CHANNEL

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Winter Associates Meeting

Speaker Cyrus F. Gibson (left) chats with current Associates Chairman Robert Foster (center) of Xerox and past Associates Chairman William Taubert (right) of Hunt-Wesson Foods, Inc.

The Winter 1982 meeting of the Computers and Information Systems Associates was held on Friday, March 5. 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 delivered by **Cyrus F. Gibson,** Vice President, Index Systems, Inc. The luncheon was hosted by Dr. **Ephraim McLean.**

After lunch, the Associates toured the new Hewlett Packard facility at GSM under the guidance of Dr. **Jason Frand,** Director of GSM Computing Services, then began a working session chaired by Professor **Burt Swanson.** The session concentrated on the general topic of "What should be taught in the introductory course in computing at GSM?" The Associates, faculty, and doctoral students exchanged their views on the needs of the business community and the skills that recent MBA graduates in Computers and Information Systems should have.

After a short break, the featured speaker, **Chuck Gibson,** began his talk on "Information Technology and Organizational Change." Based on his research and consulting experience, Dr. Gibson has developed a methodology to help overcome problems of implementation of new information technology in organizations. The approach focuses on those situations where the technology is available and the EDP project risk is relatively low, but potentially serious problems exist for the full acceptance and utilization of the system by the intended users.

Gibson noted that the underlying issues behind these problems are behavioral and organizational. The appropriate implementation approach requires a contingent look at the key aspects surrounding the introduction of new technology. He pointed out that a review of 18 systems by his organization provided the astounding outcome of only 3 successful implementations while the rest were "non-successes." Of the 15 non-successes, only 4 were fully implemented, 5 were partially implemented, 4 were partially done and tested but never implemented, and 2 refused to divulge any information concerning what had happened! Gibson pointed out that technical successes can be business failures and that more and more, systems will change the way we do business, not just automate the "old" ways.

The lecture was followed by a hosted cocktail reception 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.

Associates Initiate Internship Program

Under the leadership of **Jason L. Frand,** Director of Computing Services in the Graduate School of Management, the C.& I.S. Associates have instituted an Internship/Part-Time Employment Program. Member firms have submitted job descriptions which are then made available to students interested in part-time or summer work opportunities. A number of firms have already responded and several have hired students; increased opportunities are expected with the approach of the summer months. This is an ideal opportunity for students to gain on-the-job experience in the MIS field.

Those at the presentation of the HP3000 included the following: (left to right) Dick Knudtsen, Sales Development Manager, HP; Jack Jung, Area Sales Manager, HP; Eph McLean, GSM Faculty; Bill Broesamle, Associate Dean, GSM; John Mack, District Sales Manager, HP; Seated — Clay LaForce, Dean, GSM.

GSM's New Instructional Computer

The Graduate School of Management's instructional program has entered a new phase with the addition of a Hewlett Packard 3000 computer system. The goal of computer literacy for every MBA student is now within reach. GSM has been recognized as one of the top ten business schools in the country. However, unlike Stanford, Wharton, Harvard, and the other leading schools, GSM is a publicly supported institution. One consequence of this has been the lack of funds to acquire its own computer system.

From 1957 until 1968, GSM had its own computing facility (the IBM-funded Western Data Processing Center). The engineering school also had its own computer facility. In 1968 all campus computers were centralized; and GSM, along with all other departments on campus, had to rely on the centralized computing facility for all instructional and research computing needs.

The central facility operates an IBM 3033 computer which is outstanding for research and teaching future programmers, but not well suited for a managerially oriented instructional program. The central facility uses a "charge-back" accounting system for usage, i.e., departments are allocated funds to "purchase" computer resources. Specifically, students are given limited computer time, i.e., dollar allocations, to learn, experiment, and explore software. The software available does not meet all of our instructional needs. Until recently, our management students were required to learn job control language (JCL) and to prepare their programs on punched cards. Terminal access was limited. Consequently, the time which a student had to invest in order to learn how to use the computer was excessive in relation to what could be learned. Students' first experiences with computers were often frustrating and many students did not use the computer at all.

