C.& I.S. Associates Hold Spring Meeting

The Spring 1982 meeting of the Computers and Information Systems Associates was held on Friday, June 25th. The C.& I.S. faculty, staff and doctoral students gathered along with the Associates for lunch at the UCLA Faculty Center, followed by several working sessions and a lecture on Office Systems delivered by **Joel S. Birnbaum** of Hewlett Packard.

Dr. Birnbaum is currently the Director of the Computer Research Center of H.P. in Palo Alto, California. He holds M.S. and Ph.D. degrees in Nuclear Physics from Yale University. He previously spent fifteen years with IBM in a variety of positions, including Manager of Experimental Systems, Technical Assistant to the Director of Computer Science, Senior Manager of Exploratory Systems and Director of Computer Science. His most recent assignments with IBM were at The Watson Research Center in Yorktown Heights, New York.

In 1980 Dr. Birnbaum joined the staff at Hewlett-Packard Laboratories as Director of The Computer Research Center. He is a member of the Association for Computing Machinery, the IEEE, the Computer Science Board of the United States, the steering committee of CSNET, the Engineering Council of Cornell University and the Socio-Technical Commission of the National Academy of Sciences.

In his talk, Dr. Birnbaum gave his personal view of office systems for the professional worker. He noted what he felt were the primary requirements for the professional's office system. He indicated that remote access is essential so that the system can be used when the professional is out of his office. The system must be easy to learn and use and it must have "value-added functionality" for the three core functions of direct communication with people, creation and distribution of documents, and the storage, retrieval, analysis of information. Dr. Birnbaum went on to point out that the system will not be used unless it has the same degree of availability and reliability as the current methods utilized for these functions by the professional.

Dr. Birnbaum also pointed out a secondary set of requirements. The professional should be able to access "public information" such as commercial data-bases. The system should have a low, initial cost and allow for modular growth. It should have an attractive appearance. He should also provide for the security of access and communication.

Looking at all the systems currently or soon to be available, Dr. Birnbaum indicated that telephone store-and-forward systems and videotex systems could be combined to fulfill the requirements of the professional and, perhaps, provide the ideal solution to the professional workstation problem. The system could be accessible from a wide range of areas, not just within the home-office environment. An "Electronic Briefcase" providing "smart-phone" capabilities would provide the essential link to make such a system possible.

Dr. Birnbaum concluded his talk saying that "office professionals are special enough to require their own technology, and that it must provide pervasive remote access to nature, event-driven systems with high functionality in communications and information analysis areas." He noted that, in his opinion, it would take a decade to accomplish the goals needed but that the result would be worth it.
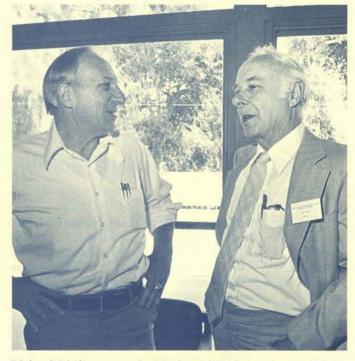
The lecture was followed by a hosted cocktail party at the faculty club where the participants had a chance to continue their discussions on a more informal, relaxed basis. The meeting adjourned at 6:30 p.m.

Spring Associates Meeting
June, 1982

Dr. Joel Birnbaum of Hewlett Packard, Palo Alto, addresses the Spring Associates Meeting in the UCLA Faculty Center.

Richard Littlestone, retired Colonel, US Army, former Chairman of the Dept. of Military Science at UCLA, and currently a 2nd year MBA student in GSM, chats with Dr. Clay Sprowls of the C.& I.S. faculty.

Dr. Jason Frand, Director of the GSM Computing Facility, and Dr. William H. Taubert, former Chairman of the C.& I.S. Associates and Vice President of Hunt-Wesson Foods, Inc., meet during a break.

From left to right, C.& I.S. Associates: Robin Gould, Kal Kan Foods, Inc.; Ivan Blum, Touche Ross & Co.; John Thompson, Index Systems, Inc.; and Mike Erdei, Hughes Aircraft.

