

ASSIGNMENT INFORMATION



System Development Life Cycle: Phases I & II – Planning and Analysis

Overview

Read the details of the Larson Property Management Company case scenario on pages 114–115 of the textbook. The Chief Executive Officer, Mr. Larson, and the Chief Financial Officer, Ms. Johnson, would like to increase the efficiency and effectiveness of the HR functions, as well as reduce overall HR costs. Mr. Larson and Ms. Johnson would like you, the HR Director, to serve as the change agent of the project. In this assignment, you will develop a plan and analysis (the planning and analysis phases of the systems development life cycle [SDLC]) of the current business based on the details of the scenario.

Instructions

Write a 2–3 page proposal, in which you do the following:

Introduction and Plan

1. Detail the current situation for the company, focusing on the issues that the organization is currently facing from using a legacy HRIS. Explain your plan for moving forward to address these issues.

Needs Analysis

2. Based on the issues the organization is currently facing, identify the new system needs. Identify change team members who will help identify system need, and specify their role and responsibilities.

Interview, Questionnaire, Observation, or Focus Group

3. Determine how additional data will be collected regarding system needs. Determine how the change management team will collect data during the exploration phase. Specify whether team members will use interviews, questionnaires, observations, and/or focus groups to collect data from end users. Provide at least five essential questions that will be asked of end users via

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*Optionally, click **Save as Draft** to save changes and continue working later, or click **Cancel** to quit without se*

Resources

5. Use at least two quality academic resources in this assignment. Note: Wikipedia and similar websites do not qualify as academic resources.

This course requires the use of Strayer Writing Standards. For assistance and information, please refer to the Strayer Writing Standards link in the left-hand menu of your course.

The specific course learning outcome associated with this assignment is:

- Develop a plan for conducting an HRIS needs analysis.

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Name: **w03a1****Exit**Description: **w03a1 - System Development Life Cycle: Phases I & II – Planning and Analysis****Grid View**

List View

	Unacceptable	Needs Improvement	Competent	Exemplary
Detail the current situation for the company, focusing on the issues that the organization is currently facing from using a legacy HRIS. Explain your plan for moving forward to address these issues.	0 (0.00%) Did not submit or incompletely detailed the current situation for the company. Did not submit or incompletely focused on the issues that the organization is currently facing from using a legacy HRIS. Did not submit or incompletely explained the plan for moving forward to address these issues.	20.25 (15.00%) Partially detailed the current situation for the company. Partially focused on the issues that the organization is currently facing from using a legacy HRIS. Partially explained the plan for moving forward to address these issues.	22.95 (17.00%) Satisfactorily detailed the current situation for the company. Satisfactorily focused on the issues that the organization is currently facing from using a legacy HRIS. Satisfactorily explained the plan for moving forward to address these issues.	27 (20.00%) Thoroughly detailed the current situation for the company. Thoroughly focused on the issues that the organization is currently facing from using a legacy HRIS. Thoroughly explained the plan for moving forward to address these issues.
Based on the issues the organization is currently facing, identify the new system needs. Identify change team members who will help identify system needs and specify their role and responsibilities.	0 (0.00%) Did not submit or incompletely identified the new system needs. Did not submit or incompletely identified change team members who will help identify system needs, and did not submit or incompletely specified their role and responsibilities.	20.25 (15.00%) Partially identified the new system needs. Partially identified change team members who will help identify system needs, and partially specified their role and responsibilities.	22.95 (17.00%) Satisfactorily identified the new system needs. Satisfactorily identified change team members who will help identify system needs, and satisfactorily specified their role and responsibilities.	27 (20.00%) Thoroughly identified the new system needs. Thoroughly identified change team members who will help identify system needs, and thoroughly specified their role and responsibilities.
Determine how additional data will be collected regarding system needs. Determine how the change management	0 (0.00%) Did not submit or incompletely determined how additional data will be collected regarding system	25.3125 (18.75%) Partially determined how additional data will be collected regarding system	28.6875 (21.25%) Satisfactorily determined how additional data will be collected regarding system	33.75 (25.00%) Thoroughly determined how additional data will be collected regarding system

	Unacceptable	Needs Improvement	Competent	Exemplary
team will collect data during the exploration phase. Specify whether team members will use interviews, questionnaires, observations, and/or focus groups to collect data from end users. Provide at least five essential questions that will be asked of end users via interview, questionnaire, observation, or focus group.	needs. Did not submit or incompletely determined how change management team will collect data during the exploration phase. Did not submit or incompletely specified whether team members will use interviews, questionnaires, observations, and/or focus groups to collect data from end users. Did not submit or incompletely provided at least five essential questions that will be asked of end users via interview, questionnaire, observation, or focus group.	needs. Partially determined how change management team will collect data during the exploration phase. Partially specified whether team members will use interviews, questionnaires, observations, and/or focus groups to collect data from end users. Partially provided at least five essential questions that will be asked of end users via interview, questionnaire, observation, or focus group.	needs. Satisfactorily determined how change management team will collect data during the exploration phase. Satisfactorily specified whether team members will use interviews, questionnaires, observations, and/or focus groups to collect data from end users. Satisfactorily provided at least five essential questions that will be asked of end users via interview, questionnaire, observation, or focus group.	needs. Thoroughly determined how change management team will collect data during the exploration phase. Thoroughly specified whether team members will use interviews, questionnaires, observations, and/or focus groups to collect data from end users. Thoroughly provided at least five essential questions that will be asked of end users via interview, questionnaire, observation, or focus group.
Explain two to three reasons why the company would benefit from adopting an HRIS. Focus on how the HRIS would address the current HR needs of the organization.	0 (0.00%) Did not submit or incompletely explained two to three reasons why the company would benefit from adopting an HRIS. Did not submit or incompletely focused on how the HRIS would address the current HR needs of the organization.	20.25 (15.00%) Partially explained two to three reasons why the company would benefit from adopting an HRIS. Partially focused on how the HRIS would address the current HR needs of the organization.	22.95 (17.00%) Satisfactorily explained two to three reasons why the company would benefit from adopting an HRIS. Satisfactorily focused on how the HRIS would address the current HR needs of the organization.	27 (20.00%) Thoroughly explained two to three reasons why the company would benefit from adopting an HRIS. Thoroughly focused on how the HRIS would address the current HR needs of the organization.
Two references.	0 (0.00%) No references provided.	5.0625 (3.75%) Does not meet the required number of references; some	5.7375 (4.25%) Meets number of required references; all references are	6.75 (5.00%) Exceeds number of required references; all references are high quality

