

**Course Title: Diploma in Business Process
Management**

Module 11: System Development

Figure 1.1

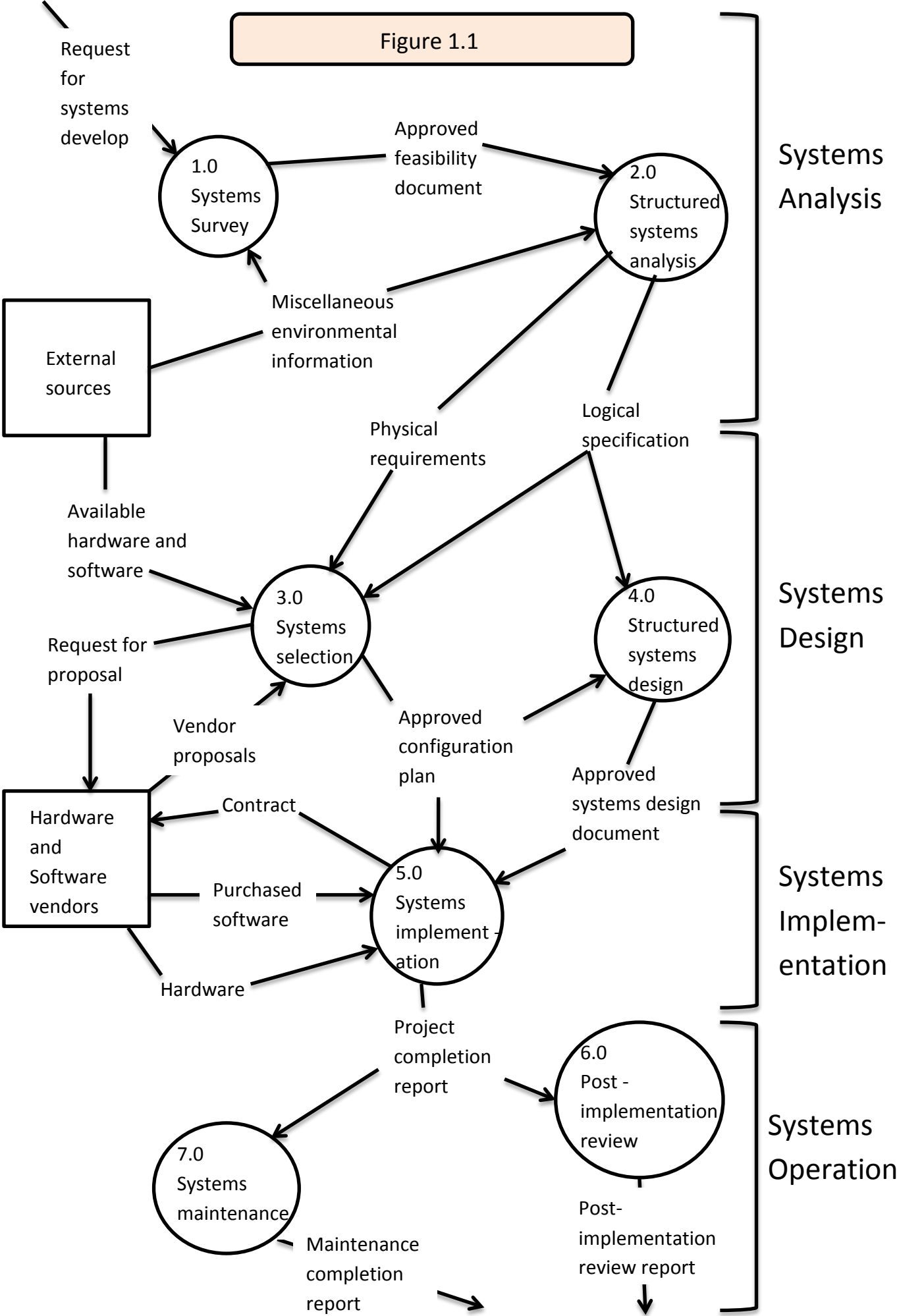


Table 1.1

Involvement in Systems Development	
Category	How Involved in Development
Systems Specialist	As an employee of the organization - possessing some systems specialty, such as systems analyst - the manager undertakes many of the activities in a systems development project.
Consultant	Hired from outside the organization, the consultant manger may undertake many of the activities in a systems development project.
System User	As an employee of the organization, a manager can become involved in systems development as the user of the system and as the requester of the system changes. The manager might also join the development team.
Assurance Provider	Internal and information technology (IT) auditors, independent auditors, and consultants may be asked to review development projects to ensure that systems are developed efficiently and effectively and that the systems being developed will be reliable, have sufficient internal controls, and be auditable.

Table 1.3:

Information Systems Development Phases, Purposes and Tasks		
Phases:	Purposes:	Tasks:
Analysis (bubbles 1 and 2)	Define project goals and scope. Develop specifications for the new or requirements.	Study the problem and the users' revised system's functions. Propose alternative problem solutions.
Design (bubbles 3 and 4)	Develop an appropriate system manifestation.	Describe desired features in detail. Choose software and hardware. Write computer program specifications. Devise implementation plans, system tests, and training.
Implementation (bubble 5)	Prepare to begin using the new system.	Write, test, and debug the computer programs.
Operation (bubbles 6 and 7)	Use the new system.	Convert to new or revised system. Conduct post-implementation review. Perform systems maintenance.

Table 1.4:

Reasons Why Organizations Fail to Achieve Systems Development Objectives

- **Lack of senior management support for and involvement in Information Systems development:** Developers and users of Information Systems watch senior management to determine which systems development projects are important and act accordingly by shifting their efforts away from any project not receiving management attention. In addition, management should assure that adequate resources, as well as budgetary control over use of those resources, are dedicated to the project.
- **Shifting user needs:** User requirements for information technology change constantly. As these changes accelerate, there are more requests for systems development and more development projects. When these changes occur during a development process, the development team may be faced with the challenge of developing systems whose very purposes have changed since the development process began.
- **Development of strategic planning systems.** Because strategic decision making is unstructured, the requirements, specifications, and objectives for such development projects are difficult to define; and determining “successful” development becomes elusive.
- **New technologies:** When an organization tries to apply advanced information technology, it generally finds that attaining systems development objectives is more difficult because personnel are not as familiar with the technology.
- **Lack of standard project management and systems development methodologies:** Some organizations do not formalize their project management and systems development methodologies, thereby making it very difficult to consistently complete projects on time or within budget.
- **Resistance to change:** Some people have a natural tendency to resist change, and Information Systems development projects signal changes - often radical - in the workplace. Business process reengineering is often the catalyst for the systems development project. When personnel perceive that the project will result in personnel cutbacks, threatened personnel may dig in their heels, and the development project is doomed.