

# Module IV

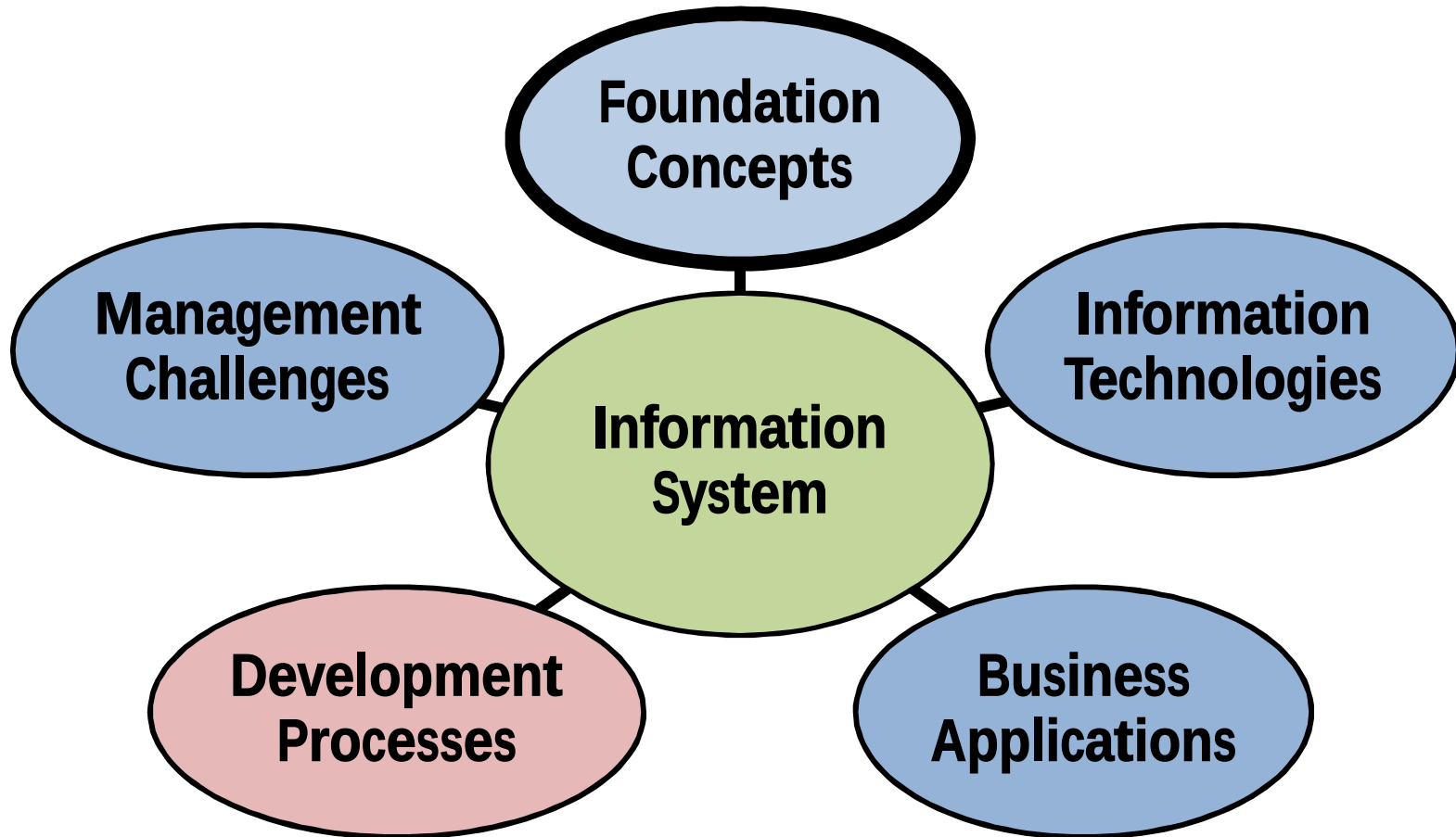
## Development Processes



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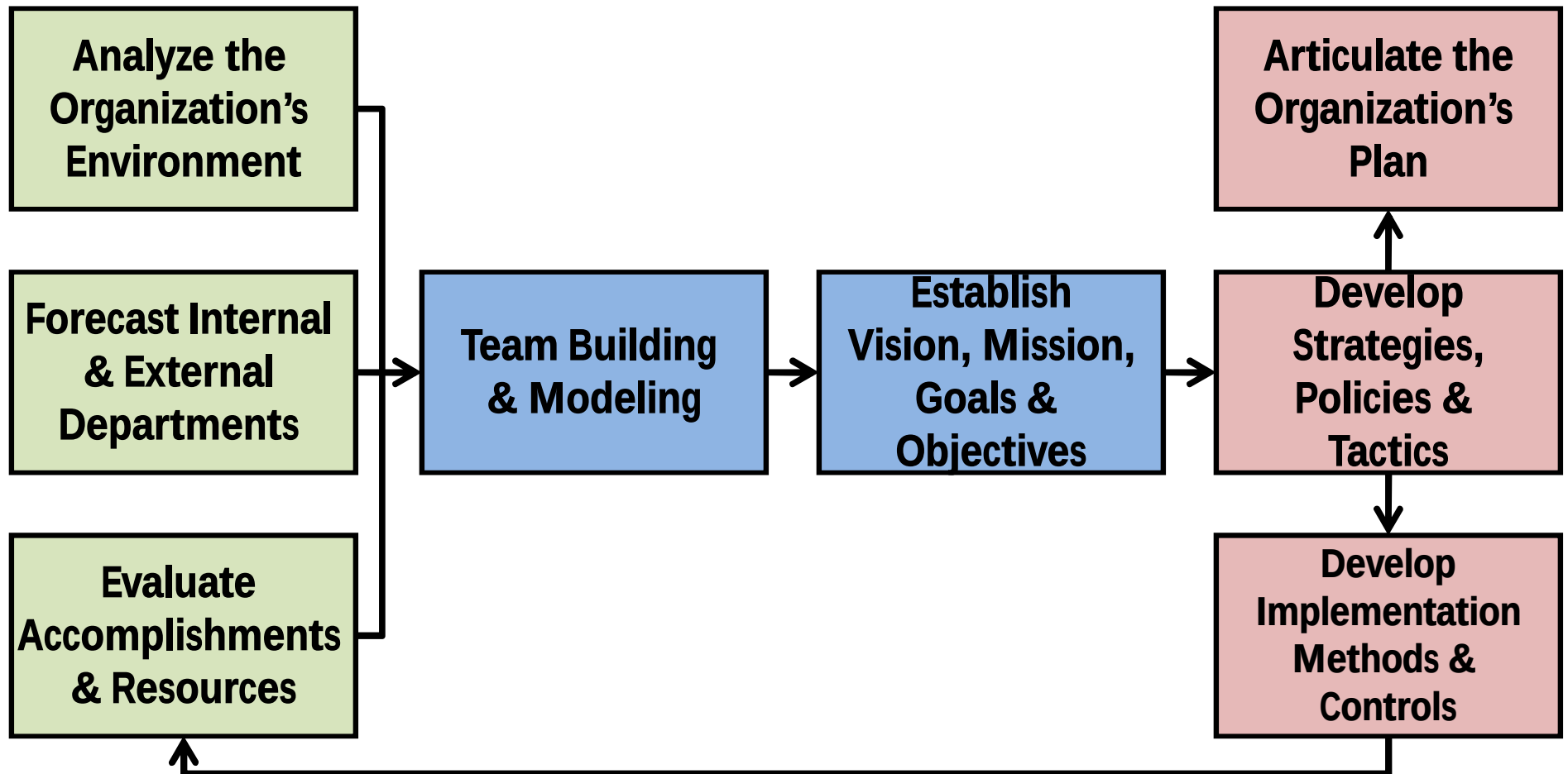
# IS Knowledge Framework for Business Professionals



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# Organizational Planning



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# Organizational Planning Methodologies

- Scenario Approach
- Planning for Competitive Advantage



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# Scenario Approach

Scenario approach to Strategic IS Planning,  
teams of business and IS managers **create**  
and **evaluate** a **variety** of **business**  
**scenarios**.



