Organizations			Large Scale Organizations		
	Ye s	No	Total	Ye s	No	Total
1. There is a computerization in our organization.	26	0	26	4	0	4
	<i>Average</i>		<i>S.D</i>	<i>Average</i>		<i>S.D</i>
2. We do not know much about potential usages of Computers.	1.77		0.18	1.50		0.25
3. Financial Constraints is a reason for non-use of Computer/MIS.	2.12		0.64	1.25		0.19
4. Trained Computer Personnel are not available.	2.08		0.61	2.00		0.50
5. MIS is too expensive to use.	2.50		0.48	2.25		0.19
6. Benefits from MIS are low.	2.85		0.51	2.25		0.69
7. I have not heard of MIS.	1.92		0.56	1.75		0.18
8. Decisions I make are mostly too simple to need a computer.	3.11		0.56	0.20		0.50
9. I usually do not have time pressure when making decisions.	3.35		0.23	1.25		0.18
10. I usually do not face “what if” questions when making a decision.	3.53		0.25	2.50		0.25

The percentage use of computers (Computerization) in the medium scale organizations which are not making use of MIS (26 organizations) is shown in Figure-7.

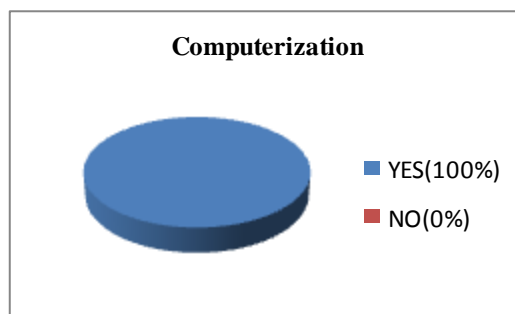


Fig 7. Computerization in Medium Scale Organizations



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The percentage use of computers (Computerization) in the large scale organizations, which are not making use of MIS (4 organizations) is shown in Figure-8.

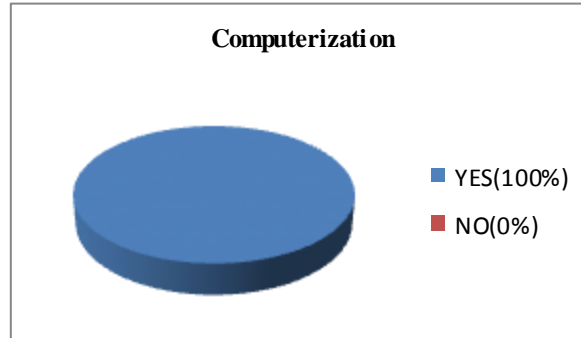


Fig 8. Computerization in Large Scale Organizations

An analysis of Table-II indicates that the various possible reason for non-use of MIS in medium scale and large scale organizations. The main reason for non-use of MIS in medium Scale organizations is limited use of computers has been attributed to unawareness of potential activities which a computer can handle and incomplete or no information about MIS, lack of awareness and benefits of MIS, inadequate training provided to employees etc.,. As tabulated in table-II the calculated values of standard deviation for each possible reason lies very close to the calculated values of average. So the deviation is not much to the average values calculated i.e. the reasons from the respondents what we have received are appropriate for the non-usage of MIS in those organizations.

#### ***B. Advises to the Management of the Organizations***

Before implementing the MIS to any industry it is necessary to study the existing system in the industry in detail, the roles played by the manager for better decisions making, to stream line the vast information system to improve the productivity of an industrial plant. Management Information System is management oriented, the designing of Management Information System takes care of the managers who meet the information requirements. Any suitable database management system is used to design the Management Information System as per the requirement of the management. The development of the system starts after deciding the management needs and keeping in view the overall objectives of the management. Once the Management Information System is developed based on the requirement, it is implemented along with the existing system for some period of time until the new system is familiar to the employees. After completely familiar with this system, the old system is stopped and new system is continued by the organization. It effective usage of MIS mainly depends on the users how best they will use the system, learn the system, adopt the system and switchover from the existing system to the new system.

