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INFORMATION SYSTEMS NEWSLETTER  
GRADUATE SCHOOL OF MANAGEMENT  
UNIVERSITY OF CALIFORNIA  
LOS ANGELES

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With this issue of the Information Systems Newsletter we are inaugurating a means of disseminating information about our activities in the area of computers and information systems here at the Graduate School of Management to interested individuals both inside and outside the university community. We encourage your comments, items of interest, and suggestions.

## Faculty Activities

Dr. Eric Flamholtz is an Acting Associate Professor and Director of the Accounting Information Systems Research Program. He was formerly on the faculty of the Graduate School of Business at Columbia University and joined our faculty in the fall of 1973. Dr. Flamholtz received his Ph.D. degree from the University of Michigan. His doctoral dissertation, "The Theory and Measurement of an Individual's Value to an Organization," was selected as co-winner of the McKinsey Foundation for Management Research Post-Doctoral Fellowship for 1969.

Dr. Flamholtz's research interests are in the areas of Human Resource Accounting, Behavioral Aspects of Accounting and Information Systems, and Social Accounting. He has recently published a book entitled Human Resource Accounting and several journal articles on the theory and practice of Human Resource Accounting and he has lectured widely in the United States as well as in Europe on this subject.

Dr. Bennet P. Lientz joined the faculty in January of this year as an Acting Associate Professor. Previously he was an Associate Professor in the School of Engineering at the University of Southern California. He received his M.S. and Ph.D. from the University of Washington and his B.A. from Claremont Men's College. His areas of interest include computer networks and evaluation techniques in information systems. He is the Principal Investigator of an Office of Naval Research contract in computer networks from the Information Systems Program. He will be a principal speaker at the International Conference on Minicomputers and their Applications to be held in Liege, Belgium, in January 1975.

Dr. Lientz is the author of Computer Applications in Operations Analysis which is being published by Prentice-Hall and will appear in the fall. This text presents a unified approach to data management, operations research, statistics, and numerical methods.

Professor Richard O. Mason has just completed a two-year term as Assistant Dean of the Professional Masters Program. He recently attended the national TIMS meeting in Boston where he was a discussion panelist. He will be on sabbatical leave for 1974-1975.

Dr. Ephraim R. McLean, after serving two years as the Chairman of the Computers and Information Systems Curriculum Committee, turned over the reins to Dr. Kenneth F. Siler this past fall. He then became the Director of the Center for Information Studies (see the Center report elsewhere in this issue). He also continues as the Director of GSM Computing Services, which this year acquired a computer graphics capability in addition to the



already extensive number of interactive APL terminals. On the campus level, Dr. McLean served as a member of the Academic Senate Committee on Computing; and, representing UCLA, attended a University-wide Conference on Computers in Learning held at UC Irvine in January.

Dr. McLean has given several addresses, including a presentation (with Dr. Fred E. Case) on Urban Dynamics Modelling given at the UCLA Quarterly Forecasting Seminar in June and then again to the Los Angeles Office of the U.S. Department of Housing and Urban Development in November; two talks to the Long Beach Chapter of the Data Processing Management Association (DPMA), one on "How Effective is Your Data Processing Organization?" and the other on "Why Users Resist New EDP Systems"; a talk (in conjunction with Dr. Bennet P. Lientz, Dr. Richard O. Mason, and others) to the Los Angeles Chapter of the Institute of Management Science (TIMS); a paper on "The Use of APL in Management Education" given at the 6th International APL Users Conference at Anaheim in May; and finally, participation as an invited discussant at the Wharton Conference on Research on Computers in Organizations in October.

On the teaching side, Dr. McLean, together with Dr. Siler, introduced the entire incoming M.B.A. class (approx. 420) to the capabilities of APL. With Dr. Mason, Dr. Flamholtz, and others, he organized and gave a one-week seminar on M.I.S. to managers from Takachiho-Burroughs of Japan. This seminar proved so successful that the company wants to repeat it next year, this time for two weeks and for the higher-level management. As in past years, Dr. McLean continues to teach in both the GSM Executive Program--re-introducing (with Dr. Hal Mason) for the first time in several years the use of the computer-based management game--and in the Advanced Management Program for managers in the U.S. Postal Service. Finally, this past spring Dr. McLean and Dr. John V. Soden of McKinsey & Co. co-chaired a Conference on Planning for Information Systems. (For more details on the Conference, see the Center report.)

Dr. Kenneth Siler has just completed the first phase of a continuing line of research in Emergency Medical Systems for Los Angeles County. The completed work concentrated on gathering and analyzing ambulance demand data for the purpose of predicting ambulance demand. Results of the research are significant in that most demand variation can be explained by five variables relating to the demographic characteristics of an area. This research is being reported to the California Regional Medical Program and a working paper should be available soon.

Professor Clay Sprowls presented a paper on "APL in Management Education" at the APL Congress 73 held in Copenhagen in August 1973. Following the Congress he visited the faculty at the schools of business in Bergen and at the University of London.