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# Planning for Competitive Advantage

Following models can be used in a strategic planning

- **Competitive Forces** (competitors, customers, suppliers, new entrants and substitutes)
- **Competitive Strategies** (cost leadership, differentiation, growth, innovation and alliances)
- **Value Chain**



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# Strategic Opportunities Matrix

Helps to evaluate the strategic risk/payoff potential of proposed business/IT opportunities

|                                             |      |                                                    |                                                       |
|---------------------------------------------|------|----------------------------------------------------|-------------------------------------------------------|
| <b>Strategic<br/>Business<br/>Potential</b> | High | <b>High Risk<br/>High Payoff<br/>Opportunities</b> | <b>High Success<br/>High Payoff<br/>Opportunities</b> |
|                                             | Low  | <b>High Risk<br/>Low Payoff<br/>Opportunities</b>  | <b>Safe, but<br/>Low Payoff<br/>Opportunities</b>     |
|                                             |      | Low                                                | High                                                  |
|                                             |      | <b>Firm's Ability to Deliver with IT</b>           |                                                       |



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# Business Models

- A business model is a **conceptual framework** that **expresses** the underlying **economic logic** and **system** that prove **how a business** can **deliver value** to **customers** at an **appropriate cost** and **make money**.
- Components of business model are: **Customer value**, **Scope**, **Pricing**, **Revenue source**, **Connected activities**, **Implementation**, **Capabilities**, **Sustainability**



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# E-Business Models

| Components of Business Model | Questions Specific to E-Business Models                                                                                                                                                     |
|------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Customer Value               | What is it about Internet technologies that allows your firm to offer its customers something distinctive? Can Internet technologies allow you to solve a new set of problems for customers |
| Scope                        | What is the scope of customers that Internet technologies enable your firm to reach? Does the Internet alter the product/service mix that embodies the firm's products?                     |
| Pricing                      | How does the Internet make pricing different?                                                                                                                                               |



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# E-Business Models

| Components of Business Model | Questions Specific to E-Business Models                                                                                                                   |
|------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------|
| Revenue Source               | Are revenue sources different with the Internet?<br>What is new?                                                                                          |
| Connected Activities         | How many new activities must be performed as a result of the Internet? How much better can Internet technologies help you to perform existing activities? |
| Implementation               | How do Internet technologies affect the strategy, structure, systems, people and environment of the firm?                                                 |



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# E-Business Models

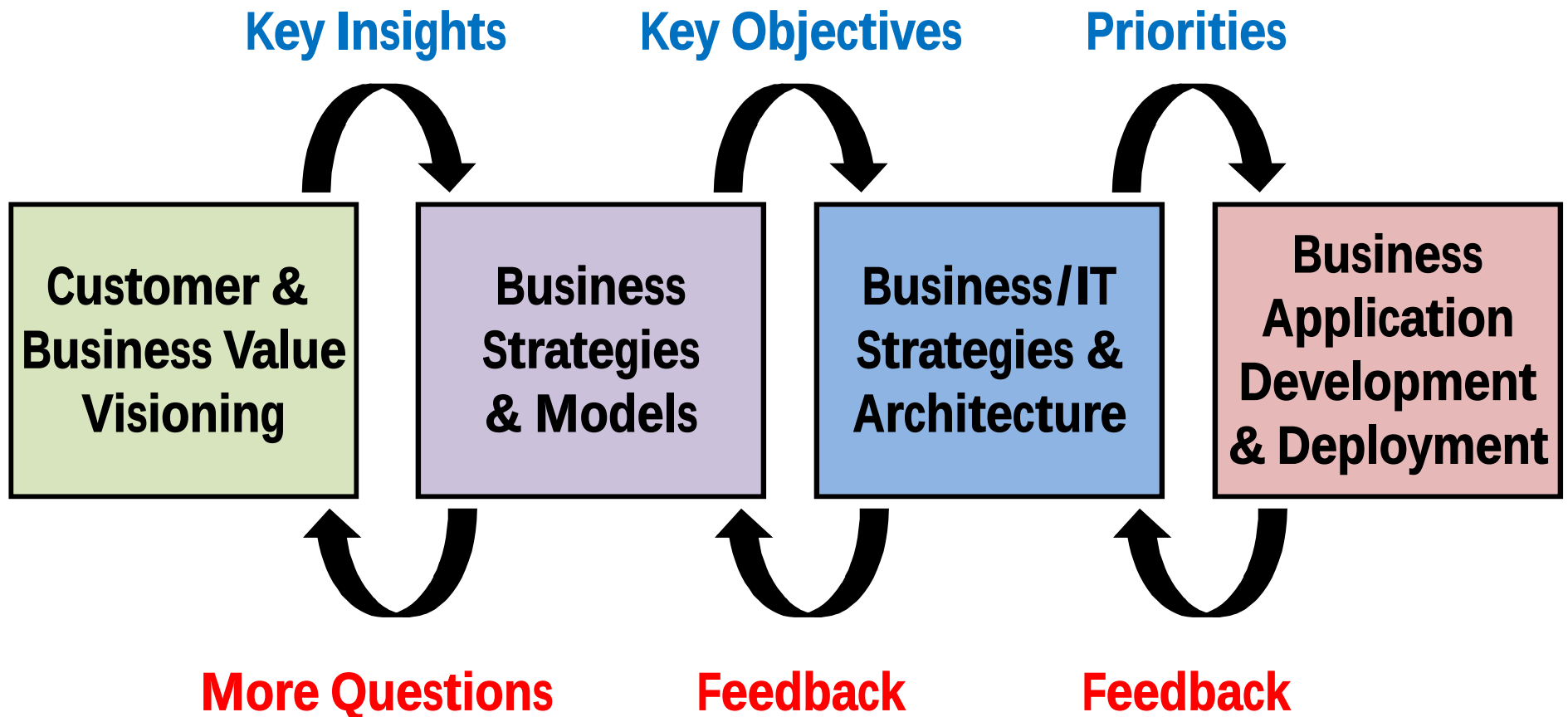
| Components of Business Model | Questions Specific to E-Business Models                                                                        |
|------------------------------|----------------------------------------------------------------------------------------------------------------|
| Capabilities                 | What new capabilities do you need? What is the impact of Internet technologies on existing capabilities?       |
| Sustainability               | Do Internet technologies make sustainability easier or more difficult? How can your firm take advantage of it? |



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# Business/IT Planning



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# Business/IT Planning

## Strategy Development

- Developing business strategies that support a company's business vision.

