Chapter 10
Management Issues in Systems Development

- Systems development is Project Oriented
- A Project is a collection of related tasks and activities undertaken to achieve a specific goal.
- It can be considered successful if it is completed on time, within budget, and meets the pre-determined requirements.
- 10% Technical – 90% Common Sense.

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- Project Manager Responsibilities
  - Setting up the project
    - Project Charter
  - Schedule
    - Plan – Execute – Evaluate
    - Communicate changes
    - Manage expenditures (finances)

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- Project Manager Responsibilities
  - Help identify realistic costs and benefits
    - Costs include employee time (IT and business), external purchases, consultants, existing equipment utilization and OTHER.
    - Benefits may be tangible or intangible

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Management Issues in Systems Development

- Project Manager Responsibilities
  - Manage Risks
    - Identify project risks
    - Develop strategies to mitigate risk
      - Avoidance, Reduction, Sharing, Acceptance
    - Re-evaluate risk as project proceeds

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Management Issues in Systems Development

- Project Manager Responsibilities
  - Solicit Independent Reviews
    - Progress Report evaluation
    - Comparison of milestone projections to milestone achievements
    - External objectivity
Chapter 10
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• Options for Modernizing a Legacy System
  – Restructure – Make the code maintainable
  – Reengineer – Move to a new platform
  – Refurbish – Enhance output or input
  – Rejuvenate – Give the system a new more strategic role
  – Rearchitect – Modularize system (possible link with other systems)
  – Replace – Buy new software
  – Rewrite – Develop new software from scratch

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• Options for Reengineering a System
  – Reverse Engineer – Extracting system design documentation from existing code and databases.
  – Forward Engineer – Using system designs generated by reverse engineering to create new applications.

Toyota Case

Summary
Successes
Challenges
Questions