

Case Studies

Each chapter includes a Chapter Case, a Continuing Case, a Capstone Case, and an Online Case Simulation. You can learn more about the Online Case Simulation in the MIS CourseMate Features section.

Chapter Case: White Diamond Glass

White Diamond Glass produces handmade decorative glass in its upstate New York factory, and sells its wares to a global market. The company still is an industry leader, but sales have leveled off. Some managers believe that IT glitches are the problem.

Background

Last year, White Diamond rushed to implement a new Web-based system to boost sales. Unfortunately, the online system was not tested thoroughly and experienced start-up problems. For example, customers complained about order mix-ups and overcharges for deliveries. You are a new system analyst, and your supervisor asked you to investigate the problems.

Tasks

1. Based on what you know about e-commerce, how would you have tested a new Web-based system?
2. Should ISO standards have been considered? Explain your answer.
3. What should White Diamond do in the future to avoid similar problems when developing new systems?
4. Three months after the system changeover, you perform a post-implementation evaluation. Prepare three evaluation forms for the new information system: one for users, one for managers, and one for the IT operations staff.

Continuing Case: Personal Trainer, Inc.

Personal Trainer, Inc. owns and operates fitness centers in a dozen Midwestern cities. The centers have done well, and the company is planning an international expansion by opening a new “supercenter” in the Toronto area. Personal Trainer’s president, Cassia Umi, hired an IT consultant, Susan Park, to help develop an information system for the new facility. During the project, Susan will work closely with Gray Lewis, who will manage the new operation.

Background

Susan finished work on system architecture issues, and her system design specification was approved. Now she is ready to address system implementation tasks, including quality assurance, structure charts, testing, training, data conversion, system changeover, and post-implementation evaluation.

Tasks

1. Plan the testing required for the system. You should consider unit, integration, and system testing in your test plan and determine who should participate in the testing.
2. You have asked Gray Lewis to contribute to the user manual for the new system. He suggested that you include a section of frequently asked questions (FAQs), which you also could include in the online documentation. Prepare 10 FAQs and answers for use in the printed user manual and context-sensitive Help screens.
3. Suggest a changeover method for the new billing system and provide specific reasons to support your choice. If you recommend phased operation, specify the order in which you would implement the modules. If your recommendation is for pilot operation, specify the department or area you would select as the pilot site and justify your choice.
4. Should the associates perform a post-implementation evaluation? If an assessment is done, who should perform it? What options are available and which would you recommend?

Capstone Case: New Century Wellness Group

New Century Wellness Group offers a holistic approach to healthcare with an emphasis on preventive medicine as well as traditional medical care. In your role as an IT consultant, you will help New Century develop a new information system.

Background

You completed the systems design for the business support system at New Century Wellness Group. The network will include a server, 27 workstations, and five network printers. The partners at the clinic have approved the design specification, and you hired two programmers, Bill Miller and Celia Goldring, to assist you with the programming and testing of the new system. You now are ready to finish the software development and begin installation, testing, and evaluation of the new system. Before you begin, you should review the DFDs, object-oriented diagrams, ERDs, and table designs that you prepared during systems analysis and systems design.

Tasks

1. What application development methods will you use? Explain your answer. What development tools will help your team finish the business support system and how will you use them?
2. Prepare a structure chart that shows the main program functions for the New Century system.
3. Develop a testing plan for the new system that addresses unit, integration, and system testing. Design the test data, and explain the design.
4. Identify the specific groups who will need training on the new system. For each group, describe the type of training you recommend and list the topics to be covered.