## Resource Management

- Developing strategies plan for managing or outsourcing a company's IT resources, including IS personnel, HW, SW, data and network resources

## Technology Architecture

- Making strategic IT choices that reflect an IT architecture designed to support a company's business initiatives



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# IT Architecture

It s a **conceptual design** or **blueprint**, that includes the following major components:

- Technology Platform
- Data Resources
- Applications Architecture
- IT Organizations



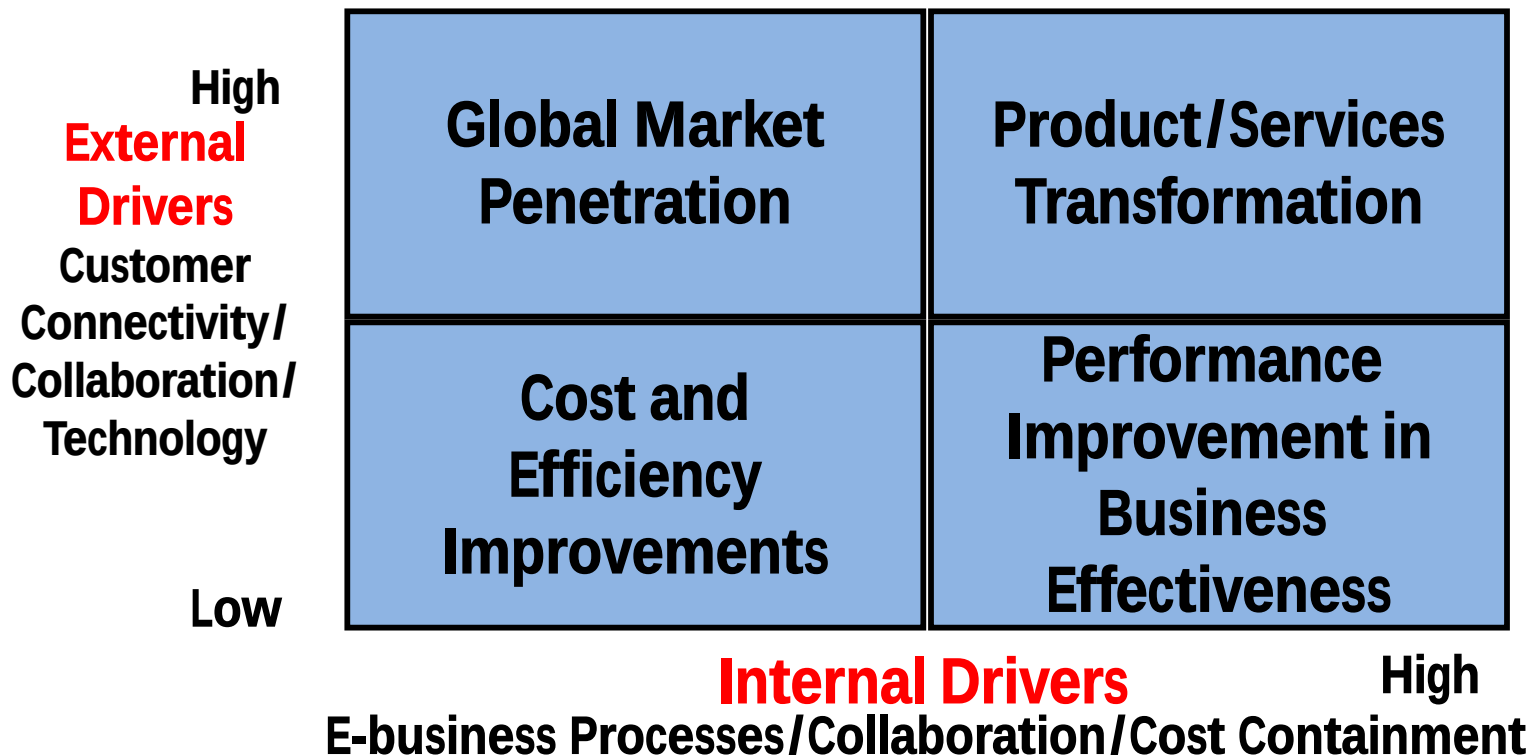
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# Identifying Business/IT Strategies

Strategic Positioning Matrix:

Helps a company optimize the strategic impact of Internet technologies for e-business and commerce applications.

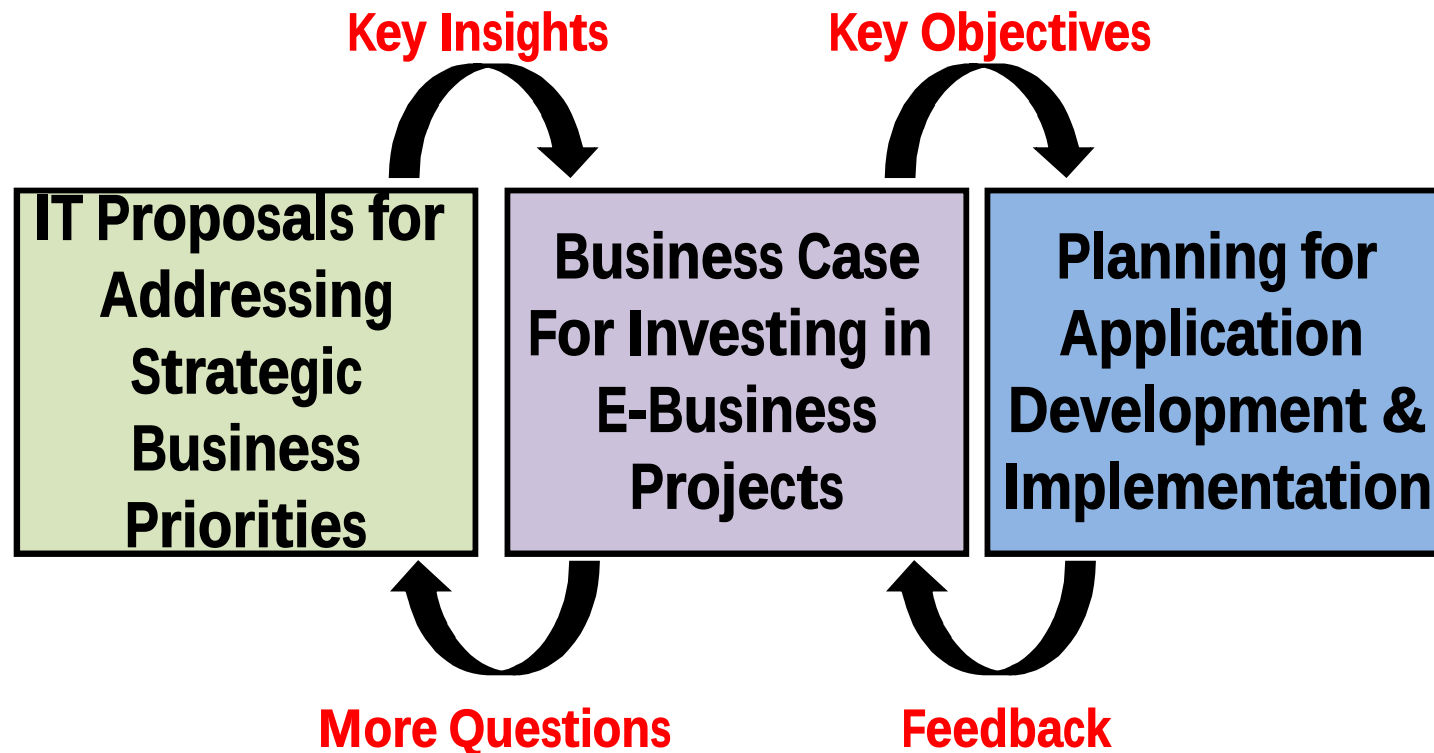


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# Business Application Planning

Business application planning process begins after the strategic phase of business/IT planning has occurred.



