

Systems Management

Andrew Parkin

Principal lecturer in systems analysis and data processing
Leicester Polytechnic

TECHNISCHE HOCHSCHULE DARMSTADT	
Fachbereich 1	
<u>Gesamtbibliothek</u>	
<u>Betriebswirtschaftslehre</u>	
Inventar-Nr. :	33.630
Abstell-Nr. :	A.12/1024
Sachgebiete:	1.2.0
	1.3.5.1
	1.7.0.5



Edward Arnold

BWL TU Darmstadt



54530412

Contents

Preface	iii
Scope and readership - Acknowledgements - References	
FORWARD PLANNING	
1 Long-range planning	1
Meaning and objectives of long-range planning - Deriving organisation policies through definition of objectives - Data processing policies - Data processing policy alternatives - Answer pointers - References	
2 Medium-range planning	11
Identifying DP opportunities - Project selection - Project initiation - Answer pointers - Reference	
FEASIBILITY STUDIES	
3 Conduct of feasibility studies	18
Objectives of the feasibility study - Composition of the study team - Terms of reference - Preparation of the study team - Team targets - Answer pointers	
4 Utility analysis	27
Two-goal indifference curve - MOE normalisation: scores and weights - Multiple goals - Group goals and the MBO methodology - Answer pointers - References	
5 Net Present Value	36
Financial cost-benefit analysis - Money as a MOE - Net Present Value - Discussion case - Answer pointers	
6 Evaluation facts	43
Costing - Attributes of formal messages and DP systems - Side-effects - Risk - Answer pointers - References	
7 Money value of message attributes	57
Expert's guess - Analytical example 1: stock control - Analytical example 2: revision of probabilities - Answer pointers - Reference	
PROJECT PLANNING AND CONTROL	
8 Project failures and pitfalls	70
Causes of failure - Lack of planning and control - Lack of participation - Lack of management - Answer pointers - References	

viii CONTENTS

9 Project phases and plans	80
Project control phases - The deliverables and control information -	
Checkpoints and plans - Answer pointers	

10 Estimating	87
Task identification - Estimation - Internal consistency - Elapsed time and contingencies - Answer pointers - References	

11 Scheduling	97
Network analysis - Drawing up a network - Uncertain activity durations - Bar chart - Answer pointers	

12 Project control	108
Monitoring - The Status Index - Taking corrective action - Answer pointers - Reference	

PERSONNEL MANAGEMENT

13 Personnel recruitment and selection	116
Recruitment linked to training - Job description - Search - Selection - Aptitude tests - Answer pointers - References	

14 Performance planning and appraisal	126
Performance planning - Agreeing objectives - Performance appraisal - Answer pointers - Reference	

15 Staff development, training and organisation	132
Planned development - Training - Organisation - Answer pointers - References	

CASE STUDIES

16 Case studies	137
Introduction - The Long-Term Project - The Consultant's Visit - Participation I - Participation II - Introducing Documentation at Inert Sludge Ltd - The Idle Programmers - The Indispensable Programmer - Open Door - Methods - Alpha Standards	

Glossary	145
-----------------	------------

Annotated bibliography	149
-------------------------------	------------

Index	166
--------------	------------