



Chapter V

Strategy Choice

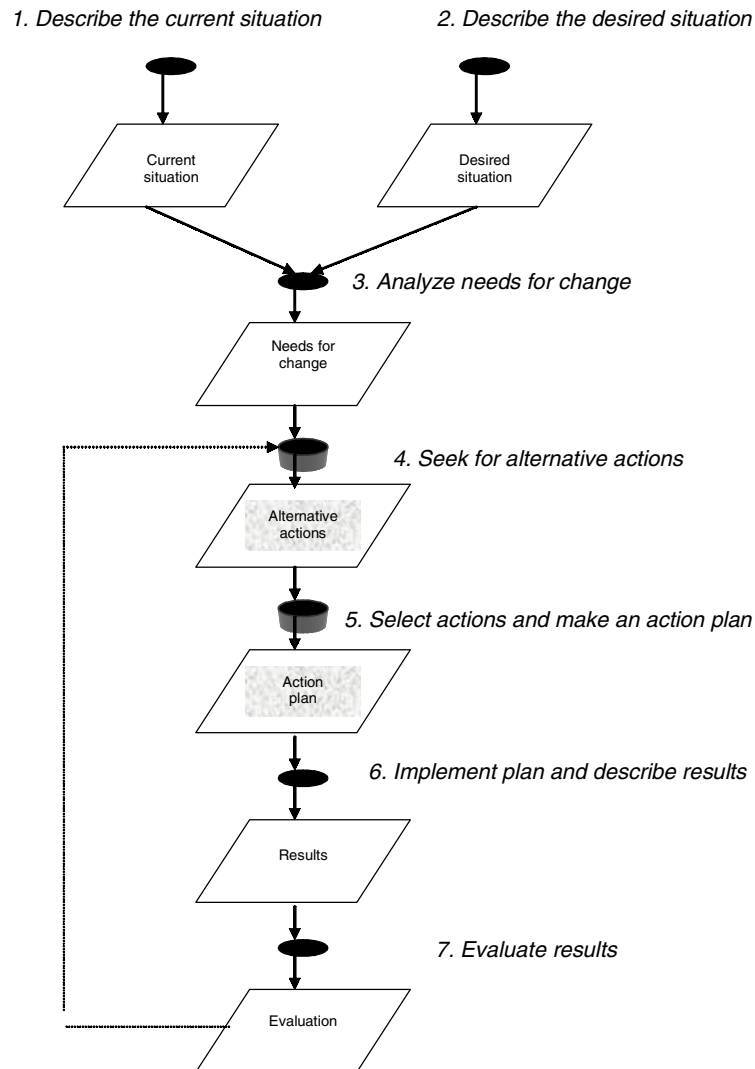
Stages 4 to 5 cover strategy choice in the Y model. While stage 4 is concerned with seeking alternative actions, stage 5 is concerned with selecting actions and making an action plan as illustrated in Figure 5.1.

Identifying Alternative Actions

When needs for change have been identified and proposals for filling gaps have been developed, alternative actions for improving the current situation can be developed. New IS/IT can be developed, acquired, and implemented in alternative ways. Several decisions have to be made when a new IS/IT is chosen. Such decisions are called systems development strategy, and they are illustrated later when we discuss IT governance as allocation of decision rights.

New IS/IT can be developed using analytical or experimental methodology. Analytical methodology implies defining the needs of users through intellectual reasoning techniques. Such techniques define stages of systems study, systems design, programming, installation, testing, implementation, and maintenance. Experimental methodology is showing the users alternative computer screens with information and asking for their

Figure 5.1. The two stages of choice



opinions. This is sometimes called prototyping. Through iterations, we might improve and create even better systems. The decision here will depend on systems complexity and the available time for development.

A common analytical methodology is the systems life cycle. The *systems life cycle* partitions the systems development process into formal stages that must be completed sequentially with a formal definition of labor between end users and information systems specialists. The life cycle for an information system has six stages: (1) project definition, (2) system study, (3) design, (4) programming, (5) installation, and (6) maintenance. Figure 5.2 illustrates these stages. Each stage consists of basic activities that must be performed before the next stage can begin.

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