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# Implementation Challenges

- Implementing Information Technology
- End User Resistance and Involvement
- Change Management



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# Implementation

- Implementation is **doing** what you **planned to do**
- As a process that carries out the plans for changes in business/IT strategies and applications



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# System Implementation

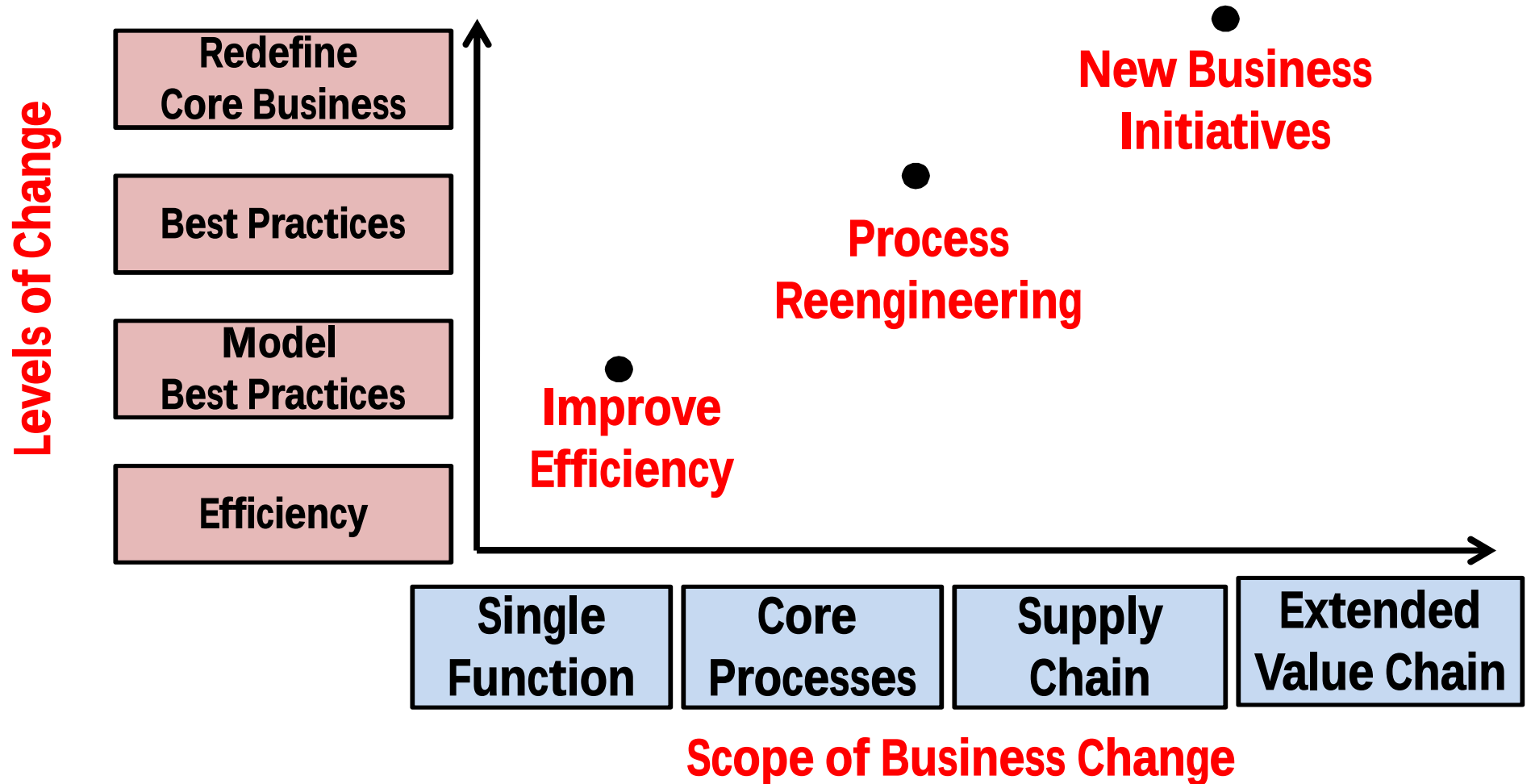
- Hardware and software acquisition
- Software development
- Testing of programs and procedures
- Conversion of data resources
- Conversion alternatives
- Education and training of end users and specialists who will operate a new system



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# Introducing Change through IT



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# End User Resistance and Involvement

The implementation of new work support technologies can generate fear and resistance to change in employees.

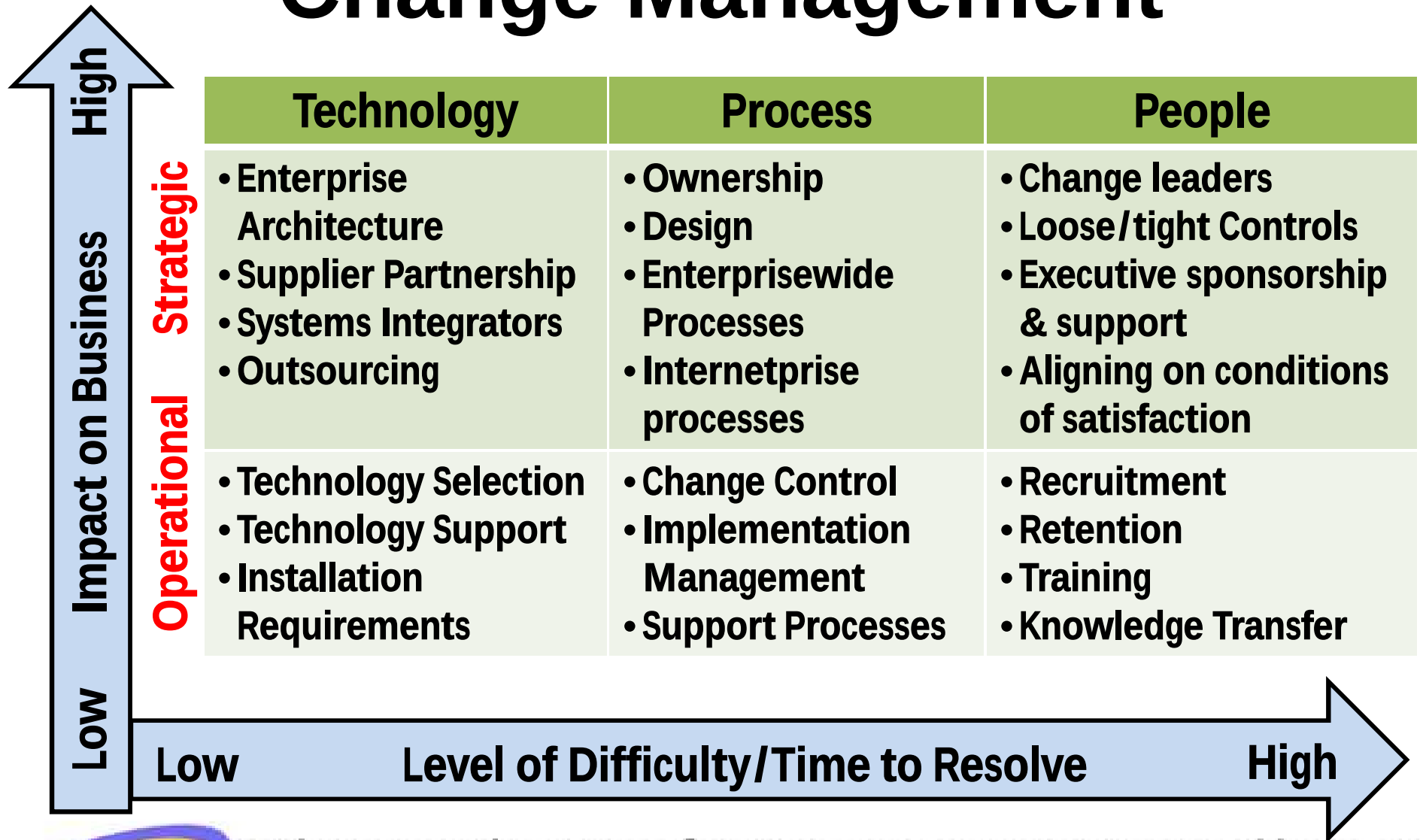
- **Proper education and training** reduce end user resistance to new information technologies
- Even more important is **end user involvement** in organizational changes and in the development of new information systems



