

**STRUCTURED
TECHNIQUES OF
SYSTEM ANALYSIS,
DESIGN, AND
IMPLEMENTATION**

Sitansu S. Mittra

STRUCTURED TECHNIQUES OF SYSTEM ANALYSIS, DESIGN, AND IMPLEMENTATION

SITANSU S. MITTRA

TRW Inc.
Boston University



WILEY

A Wiley-Interscience Publication

JOHN WILEY & SONS

New York • Chichester • Brisbane • Toronto • Singapore

Copyright © 1988 by John Wiley & Sons, Inc.

All rights reserved. Published simultaneously in Canada.

Reproduction or translation of any part of this work beyond that permitted by Section 107 or 108 of the 1976 United States Copyright Act without the permission of the copyright owner is unlawful. Requests for permission or further information should be addressed to the Permissions Department, John Wiley & Sons, Inc.

Library of Congress Cataloging in Publication Data:

Mittra, Sitansu S.

Structured techniques of system analysis, design, and implementation / Sitansu S. Mittra.

p. cm.

“A Wiley-Interscience publication.”

Bibliography: p.

Includes index.

ISBN 0-471-83081-X : \$42.95 (est.)

1. System analysis. 2. System design. I. Title.

QA402.M56 1988

003—dc19

ISBN: 0-471-83081-X

87-28577

CIP

Printed in the United States of America

10 9 8 7 6 5 4 3 2 1

**STRUCTURED
TECHNIQUES
OF SYSTEM ANALYSIS,
DESIGN, AND
IMPLEMENTATION**

To the memory of my parents

Satya Charan Mitra
Champak Lata Mitra

neither of whom lived to see this work

PREFACE

This text provides an in-depth coverage of the structured techniques of system analysis, design, and implementation. The structured method distinguishes between two types of systems—logical and physical. The logical system is a purely conceptual system that provides all the functional capabilities required by the user or customer. The physical system, on the other hand, is the system that implements all these functional capabilities so that the user gets the benefit of them. Accordingly, the structured method insists that the logical system be completely developed before any work on the physical system starts.

The main emphasis of the book is on the structured method and its importance in the development of a system. The philosophy of the structured process is that if the logical system is completely laid out, the physical system becomes quite obvious. Although the layout of the logical system takes a considerable amount of time at the beginning and thereby results in a delay in allowing the user to enjoy the benefits of the proposed system, it saves a considerable amount of time and labor in the long run.

I strongly believe in the structured techniques and use them regularly in my work. I have supervised the design and implementation of several projects, each time supervising a team of six to eight technical staff members. In each case, I used the structured techniques discussed in the book and described in detail in the table of contents. Consequently, I have drawn heavily from my experience in writing this book. In fact, one of the case studies, the on-line financial reporting system, was developed under my direction and supervision and took nearly 15 months. Thus, the book does not describe mere theories, but also illustrates them with real-life examples. A considerable amount of my project management experience has been utilized in preparing this book.

In addition to my industry experience in system analysis, design, and implementation, I have given courses on this subject for the M.S. program in computer science at Boston University and for the B.S. program in computer science at Wentworth Institute of Technology in Boston. In both places, I had to write extensive notes and case study materials in order to teach the subject. I could not find any single book covering the entire subject at an in-depth level. Accordingly, I regard this book as a totally new venture in the field of system analysis, design, and implementation.

The book consists of 15 chapters divided into five parts.

Part I consists of Chapters 1 and 2. Chapter 1 provides the background materials on computer-based information systems and their impact on management. Chapter 2 discusses the system life cycle concept and distinguishes between a logical system and a physical system. The three principal phases of a life cycle—analysis, design, and implementation—are then explored in Parts II, III, and IV.

Part II consists of Chapters 3 through 6. Chapter 3 describes the problem definition and feasibility study for a system, and Chapter 4 illustrates this concept with two case studies: an order processing system and a financial reporting system. This pattern of first introducing the theories and then illustrating them with case studies is carried through Chapter 12. Chapters 5 and 6 introduce the theory and case studies for the system analysis phase.

Part III consists of Chapters 7 through 10. The design phase is divided into two parts: preliminary and detailed. The preliminary system design concentrates on the input and the output of the system along with an overview of the processing. The detailed design elaborates on the latter and concludes with a complete design specification ready to be implemented.

Part IV consists of Chapters 11 and 12. These chapters describe the phase involving the structured programming methodology along with many other related issues, such as preparation of physical site, system conversion, user training, and documentation.

Part V consists of Chapters 13, 14, and 15. Chapters 13 and 14 describe the roles of decision support systems and database systems in the development of computer-based application systems. Chapter 15 addresses a set of heterogeneous topics in system development such as the information center concept, consultant versus in-house expertise in system development, third party leasing, on-line transaction processing, and system development for expert systems.

The overall treatment has been done at a fairly elementary and descriptive level. The reader must be familiar with data processing principles and must have programmed in at least one high-level language such as COBOL, FORTRAN, BASIC, or PASCAL. Some knowledge of college algebra will be helpful in understanding the space estimate techniques discussed in Chapter 9.

The book is intended for *two* types of users:

1. Business or computer science students who want to learn the structured methods of analysis, design, and implementation of information systems
2. Computer system professionals (e.g., systems analysts, information systems specialists) who want to build a system or are involved in the process of building a system

For the first group the book can be used as a text for a one- or two-semester graduate course on system analysis and design. The book contains more materials than can be covered in-depth in a one-semester course. This allows the instructor a considerable amount of choice in selecting topics to teach.

For the second group the book provides instructions on how to build an information system by using structured methods and as such can be used both as a step-by-step procedure manual and as a reference.