In any organization, small or big a major portion of the time goes in data collection, processing, documenting and communicating it to the people. Hence a major portion of overheads goes into this kind of unproductive work in the organization. Every individual in an organization is continuously looking for some information which is needed to perform his/her task. Hence, the information is people oriented and it varies with the nature of the people in the organization. In management of almost all operational activity, the information forms a major input and as such for effective implementation of futuristic information system in overall system, it is essential to modify the existing management. Some of the common points that management should follow are

- For effective usage of MIS computerization is required.
- The employees should know potential usage of computers.
- The management should invest money to procure computers and related systems which are required.
- Proper training should be given to employees to cope up with the system.
- Proper awareness has to be created among the employees such has benefits of MIS etc.

In today's world of ever increasing complexities of business as well as management for every organization to survive and grow, must have an efficient and effective Management Information System It goes without saying that all managerial functions are performed through decision making for taking rational decisions, Management Information is essential and is procured through the Management Information System setup by the organizations. Success of an organization in achieving its predetermined goals and objectives lies in timeliness and quality, that is to say effectiveness of its MIS. In today's world of ever increasing complexities of business as well as management,





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every organization to survive and grow must have an efficient and effective MIS. An effective Management Information System supplies accurate, relevant and timely information to the manager of an organization.

#### V.CONCLUSION

As per the survey conducted reveals that comparatively MIS is not being used much by medium scale organizations and not completely in large scale organizations. In order to increase the usage of MIS in the organizations which are not making use of MIS there is a necessity to build up computer culture by properly creating awareness about potential computer applications and the benefits thereof to the employees, The management should invest money to procure computers and related systems which are required and proper training / seminars etc., should be conducted to employees to cope up with the system. This in turn, increases the usage of MIS in those organizations. In management of almost all operational activity, the information forms a major input and as such for effective implementation of futuristic information system in overall system, it is essential to modify the existing management. An effective MIS supplies accurate, relevant and timely information to the manager of an organization.

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**AUTHOR BIOGRAPHY**



**Ramachandra C G** is working in Srinivas Institute of Technology as Associate Professor in the department of Mechanical Engineering. Presently he is pursuing Ph.D degree from Visvesvaraya Technological University. He received the M-Tech degree in Maintenance Engineering from Sri Jayachamarajendra college of Engineering, Mysore under Visvesvaraya Technological University in 2002 and B.E degree in Mechanical Engineering from P.E.S College of Engineering, Mandya under Mysore University in 1998. He had presented 8 national conference and 8 international conference papers in various fields. He has published 7 international journal and 3 national journal paper in various fields. He is an active member of ISTE and IEL. He has done the project in the area of condition monitoring, maintenance management information system etc. His area of interest is Maintenance Engineering, Management Information System, Condition Monitoring and Production Engineering.



**Dr. Srinivas T R** is working in Sri Jayachamarajendra college of Engineering as Professor in the department of Industrial and Production Engineering. He received the Ph.D degree from Mysore University in 2000, M-Tech degree in Mechanical Engineering from Indian Institute of Technology, Chennai in 1990 and B.E degree in Mechanical Engineering from Sri Jayachamarajendra college of Engineering, Mysore under Mysore University in 1984. He had presented 12 national conference and 18 international conference papers in various fields. He has published 15 international journal and 10 national journal paper in various fields. He is an active member of ISTE and IEL. He has done the project in the area of Total Quality Management, Total Productive Maintenance etc. His area of interest is Total Quality Management, Management Information System and Total Productive Maintenance.



**Shruthi T S** studying 5<sup>th</sup> semester Industrial and Production Engineering in Sri Jayachamarajendra college of Engineering, Mysore. She had presented 1 national conference and 2 international conference papers in various fields. She has done the project in the area of Management Information System, Maintenance Management etc. Her area of interest is Total Quality Management, Lean Manufacturing, Management Information System and Work Study.