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# Change Management



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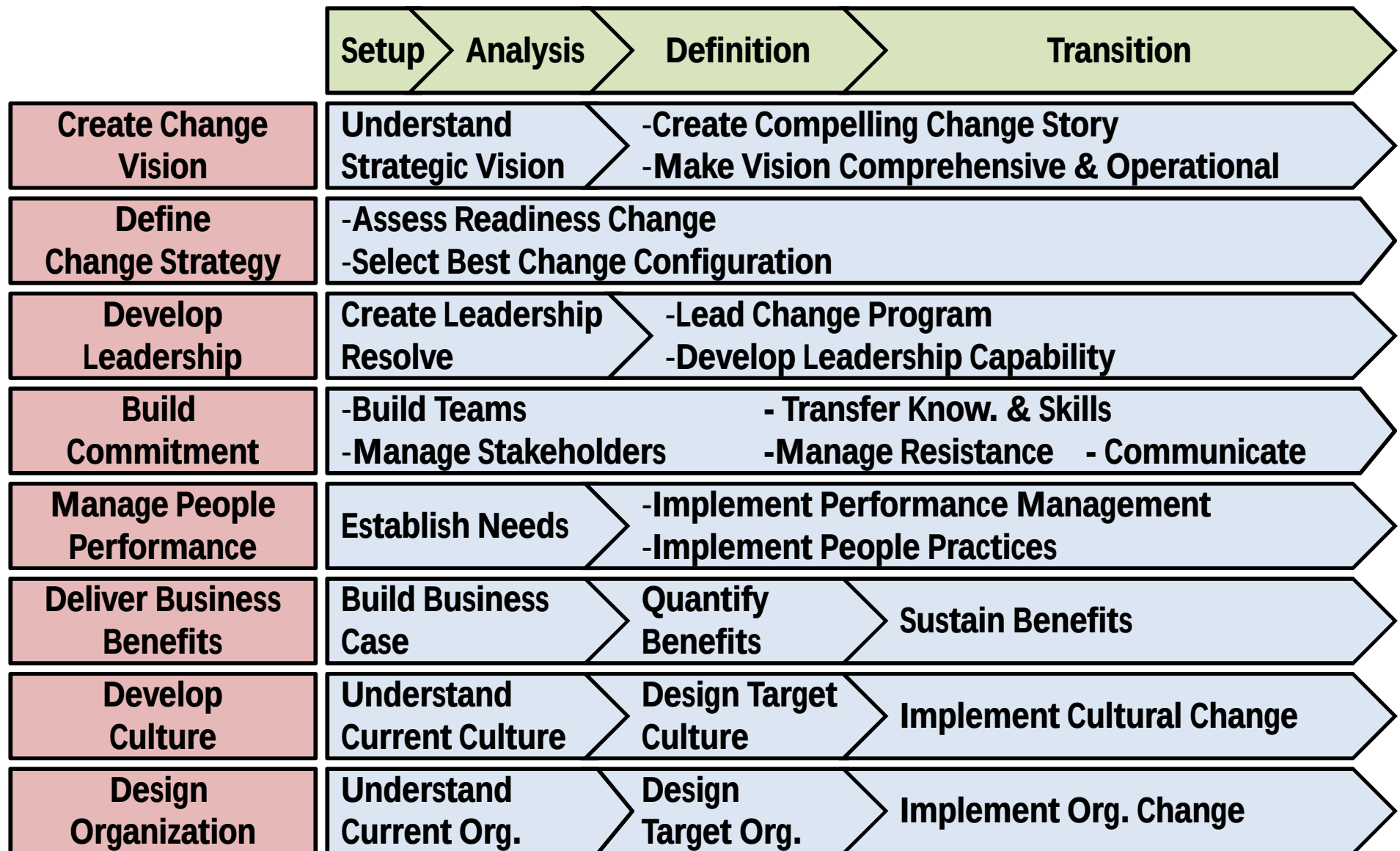
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# Change Management Process



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# IS Development

## The Systems Approach

- The Systems Approach to problem solving uses a systems orientation to **define problems** and **opportunities** and **develop solutions**.



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# IS Development

Analyzing a problem and formulating a solution involve the following activities.

1. Recognize and define a problem or opportunity using systems thinking
2. Develop and evaluate alternative system solutions
3. Select the system solution that best meets your requirements
4. Design the selected system solution
5. Implement and evaluate the success of the designed system