Professor Sprowls was the sponsor of Masayuki Aikawa and Takeo Nakayama, who have been studying at GSM as Visiting Scholars for the past year. In

June they returned to Tokyo, Japan, to resume their positions in the System Development Division of Snow Brand Milk Products Company.

During the Winter and Spring Quarters Professor Sprowls has been on sabbatical leave studying data base management systems. As part of his sabbatical activities he has attended meetings of the UNIVAC DMS-1100 Users Group, a Cincom Systems Seminar on TOTAL, a course on ADABAS offered by Software AG at the Mattel Corporation, and a mini-GUIDE meeting. In addition, Professor Sprowls also attended the National Computer Conference in Chicago in May.

### Seminar on Information Systems

Professor Lientz is organizing an informal series of seminars to be given by the faculty and Ph.D. students in the general area of information systems. These would start in the fall and meet at two or three week intervals. Topics that have been tentatively scheduled include computer network evaluation, a network scheduling model, and the effectiveness of security measures. Please contact Professor Lientz at 825-1648 for additional information.

### GSM Computing Services

Three years ago, the Graduate School of Management combined its various educational computing services to form the GSM Computing Services Group. This group acts as an extension to the resources provided by the central campus computing facility, CCN. Services offered by these two groups include both hardware and software.

The hardware available to GSM students is a centrally-located IBM 360/91 with four million bytes of main storage. Within the GSM building itself is a remote computing center. Through this facility access to the central facility (located in the Math building) is made available to GSM students. Within this GSM facility, the following equipment is provided: a remote job entry terminal (IBM 2922), eighteen 2741 terminals, and two Tektronix 4013 graphic terminals (plus a hardcopy display printer). The 2741's and the 4013's are used primarily as APL terminals.

Because an operation of this size could easily overpower a novice user, consulting services are provided Monday through Friday from 9:00 a.m. to 8:00 p.m. and from 9:00 a.m. to 5:00 p.m. on Saturday by the GSM



Computing Services Group. These consultants are there to make the use of the computer by GSM students as painless and rewarding as possible. In addition to this consulting service, the Computing Group, in conjunction with individual professors, is developing usages of the computer for particular courses, running an interactive management game for the entire First-year class during the Winter Quarter, and providing a support service to Ph.D. students who are trying to utilize the computer.

Dr. McLean is the Director of GSM Computing Services and James Schenk is the Coordinator of these Services. Mr. Schenk, an M.S. graduate of our Information Systems program in 1972, will be leaving his position as Coordinator in the fall in order to enter our doctoral program.

### Center for Information Studies

The Center for Information Studies traces its history back to the founding of the Accounting Information System Research Program at GSM in 1968. This Research Program, funded by the accounting profession, supported a wide range of research activities, some closely linked to accounting but many bearing little or no relation to accounting at all.

When the organizational concept of research-oriented Study Centers was introduced into the School in 1970, the AIS Research Program served as something of a prototype for these new Centers. The AIS Research Program, while not losing its original charter (or source of funds), became a part of the AIS Study Center--in fact, its only part at that time. However, as the computing and information systems research efforts continued to grow, it became apparent that this part of the Center's activities should also be formally recognized and the Computers and Information Systems Research Program came into being in 1973. In addition, a more generic name for the Center seemed in order and so "Center for Information Studies" was chosen by the Center members. It is this form--and name--which exists today. The Center Director is Dr. Ephraim R. McLean; the AIS Research Program Director is Dr. Eric Flamholtz; and the Computer and Information Systems Research Program Director is Dr. R. Clay Sprowls.

The Computers and Information Systems Research Program receives support from several sources, most notably from a large one-time grant from the Snow Brand Dairy of Japan. Two Snow Brand executives, Messrs. Masayuki Aikawa and Takeo Nakayama, were guests of the Center for 1973-1974. Because of the existence of the C. & I. S. Research Program, the AIS Program is now devoting its energies and resources exclusively to accounting-related matters. While the funding for the C. & I. S. Program is still relatively modest, it is hoped that as it becomes better known in the business and professional community, its support will increase.

In the spring of this year, the third annual colloquium on the topic of information systems was held by the Center. The specific theme was "Recent Advances in Information Processing Technology" and it was described in the announcement as follows:

Within the past few years, a number of developments in information processing technology have occurred which have dramatically increased the options available to the information systems designer. Among these are computer output microfilm (COM), virtual memories and systems, "intelligent" terminals, mini and micro computers, hardware and software monitoring and evaluation techniques, and data communication and value-added networks (VAN's), to name a few. These and other topics will be discussed by knowledgeable experts, drawn primarily from industry, with each weekly meeting devoted to one specific topic. Although the technical aspects of the technology will be covered in some detail, the primary focus will be upon the uses, and potential uses, of this technology for managerial purposes.

In addition to the students who attended the sessions, the general public was also invited and several dozen people attended one or more of the sessions.

The Information Systems area hosted eighteen European University Professors for a one-day discussion of computing and information systems curriculum and research activities on March 20. The professors were on a tour of the U.S. sponsored by the IBM World Trade Corporation.