In light of these conditions, when the Hewlett Packard Company approached GSM in Spring 1980, and asked that a proposal for the donation of a computer system be submitted, GSM was ready to commit the necessary faculty and dollar resources. During Summer and Fall of 1980, Associate Dean **William Broesamle** and Doctors **Ephraim R. McLean** and **Jason Frand** prepared and presented a proposal to the Hewlett Packard Foundation. Subsequently, GSM received the donation of an HP 3000 Series 44 computer, two disc drives, 15 CRT terminals, a graphics plotter, a tape drive, and a line printer. The market value of the gift was approximately $250,000. The annual cost to GSM for maintenance, service, and supplies is estimated to be $40,000.

GSM anticipates significant educational value from this acquisition. Computer literacy is recognized as a critical need for future managers. The HP computer system will enable GSM's students to process business applications on a business computer. The students will be able to use word processing packages, database management and financial planning systems, and to experiment with office of the future concepts. Not only will they be able to explore these heretofore unavailable packages, they will be able to do so on an open-access (free to the user) system. As a result, students will have more computer time to enhance learning. The goal is for the student to appreciate the computer as a managerial tool.

A computer system is only as good as the software available. Part of the HP contribution included BASIC, FORTRAN, and PASCAL languages, the IMAGE/QUERY database management system, a screen design package called VPLUS, a Decision Support Graphics package called ADAGER (from Rego Software Pty), a link between VPLUS and IMAGE called INSIGHT (from Computer Capabilities Corp.), a financial planning package called MODE (from Lloyd Bush & Associates), and a relational database package called RELATE (from Computer Representative, Inc.). All of these high level software packages will be used to familiarize our students with managerial computing.

Winter Colloquia

During the Winter 1982 Quarter, the C.& I.S. area sponsored six colloquia. The first was held on January 7, 1982, and featured **Martin Greenberger,** Professor of Mathematical and Computer Sciences at Johns Hopkins University. His subject was "Déjà Vu with Computers Too." The talk was partly reminiscence, partly commentary on the development of computers over the last two decades. Three generations of computer systems were identified, and a parallel was drawn between these systems and the emerging field of word processing and office systems technology.

On January 14, **Andrew B. Whinston,** Professor of Management and Computer Science at Purdue University, spoke on "A Theoretical Basis for Decision Support Decision." His presentation proposed a conceptual basis for an information system that would have the properties needed for a decision support system. Some issues concerned with the implementation of data base management in support of DSS were also discussed and several examples outlined.

The third colloquium was held on January 21, with Professor **Henry C. Lucas,** of the Graduate School of Business Administration at New York University, as the speaker. His subject was "Dealer and Department Manager Performance and the Use of an Information System." The seminar presented the results of a study of dealership performance and the use of a computer-based information system by an automobile importer. Results at the dealer and department level were reported, and these results indicated that the use of reports is more strongly related to performance for dealers than for department managers. The implications of the study for decision makers and systems designers were also discussed.

On February 18, **Walt Scacchi,** from the Computer Science Department at the University of Southern California, spoke on the topic "Innovation and the Web of Computing." Innovation in computing involves altering existing computing in organizations, ranging from routine enhancements in operational systems to the adoption of integrated computing systems. In his presentation, Professor Scacchi discussed his recent research on innovation in computing drawn from a sample of case studies performed in the last four years in a variety of complex organizations.

The fifth colloquium, on February 28, featured **Gad Ariav,** of the University of Pennsylvania's Wharton School, speaking on "Handling the Time Dimension in Information Systems." Ariav's research focused on the enhancement of the traditional data mangement capabilities to enable it to deal effectively with the (usually sacrificed) time dimension. The three major areas of concern identified in his research were (1) the nature of time in information systems; (2) the storage and retrieval of time-oriented data; and (3) the effective display of such time-oriented data. The problems and associated research issues in these areas were examined and efforts to address them were discussed.