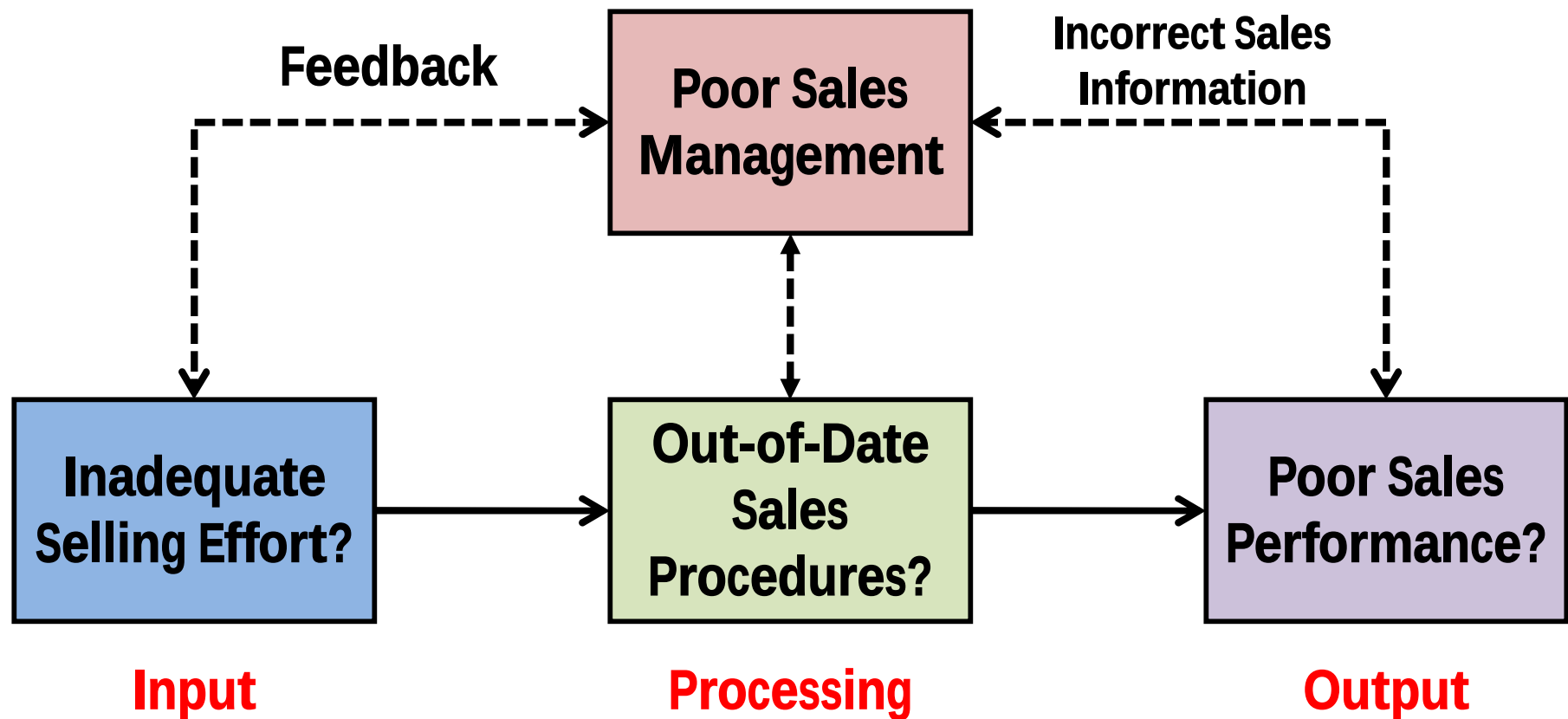
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# System Thinking

## Example

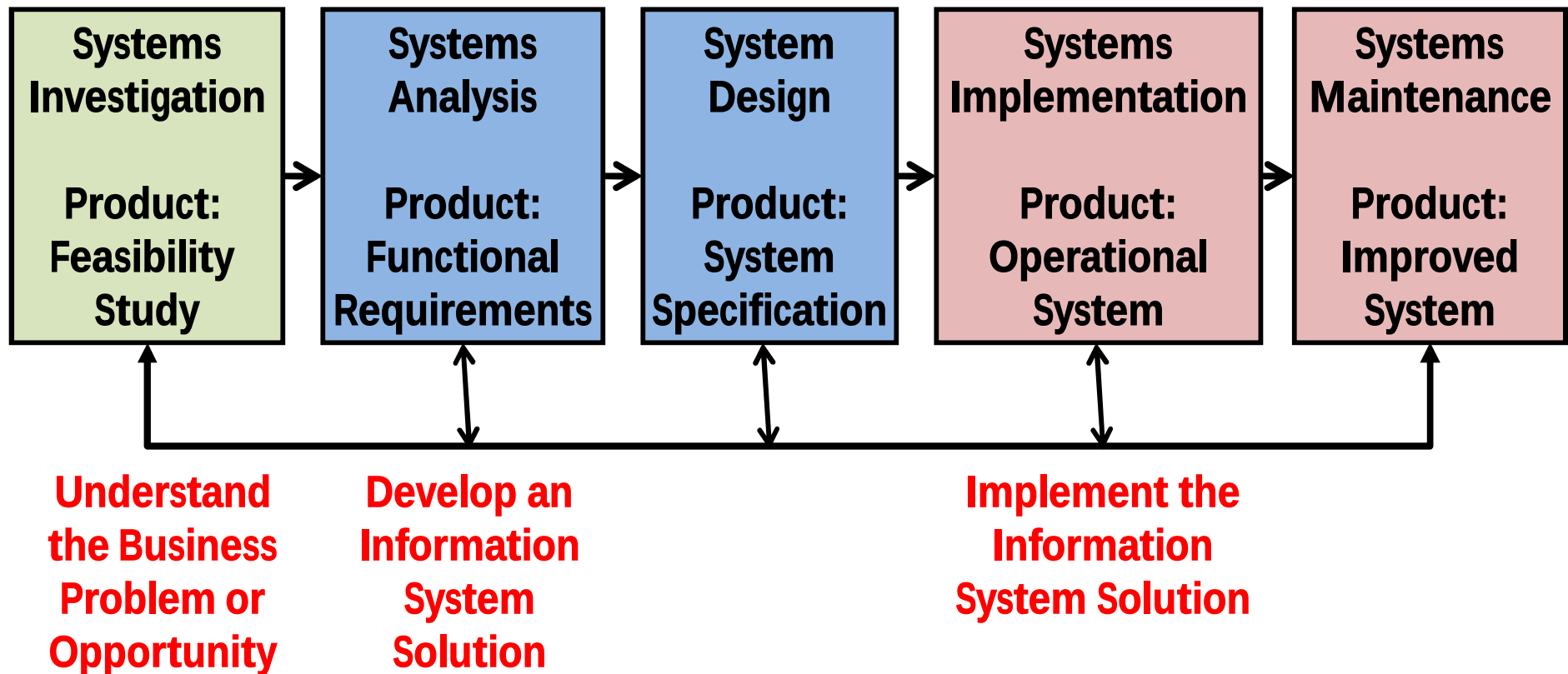
**Control**



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# System Development Life Cycle