Spring Colloquia

During the Spring 1982 quarter, five colloquia were held. The first colloquium, on April 15, featured **Steve Alter,** Vice President of Consilium Associates as the guest speaker. His topic was "Decision Support Systems for Semiconductor Manufacturing." He discussed the scope and use of a series of decision support systems developed in the last three years to support semiconductor manufacturing. Alter contrasted the characteristics and use of these systems with commonly accepted meanings of "decision support systems. "In conclusion, several general observations about principles for DSS success were presented.

On April 22, Professor **Leif B. Methlie** of the Norwegian School of Economics and Business Administration spoke on "Organizational Variables Influencing Decision Support System Implementation." Methlie states that the more complex the infrastructure on which a DSS is built, the less discretion is left to the decision-maker. The infrastructure is defined as "the computer system resources set up by the organization on which a specific DSS is built," and includes micros, time-sharing systems, data bases, etc. Generally, there is a dissonance between rational-economic factors and socio-political values which determine the acceptance and use of a DSS. Methlie concluded with some strategies for minimizing this dissonance.

The third colloquium was held on April 29, with **David Dery,** Visiting Associate Professor, UCLA Graduate School of Management, as the featured speaker. His talk was entitled "On the Problem of Problem Definition." An intervention perspective, of policy-maker, manager or analyst, along with the instrumentality of problem definition, was employed to look at various conceptions of the problem formulation phase. The central purpose of this research was to create a more suitable conception and discern its implications for current approaches to decision-making, and information support for both.

John A. Zachman, Business Systems Planning Consultant, Western Region IBM, was the speaker at the May 13 colloquium. He spoke on "The Changing Role of Data Processing — Its Impact on Approaches for Developing Information Systems." He suggested that a radical departure from traditional role perception and design approach will be necessary in order for DP to satisfactorily support business in the future. Some implications of the new role of managing data instead of technology were discussed as well as Business System Planning (BSP) analysis.

The final colloquium was held on May 27, with **Steven Hearn,** Manager Management Support Services of ARCO Petroleum Products Company, speaking on "Strategy and Tactics of End User Support: A Case History." He presented the strategy and tactics used by ARCO Petroleum products in establishing an information center and also discussed the role of the center in relation to other information services groups, as well as some of the problems encountered in setting up the operation.

New C.& I.S. Associates

Two companies joined the C.& I.S. Associates in the Spring Quarter. They are Coopers and Lybrand, located in Los Angeles, and Nolan, Norton and Company, headquartered in Cambridge, Massachusetts.

Sprowls Sabbatical

Professor **Clay Sprowls** spent part of his sabbatical leave as a Visiting Professor in the Leon Recanati Graduate School of Business Administration at Tel-Aviv University in Israel. He offered a special seminar to second year graduate students on the general subject of Automated Aids to System Building with special emphasis on the PSL (Problem Statement Language) and PSA (Problem Statement Analyzer) supported by the ISDOS Project at the University of Michigan. Students in the class were able to use a local computing center that is involved in using PSL/PSA in both commerical and research applications as a laboratory to get some hands-on experience in defining system requirements.

During the same period, Professor Sprowls offered two 1½-day seminars on personal computers for managers. A local computer outlet provided five Apples for a computer laboratory. Forty Israeli managers from a variety of local business firms participated in each seminar that covered word processing, management decision-making and data base management. In the laboratory, they entered and edited data, used Visicalc to build a model for new product sales and cost projections, and worked with a relation data base of a small manufacturing firm.

Dr. Martin Greenberger
Accepts I.B.M. Chair Appointment

Effective July 1, 1982, Dr. **Martin Greenberger** accepted an appointment to the I.B.M. Chair in Computers and Information Systems at the UCLA Graduate School of Management. This chair, funded by International Business Machines Corporation, will provide support for research on computers and management information systems in managing complex organizations and in analyzing business-economic systems. There will also be support for student fellowships, conferences, meetings and publications.

Professor Greenberger holds A.B., A.M., and Ph.D. degrees from Harvard University. He comes to UCLA from The John Hopkins University. Prior teaching assignments include Alfred P. Sloan School of Management at M.I.T., University of California at Berkeley, Technion Israel Institute of Technology, and the Graduate School of Business Administration at Stanford University.