In April, the Center, in association with the Los Angeles office of McKinsey & Company, sponsored a national conference on Planning for Information Systems. Dr. McLean was co-chairman of the conference, together with Dr. John V. Soden of McKinsey. Drs. Richard Mason and George Steiner of GSM assisted in the presentation and conduct of the conference. The other participants were the heads of information systems groups within large organizations in both the public and private sectors. Melville Division of John Wiley & Sons has agreed to publish a book which will contain the papers presented as well as a summary of the findings. The book should be available early next year.

As a final indication of the activities of the information systems members of the Center, a listing of working papers and publications for the last year is given below. Those marked with asterisks mean that a limited number of copies is still available.



Working Papers

1-74*	Ephraim R. McLean	The Use of APL in Management Education	Aug 1973 (rev. Dec 1973)
2-74*	Ephraim R. McLean	An Appraisal of Computerized Life Insurance Estate Planning	Aug 1973
3-74	Ian I. Mitroff John Nelson Richard O. Mason	On Management Myth-Information Systems	Sep 1973
4-74	Herbert Moskowitz Richard O. Mason	Accounting for the Man-Information Interface in Management Information Systems	Oct 1973
5-74	Ian I. Mitroff Richard O. Mason	On Evaluating the Scientific Contributions of the Apollo Moon Missions via Information Theory	Nov 1973
6-74	Richard O. Mason Eric Flamholtz	Use of Operations Research in Human Resource Management	Nov 1973
7-74*	Bennet P. Lientz	Computer Network Usage-Cost-Benefit Analysis-I	Dec 1973
8-74*	Bennet P. Lientz	Systems Analysis for Communication Networks	Feb 1974
9-74*	Bennet P. Lientz Thomas V. Wheatley	On Some Statistical Estimation Problems Relating to Communication Message Reliability	Mar 1974
10-74*	Ephraim R. McLean Richard O. Mason Stefanie Foote	Behavioral and Organizational Aspects of Computers and Allied Technology: A Partial Bibliography	Feb 1974
11-74*	James Schenck John Peetz Chris Clausen	An APL Catalog System	Mar 1974
12-74*	Bennet P. Lientz	Guidelines for the Acquisition of Software Packages	Jun 1974
13-74*	Bennet P. Lientz	Generalized Cost/Performance Trade-Off Analysis	Jun 1974

## Publications

- McLean, Ephraim R., Rockart, John F., and Chaney, Joan H. G. "Questionnaire Becomes Preadmission Tool," Hospitals, The Journal of the American Hospital Association, Vol. 47, No. 12, June 1973, pp. 56-59.
- McLean, Ephraim R., Rockart, John F., and Arabian, Joan H. G. "Computer-Assisted History Taking--Do Patients Resent it?" The Hospital Medical Staff, Vol. 2, No. 6, June 1973, pp. 36-43.
- Rockart, John F., McLean, Ephraim R., Hershberg, Philip I., and Bell, George O. "An Automated Medical History System: The Experience of the Lahey Clinic Foundation with Computer-Processed Medical Histories," Archives of Internal Medicine, Vol. 132, Sept. 1973, pp. 348-358.
- \*McLean, Ephraim R. "How Effective is Your Data Processing Organization?" California Management Review, Vol. 16, No. 1, Fall 1973, pp. 95-101.
- McLean, Ephraim R. "Comments on 'Empirical Studies of M.I.S. by Richard L. Van Horn'," Proceedings of the Conference on Research on Computers in Organizations, Data Base, Vol. 5, No. 2, Winter 1973, pp. 181-182.
- Sprows, R. Clay. "APL in Management Education," in: APL Congress 73, P. Gjerløv, H. J. Helms, and J. Nielsen, eds. Amsterdam: North-Holland Publishing Co., 1973, pp. 431-438.
- Buckley, John W., Nagarai, Mallur, Schenck, Jim, and Sharp, Durwin. Management Problem-Solving with APL. New York: Wiley-Melville, 1974.
- Mason, Richard O. "Toward the Learning Manager," in: Systems and Management Science, Russell L. Ackoff et al., eds. New York: Random House, 1974.
- \*Cady, G. M., Lientz, B. P., and Willmorth, N. E. "Experiments in Communication Networks," Naval Research Logistics Quarterly, Vol. 21, No. 1, March 1974, pp. 107-124.
- McLean, Ephraim R. "The Use of APL in Management Education," in: Proceedings of the Sixth International APL Users Conference. Anaheim, Calif.: Coast Community College District, 1974, pp.324-333.



Schenck, James, Peetz, John, and Clausen, Chris. "An APL Catalog System,"  
in: Proceedings of the Sixth International APL Users Conference.  
Anaheim, Calif.: Coast Community College District, 1974, pp. 471-474.

Sproles, R. Clay. Computing with COBOL. San Francisco: Canfield Press, 1974.

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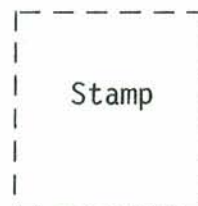
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