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# Prototyping

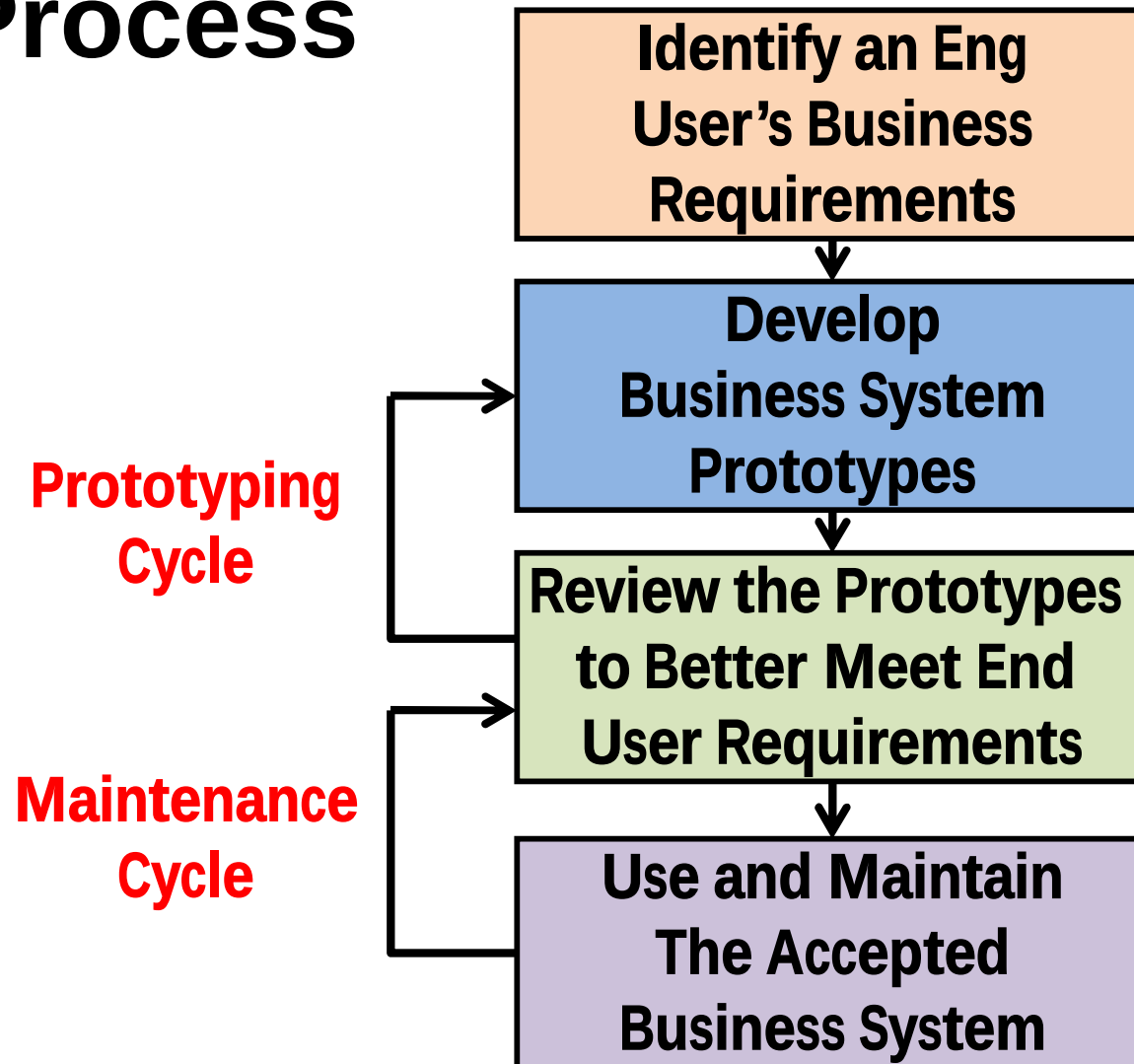
- The **rapid development** and **testing** of **working models**
- Used in design phase
- Especially useful when end user requirements are hard to define



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# Prototyping Process



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# Systems Development Process

- Do we have business **opportunities**?
- What are our business **priorities**?
- How can **IT provide** information systems **solutions** that address our business priorities?



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# Feasibility Study

A **preliminary study** where the information needs of prospective users the **resource requirements**, **costs**, **benefits**, and feasibility of a proposed project are **determined**



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# Feasibility Categories

- Organizational Feasibility
- Economic Feasibility
- Technical Feasibility
- Operational Feasibility
  
- Human Factors Feasibility
- Legal/Political Feasibility



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# Feasibility Categories

| Organizational Feasibility                                                                                                          | Economic Feasibility                                                                                                                                               |
|-------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"><li>• How well the proposed system supports the business priorities of the organization</li></ul> | <ul style="list-style-type: none"><li>• Cost Savings</li><li>• Increased Revenue</li><li>• Decreased Investment Requirements</li><li>• Increased Profits</li></ul> |
| Technical Feasibility                                                                                                               | Operational Feasibility                                                                                                                                            |
| <ul style="list-style-type: none"><li>• Hardware, software and network capability, reliability and availability</li></ul>           | <ul style="list-style-type: none"><li>• Employee, customer, supplier acceptance</li><li>• Management support</li><li>• Government or other requirements</li></ul>  |



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# Cost/Benefit Analysis

- **Tangible** costs and benefits can be quantified with a high degree of certainty
  - Example: decrease in operating costs
- **Intangible** costs and benefits are harder to estimate
  - Example: improved customer service



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# E-Commerce Business Feasibility Study Example

| <b>Organizational Feasibility</b>                                                                                                                                         | <b>Economic Feasibility</b>                                                                                                                                                         |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"><li>• How well a proposed e-commerce fits the company's plans for developing Web-based sales, marketing and financial systems</li></ul> | <ul style="list-style-type: none"><li>• Savings the labor costs</li><li>• Increased sales revenue</li><li>• Decreased investment in inventory</li><li>• Increased profits</li></ul> |
| <b>Technical Feasibility</b>                                                                                                                                              | <b>Operational Feasibility</b>                                                                                                                                                      |
| <ul style="list-style-type: none"><li>• Capability, reliability and availability of Web store hardware software and management services</li></ul>                         | <ul style="list-style-type: none"><li>• Acceptance of employees</li><li>• Management support</li><li>• Customer and supplier acceptance</li></ul>                                   |



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# Human Factors Feasibility

- Assess
  - Employee, customer, supplier acceptance
  - Management support
  - The right people for the various new or revised roles



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# Legal/Political Feasibility

- Assess
  - Possible patent or copyright violations
  - Software licensing for developer side only
  - Governmental restrictions
  - Changes to existing reporting structure



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# Systems Analysis

- An **in-depth study** of end user information needs
- That produces **functional requirements** that are used as the basis for the design of a new information system



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# Systems Analysis

- Detailed study of
  - The information needs of a company and end users.
  - The activities, resources, and products of one or more of the present information systems being used.
  - The information system capabilities required to meet information needs of users and stakeholders
- End users are important members of the development team



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# Organizational Analysis

- Study of the organization including:
  - Management Structure
  - People
  - Business Activities
  - Environmental Systems
  - Current Information Systems
    - Document input, processing, output, storage and control



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# Logical Analysis

- Analysis of the **Present System**
- Construction of a logical model of the current system
- **Logical model**
  - A blueprint of what the current system does



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# Functional Requirements Analysis & Determination

- Determine **specific** business information needs
  1. Determine what type of information each business activity requires.
  2. Determine the information processing each system activity is needed to meet these needs.



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# Functional Requirements

- End user information requirements that are not tied to the hardware, software, network, data, and people resources that end users presently use or might use in the new system
- *What* the system must do
- Functional Requirement categories
  - User Interface
  - Processing
  - Storage
  - Control



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# Systems Design

- Modify the logical model until it represents a blueprint for what the new system will do
- Physical design:
  - How the system will accomplish its objectives



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# Systems Design

**User Interface  
Design**

**Screen, Form,  
Report and Dialog  
Design**

**Data  
Design**

**Data Element  
Structure Design**

**Process  
Design**

**Program and  
Procedure  
Design**

**System Design**



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# User Interface Design

- Focuses on supporting the interactions between end users and their computer-based applications
- Frequently prototype the user interface



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# System Specifications

- Formalize design of
  - User interface methods
  - Products
  - Database structures
  - Processing
  - Control procedures
- Specifications for hardware, software, network, data, and personnel



