

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