Research on Evaluation
of MIS Reports

Professor **Burt Swanson** has continued his research on the evaluation of MIS reports, working with the research assistance of doctoral students **Gunnar Christensen** and **Cynthia Beath.** A progress report on the project was given at the recent National Computer Conference (NCC) in Houston, as part of a session on "Concepts and Practice of Measurement in MIS," chaired by former GSM Professor **Richard Mason.** The week prior, Professors Swanson and Mason (and many others) participated in the Inquiry Systems Conference held in honor of Emeritus Professor **C. West Churchman,** their mentor at UC Berkeley during their student days.

Working Papers (July 1981-June 1982)

Number	Author	Title	Date
1-82	William H. Delone	Firm Size and the Characteristics of Computer Use	July 1981
2-82	E. Burton Swanson	The Information System Concept	July 1981
3-82	David Dery	Erring and Learning: An Organizational Analysis	February 1981
4-82	David Dery	On the Problem of Problem Definition	September 1981
5-82	Bennet P. Lientz	Issues In Information Management In Federal Agencies	September 1981
6-82	Jason L. Frand Francis Bertram	Software Trends and Issues in Business School Computing	June 1981
7-82	Lin Gingras Ephraim R. McLean	Designers and Users of Information Systems: A Study in Differing Profiles	December 1981

Ordering Information

Copies of available working papers may be ordered by sending your request to:
   Computers & Information Systems Research Program
   Graduate School of Management
   University of California
   Los Angeles, CA 90024

The papers will be mailed to you along with a $3.00 charge for postage and handling.

Publications (July 1981-June 1982)

1. Lientz, B.P. and Chen, M., "Long Range Planning for Information Services," *Long Range Planning, 13*, 55-61 (February 1980).
2. Lientz, B.P. and Swanson, E.B., "Impact of Development Productivity Aids on Application System Maintenance," *Data Base*, 114-120, Winter-Spring 1980.
3. Lientz, B.P. and Swanson, "Problems in Application Software Maintenance," *Communications of the ACM*, Vol. 24, No. 11, pp. 763-769, 1981.
4. McLean, E.R. and Schenck, J.W. (Editors), *Management Applications in APL*, Graduate School of Management, University of California, Los Angeles (1981).
5. Lientz, B.P., "On the Use of Simulation in the Design and Implementation of Distributed Systems," *Distributed Systems*, Philadelphia: Heyden and Sons, Inc., 1981.
6. Lientz, B.P. and Chen, M., "Assessing the Impact of New Technology in Information Systems," *Long Range Planning, 14*, 46-52 (1981).
7. Dickson, G.W., Bariff, M.L., and McLean, E.R., "The First Interntional Conference on Information Systems," *Communications of the Association for Computing Machinery, 24*, 5, 333-334, (May 1981).
8. Swanson, E.B. " A View of Information System Evolution," in *Evolutionary Information Systems*. Hagwood, J. (Editor). North-Holland, 1982, 55-62, 247-256.
9. Swanson, E.B. "Measuring User Attitudes in MIS Research: A Review," *Omega*. Vol. No. 2, pp. 157-165, 1982.
10. Swanson, B. editorial statement, *Office: Technology and People,"* Vol. 1, No. 1, pp. 48-49, 1982.
11. McLean, E.R. Discussion or Decision Support Systems and Other Topics, *IFIP IC-8 Working Conference on Evolutionary Information Systems*, North Holland, 1982.

Third International Conference on Information Systems

The Third International Conference on Information Systems will be held in Ann Arbor, Michigan on December 13-15, 1982. The Conference is sponsored by The Society for Management Information Systems (SMIS) and The Institute of Management Sciences (TIMS) in cooperation with the Association for Computing Machinery (ACM).

Twenty-seven papers have been selected for presentation at the Conference. These papers, selected from among 107 papers submitted by authors in academe and industry around the world, represent a wide range of viewpoints and topics. The conference will be truly international with nine of the papers to be presented coming from institutions in Canada, Europe and Asia.

The papers have been divided into five groups:

1. **Information System Technology and Design:** Papers which discuss various aspects of IS design, data base design, and cost/benefit analysis.