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# End User Development

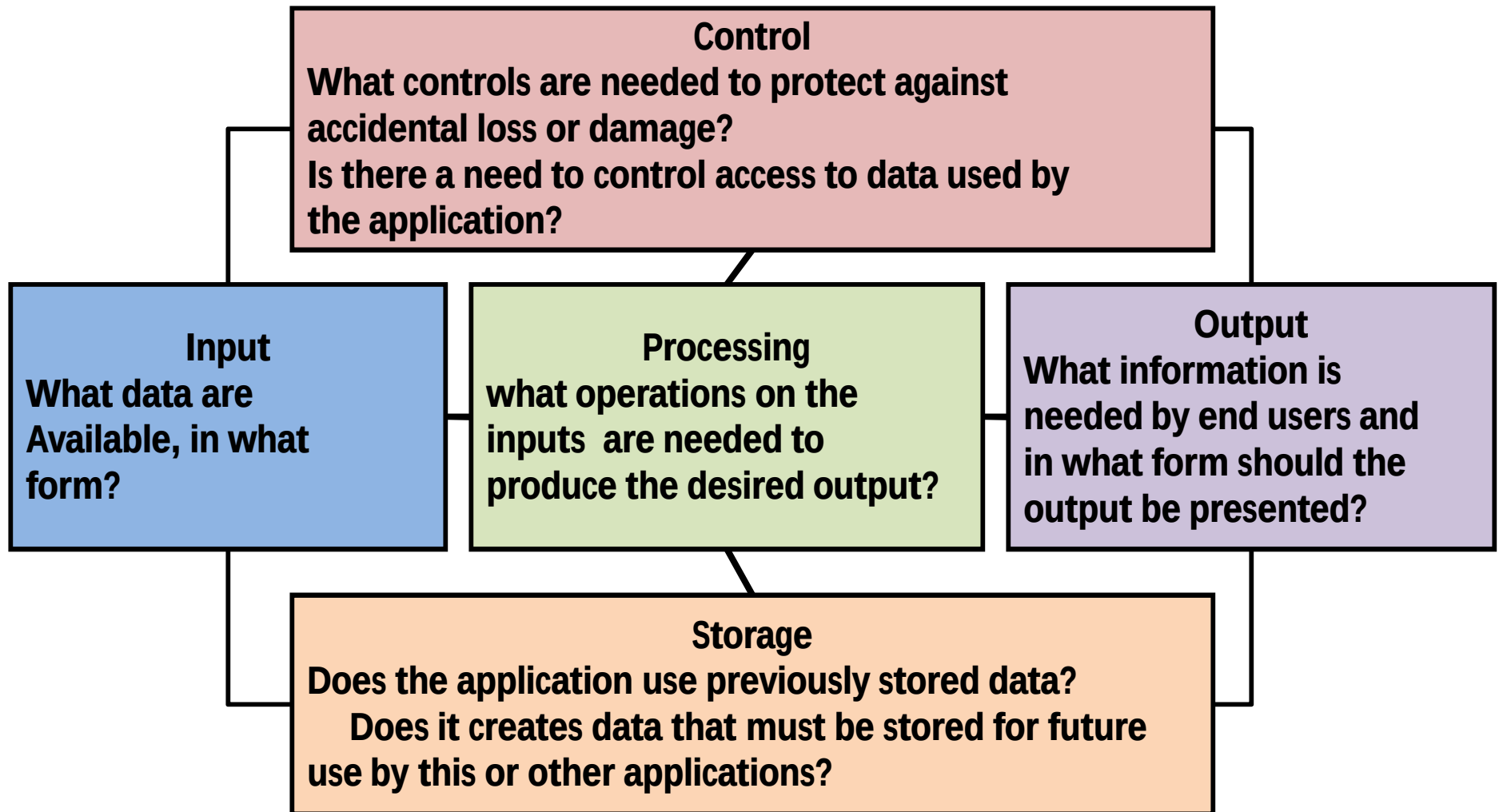
- IS professional plays a consulting role
- End user does his/her own application development
- Contrast in traditional life cycle:
  - End user is customer
  - IS profession does development



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# End User Development



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# Evaluating Hardware, Software & Services

- Must acquire hardware, software
- Companies may ask suppliers to present bids and proposals
- May score different products
  - Determine evaluation factors
  - Assign each product points on each factor
  - May require **benchmark** tests
    - Simulate processing of task and evaluates the performance



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# Hardware Evaluation Factors

- Performance
- Cost
- Reliability
- Compatibility
- Technology
- Ergonomics
- Connectivity
- Scalability
- Software
- Support



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# Software Evaluation Factors

- Quality
- Efficiency
- Flexibility
- Security
- Connectivity
- Maintenance
- Documentation
- Hardware



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# IS Services Evaluation Factors

- Performance
- Systems development
- Maintenance
- Conversion
- Training
- Backup
- Accessibility
- Business Position
- Hardware
- Software



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# System Testing

- Testing and debugging software
- Testing website performance
- Testing new hardware
- Review of prototypes of displays, reports and other output



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# Data Conversion

- Converting data elements from old database to new database
- Correcting incorrect data
- Filtering out unwanted data
- Consolidating data from several databases
- Organizing data into new data subsets



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# Importance of Data Conversion

- Improperly organized and formatted data is major causes of failures in implementing new systems.



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# Documentation

- **User Documentation**
  - Sample data entry screens, forms, reports
- **Systems Documentation**
  - Communication among people responsible for developing, implementing and maintaining system
  - Important in diagnosing errors and making changes



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# Training

- End users must be **trained** to **operate new system**
- Educate managers and end users in how the new technology impacts the company's business operations and management



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# Conversion

- Conversion **from** use of **present** system to operation of **new** system



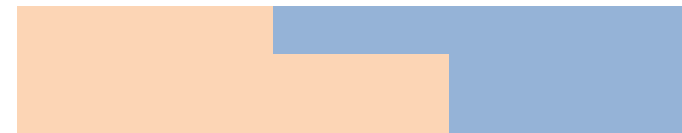
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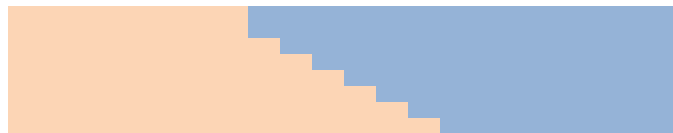
# Major forms of Conversion



**Parallel**



**Pilot**



**Phased**



**Direct/Plunge**



**Old System**



**New System**



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# Direct Conversion

- Turn off old system
- Turn on new system
- Direct is least expensive method
- **Riskiest** method



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# Parallel Conversion

- New and old systems run **simultaneously** until end users and project coordinators are **satisfied** that the new system is **functioning correctly**
- **Low risk**
- Highest cost method: perform all functions with both systems



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# Pilot Conversion

- When new system is installed in **multiple locations**
- Convert to new system in single location
- Once complete in pilot location,
  - Evaluate and make any necessary changes



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# Phased Conversion

- Incremental approach to conversion
- Bring in new system as a series of functional **components**
- **Lower risk**
- **Takes the most time**



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# Systems Maintenance

- **Corrective:** fix bugs and logical errors
- **Adaptive:** add new functionality to accommodate changes in business or environment
- **Perfective:** improve performance
- **Preventive:** reduce chances of failure



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# Post-Implementation Review

- Ensure new system meets the business objectives
- Periodic review or audit



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# Implementation Challenges

- New system involves major organizational change
- Manage changes to
  - Business processes
  - Organizational structures
  - Managerial roles
  - Work assignments
  - Stakeholder relationships



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# User Resistance

- New way of doing things generates resistance
- Key to solving is
  - User involvement in organizational changes and development of new systems
- User involvement
  - End users on systems development teams
  - End user ownership of new system



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