

## KEY ISSUES IN SYSTEMS DEVELOPMENT

Typically, there will be times when the system won't do what you want it to do, or you think of this questions:

- 'Why did they design it like this?
- Why can't I just go straight to...
- It's useless...'

However, the way this system was designed probably originally depended (at least to some extent) on the way local users and managers described the jobs they wanted the system to perform.

Understanding how and why systems are developed, and the possible pitfalls, provides important lessons for managers involved in future systems development.

Computers have been with us for a long time, but their development has been surprisingly unpredictable. Up until the 1970s there were few attempts to produce a clear view of computer operations.

One of the first models was developed by Richard Anthony (Mason and Willcocks, 1994). This was actually a model of organizational behavior, which put forward the view that there are three basic types of decisions made within organizations:

- **Strategic:** these involve setting overall goals and objectives and determining how to meet them
- **Control:** making sure that the organization's functions are carried out efficiently and resources are used effectively

**Operational:** relating to day-to-day operations, ensuring that tasks are done properly, in the right order, at the right time.