2. **Information System Implementation and Use:** Papers which examine the factors that determine how successful an implementation will be. Some of these papers describe studies of the impact of particular factors — e.g., cognitive style, organization size — across a large number of systems. Others describe the experience gained in implementing and using a particular system.

3. **Managing The Information Processing Function:** Papers covering a wide variety of topics including: software project scheduling, EDP audit, and changing role of the IS executive.

4. **Impacts of Information Systems On Organizations and Society:** Papers which examine the growing impacts of information technology on work patterns, banking, and democratic institutions.

5. **Innovative Information Systems Curricula:** Papers ranging from a description of a laboratory environment for teaching software development to a thorough analysis of the ACM-recommended IS degree program.

In addition to these papers, there will be:

- A keynote address by W. Michael Blumenthal, Chairman and Chief Executive Officer of Burroughs Corp.
- Addresses by key officers of the sponsoring societies (SMIS and TIMS).
- Organized discussion sessions where participants can follow up on the papers presented earlier, or begin addressing a new topic of mutual interest.

The Conference Chairman is Alan G. Merten, Graduate School of Business Administration, the University of Michigan. The Program Chairman is Michael Ginzberg, Graduate School of Business Administration, New York University. For more information, contact:

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Ann Arbor, Michigan 48109
(313) 763-1100

C.& I.S. Associates Award Presented

Robert Foster, C.& I.S. Associates Chairman and Vice President Marketing, Xerox Computer Services, presents C.& I.S. Associates Award.

This year's recipient of the C.& I.S. Associates Award was Barbara L. Cannon. This award is presented annually to the student graduating from the MBA program with high academic achievement in the C.& I.S. area. The name of the winner is engraved on a plaque which remains in the Graduate School of Management, and a check for $250.00 is awarded. This year's presentation was made by Mr. Robert F. Foster, Chairman of the C.& I.S. Associates and Vice President Marketing at Xerox Computer Services.

Ms. Cannon received her MBA in June and is presently employed by Arthur Anderson & Co., a member of the C.& I.S. Associates. While at UCLA, she served as Co-Chairman of both M.I.S. Firm Night (for A.S.B.), and of High Technology Night (for Women in Management). She was also a member of Beta Gamma Sigma, Honorary Business Society, and the Finance/Investment Club. Before entering the MBA program, Ms. Cannon graduated from UCLA with a B.S. in Nutrition, Summa Cum Laude, Phi Beta Kappa, and also was awarded an M.S. in Food Science from the University of California, Berkeley.

Visiting Scholars in C.& I.S.

Dr. **Horst Wrabetz,** Lecturer at Bruno Leuschner fuer Oekonomie, Berlin, German Democratic Republic, was a C.& I.S. Visiting Scholar during two months of the Winter and Spring quarters, sponsored by Professor Swanson. Dr. Wrabetz's research is in the theoretical foundations of management information systems, concentrating in particular on the reliability between information and organization in management.

Professor **Masuo Ichinose** of the Tokyo Keizai University, Japan, began in April a one-year stay as Visiting Scholar in C.& I.S., also sponsored by Professor Swanson. Professor Ichinose's research is in the area of decision support systems (DSS). He has recently completed a survey on the development and use of DSS in large sized Japanese business firms.

WICAT Donated to C.& I.S. Area

The Computers and Information Systems Research program has received a WICAT microcomputer from Quotron Systems, Inc. The WICAT is a 16 bit, Motorola 68000 c microcomputer, with a hard Winchester desk and tape storage. We are currently in the process of setting up the computer for faculty and student use. We wish to expressly thank Mr. Richard L. Little, Controller, and Mr. Pier Rossi, Vice President, for this gift.

Upcoming Events

November 7-12
MIR. The Managing the Information Resource Program, sponsored jointly by the UCLA Graduate School of Management and Nolan, Norton and Company, will be held in Los Angeles.

November 18-19
WECC. The Western Educational Computing Consortium will be held in San Diego, California.

December 13-15
The Third International Conference on Information Systems will be held in Ann Arbor, Michigan (see page 5 for announcement).