	Unacceptable	Needs Improvement	Competent	Exemplary
		or all references are poor quality choices.	high quality choices.	choices.
Clarity, writing mechanics, and formatting requirements.	0 (0.00%) More than 6 errors present.	10.125 (7.50%) 5–6 errors present.	11.475 (8.50%) 3–4 errors present.	13.5 (10.00%) 0–2 errors present.

Name:w03a1

Description:w03a1 - System Development Life Cycle: Phases I & II – Planning and Analysis

Exit

Discussion Questions

1. What is the difference between the data view of a system and the process view of a system? Why is this distinction important when designing a new system?
2. Discuss four reasons that a DFD is a stronger tool than a written narrative of the business processes.
3. How do companies use an RFP when sourcing software? What are the key items that should be included in the RFP?
4. If you were advising a firm on developing an RFP, what would be some key suggestions you would make for improving the effectiveness of the RFP?
5. When evaluating vendor offerings, what are the key factors that will help your firm determine the best software product to acquire?
6. Even if a system pays for itself financially, an organization must conduct a thorough feasibility study. What types of feasibility should be assessed, and what information does each type of feasibility assessment provide the organization?

Case Study: Vignette Continued³

Larson Property Management Company is one of the largest property management companies in California, with more than 1,000 employees. The company provides a full array of commercial management and development services. These activities include complete management services for commercial office and retail buildings and apartment complexes; construction, repair, and maintenance of commercial properties; and financial management and billing services for commercial real estate clients. The company has experienced significant expansion over the past five years in response to the growth in apartment and commercial construction in southern California, and this expansion has resulted in the need to hire a large number of employees on an ongoing basis to staff its operations.

Larson Property Management has depended on a legacy HRIS to manage its applicant and employee databases.

The system runs on a client-server computer system. The system was implemented approximately 10 years ago, prior to the company's rapid growth and when it employed fewer than 100 employees. The system's functionality is limited to the storage and retrieval of employee and applicant data. For recruiting purposes, the system requires a clerk to manually enter basic applicant data, the results of the application test, and whether or not an offer of employment has been made. Prior to this, applicants' files were passed around to those who reviewed the materials and were sometimes misplaced, so trying to locate a particular applicant's file was often a problem. The current HRIS has limited file storage capability for applicant and employee records and currently has reached its storage capacity.

Larson Property Management has decided to replace its legacy HRIS. One application module in the new HRIS that the

company wants is a sophisticated applicant-tracking system (ATS). The primary objective of the ATS will be to provide a paperless hiring process. The basic functions of the new system will be managing the requisition and approval of job openings, storing resumes and job applications and retrieving through query functions the names of applicants who match job requirements, tracking a candidate's progress through the recruiting and selection process, and providing automated reporting functions. The company's managers also want an e-HR functionality that includes the Internet posting of job openings through the company's website and external job-posting services, application and resume submission through the Web and through kiosks at various office locations, staff ability to access and use the system remotely through a Web browser, and online resume- and application-scanning capabilities.

Part of the design phase is modeling the processes that will be used in the system for applicant tracking. For Larson Property Management, this modeling will allow the system analysts to design an efficient paperless hiring process.

Larson Property Management is well aware that the design stage of the SDLC is critical for the successful implementation of the new ATS. However, there is considerable confusion about how to proceed with this phase. The HR and IT professionals assigned to the ATS committee have been meeting to plan the new system. From their planning and needs analysis, it is clear that a new HRIS application is needed, can save considerable time, and can result in more accurate storage and retrieval of applicant data for cost-benefit and other management reports.

The company has had several vendors provide presentations, with each vendor outlining its particular approach to the design of an ATS. But these presentations were primarily focused on the physical design of the new ATS. The HR and IT committees must now begin the design process, which must be completed in three months.

Case Study Questions

1. Based on the material in this chapter, design a three-month operational plan for the ATS.
 - a. In your plan, make certain you differentiate between the logical and physical design of the ATS. Which one should be done first? Which one is more important?
 - b. Describe the importance of the data view versus the process view for the design of the new ATS.
 - c. Who are the important stakeholders to be considered in the design of the ATS?
 - d. How will you determine whether these stakeholders need the information that the new ATS will deliver?
 - e. Based on your personal knowledge of recruiting by companies, develop a DFD with at least two levels.
2. Based on the work you have completed for Question 1, provide a brief outline of the RFP that is to be sent to the HRIS vendors.

¹Note that this is the case from the vignette, plus added material.