The final colloquium of the Winter series was held on March 18th. **Les Gasser** from the Department of Information and Computer Science, University of California, Irvine, was the featured speaker. His topic was "The Social Dynamics of Routine Computer Use in Complex Organizations." Gasser is concerned with the social pressures that shape computing in organizations. His research in this area involved conducting case studies of computing work in 12 organizations. As a result of this work, he feels that conventional accounts of system success and failure must be rethought in order to incorporate the continuous social activity which integrates computing into work. His research helps to explain the difficulty of assessing or attributing the actual benefits and costs of computing by showing how previously "invisible" social action points the need for this integration.

Dick Nolan chats with program attendee Jeanne Gordon of Tektronics, Inc.

Managing the Information Resource Program Oversubscribed

During the week of March 21-26, the C.& I.S. area, in conjunction with the consulting firm of Nolan, Norton and Company held a highly successful five-and-a-half-day program for senior MIS managers. Sixty-three executives attended and almost twenty more had to be turned away because of lack of space.

The attendees all stayed at the Sheraton Mirimar Hotel in Santa Monica and classes were held in the Graduate School of Management Executive Classroom. Teaching in the program from GSM were Professors **Eric Flamholtz, Ben Lientz, Eph McLean,** and **Burt Swanson.** Representing NNC were **Dick Nolan** and **Bruce Rogow.**

In order to avoid having to turn people away from next year's program, two offerings are being planned. The first one will be in the Fall, on November 7-12, and the second one in the Spring, on March 20-25. Both will be held in Los Angeles and will have the same content. A brochure announcing these two programs will be available shortly. For further information in the meantime, contact the Office of Executive Education, Graduate School of Management, University of California, Los Angeles, Calif. 90024, telephone (212) 825-2001.

Bits and Bytes

Professor **Clay Sprowls** is on sabbatical leave during the Winter and Spring 1982 quarters. He has visited Tel Aviv, Israel, and during the month of May will also spend some time in England at the London Business School. Before returning to Los Angeles, Professor Sprowls will visit relatives in Philadelphia.

Professor **Burt Swanson** was a visitor at IBM's European Systems Research Institute (ESRI), La Hulpe, Belgium, March 13-16. While there, he presented an invited lecture on "An Approach to the Study of Information System Utilization."

Professor **Bennet Lientz** made two invited presentations in Europe during the month of March. In London, he presented a seminar entitled "Applications of Multi Tasking Microcomputers" to the European Workshop on Industrial Computing. In Paris, France, he chaired a session and presented a paper at the Conference on Managing Computer Projects.

He is also serving on the Academic Computing Committee and on the Steering/Organizing Committee for NCC '84. In March, he presented a paper on "Emerging Trends in Communications" at UC Davis. Professor Lientz' ONR contract has been renewed for 1982-83. This contract deals with research on software development and distribution systems.

Professor **Ephraim McLean** made a two-week visit in March-April to Johannesburg, South Africa. He participated in a program at the Graduate School of Business Administration of the University of the Witwatersrand, lectured to graduate schools in the School, and made a presentation on "Decision Support Systems" to the Computer Society of South Africa.

On April 16-17, Professors McLean and Swanson attended a meeting in Minneapolis of the Advisory Committee of the Conference on Information Systems. McLean was conference co-chairman for the Conference held in 1981 in Cambridge, and Swanson was named program chairman for the 1983 Conference scheduled for Houston. By virtue of these positions, both were named to the newly formed Conference Executive Committee.

Upcoming Events

June 14-16
DSS-82. The Second International Conference on Decision Support Systems will be held in San Francisco, California.

June 23-26
International Conference on Management of Distributed Data Processing. This conference is co-organized by l'Ecole Superieur des Sciences Economiques et Commerciales (ESSEC) and the Institut National de Recherch en Informatique et en Automatique (INRIA) and will be held in Paris, France.

July 20-26
APL. 1982 APL will be held in Heidelberg, Germany.

September 20-22
SMIS. The Society for Management Information Systems will hold its annual conference in Chicago at the Marriott Hotel.

October 25-27
ORSA/TIMS '82. ORSA/TIMS will sponsor the Fall Joint National Meeting in San Diego, California. The special emphasis of this program will be on the area of productivity.

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 Francisco, California.