Due to the increasing popularity of structured system development techniques among business managers, many colleges and universities are offering courses on these methods. At the same time the number of computer professionals in industry working with structured system development processes is increasing rapidly. Accordingly, the target audience for the book appears to be substantial.

During the time that I was writing the book I received continuous support from my family, my wife Pranati being the cheerleader of the team. My sons, Partha and Ansu, were somewhat appreciative at this time of the continuing pressure of writing a book after having seen me survive the same ordeal while writing my previous book.

I acknowledge the help I received from my former students at Boston University and at Wentworth Institute of Technology in shaping my ideas about structured methodology. I have benefitted from some of the term papers they wrote as part of their course requirements.

It is a pleasure to acknowledge the friendly support of Maria Taylor, and I sincerely thank the staff of John Wiley & Sons for making this production job a success.

SITANSU S. MITTRA

*Medfield, Massachusetts
January 1988*

ABOUT THE AUTHOR

Sitansu S. Mitra currently works as the Manager of System Planning and Software Maintenance for TRW, Inc. in Lexington, MA. He also holds an appointment as Adjunct Assistant Professor of Computer Science with Boston University.

Dr. Mitra has two master's and a doctorate degree in mathematics from University of Calcutta, India, University of Toronto, and Lehigh University respectively. His areas of interest are: structured system development methodology, database management systems, decision support systems, mathematical modeling, and expert systems. Prior to joining TRW, Inc., he worked as a Senior System Specialist with Unisys Corporation at Cambridge, MA. His previous book, *Decision Support Systems: Tools and Techniques*, was published by John Wiley. So far he has published over 45 technical papers and reports in computer systems, operations research, mathematics, and artificial intelligence in various professional journals and in-house publications. Currently, he is working on his third book, *Principles of Relational Database Systems*.

STRUCTURED TECHNIQUES OF SYSTEM ANALYSIS, DESIGN, AND IMPLEMENTATION

CONTENTS

PART I

INTRODUCTION

1	Computer-Based Information Systems	3
1.1	Concept of a System, 3	
1.2	Role of an Information System in an Organization, 4	
1.3	Management Functions and Style, 6	
1.4	Organization Chart, 7	
1.5	Management Information System, 8	
1.6	Evolution of MIS in an Organization, 13	
1.7	Impact of Computers, 15	
1.8	Conventional Versus Structured Techniques of Systems Analysis, 16	
1.9	Summary, 17	
1.10	Key Words, 18	
	References, 18	
	Review Questions, 19	
2	System Life Cycle	20
2.1	Structured Method of System Study, 20	
2.2	Principal Phases of System Development, 21	
2.3	Cyclic Nature of System Development Process, 23	
2.4	Three Laws of System Analysis, 25	
2.5	User Involvement in System Development, 26	
2.6	Role of System Analyst, 28	
2.7	Summary, 29	

- 2.8 Key Words, 30
- References, 31
- Review Questions, 31

PART II

STRUCTURED ANALYSIS

- 3 Problem Definition and Feasibility: Theory 35**
 - 3.1 Problem Definition as a Starting Point, 35
 - 3.2 Techniques to Define the Problem, 36
 - 3.3 Interviewing Techniques, 37
 - 3.4 Review of Manuals and Earlier Studies, 40
 - 3.5 Overview of Proposed Logical System, 40
 - 3.6 Subsystems and Interfaces, 41
 - 3.7 Data Flow Diagrams, 42
 - 3.8 Example of a Data Flow Diagram, 44
 - 3.9 Feasibility Study, 46
 - 3.10 End Product of First Phase, 48
 - 3.11 Management Review, 50
 - 3.12 Summary, 50
 - 3.13 Key Words, 53
 - References, 53
 - Review Questions, 54
- 4 Problem Definition and Feasibility: Case Studies 55**
 - 4.1 Introduction, 55
 - 4.2 Order Processing System:
 - Background/History/Introduction, 55
 - 4.3 Financial Reporting System, 63
 - 4.4 Summary, 71
 - 4.5 Key Words, 73
 - Review Questions, 74
- 5 System Analysis: Theory 75**
 - 5.1 Introduction, 75
 - 5.2 Deficiencies of the Current System, 76
 - 5.3 Explosion of Data Flow Diagrams, 79
 - 5.4 Alternative Solutions and Recommendations, 81
 - 5.5 Automation Boundaries, 86
 - 5.6 Data Dictionary, 87
 - 5.7 Development and Maintenance Costs, 92

- 5.8 Tangible and Intangible Benefits, 94
- 5.9 Cost/Benefit Analysis, 95
- 5.10 Conclusions, 99
- 5.11 Summary, 101
- 5.12 Key Words, 102
- References, 103
- Review Questions, 103

6 System Analysis: Case Studies

104

- 6.1 Recapitulation of Problem Definition for Toy World, 104
- 6.2 Deficiencies of the Current Order Processing System, 104
- 6.3 Exploded Data Flow Diagrams, 106
- 6.4 Data Dictionary, 106
- 6.5 Alternative Solutions and Recommendations, 110
- 6.6 Cost/Benefit Analysis, 118
- 6.7 Recapitulation of Problem Definition for Financial Reporting System, 120
- 6.8 Deficiencies of the Current Reporting System, 120
- 6.9 Explosions of Level 1 Data Flow Diagram, 123
- 6.10 Sample Data Dictionary Entries, 123
- 6.11 Recommended Solution, 123
- 6.12 Cost Estimates, 128
- 6.13 Summary, 129
- 6.14 Key Words, 129
- Review Questions, 130

PART III

STRUCTURED DESIGN

7 Preliminary System Design: Theory

133

- 7.1 Basics of System Design, 133
- 7.2 Two Phases of System Design, 134
- 7.3 Two Types of Output, 135
- 7.4 Three Types of Report, 135
- 7.5 Screen Displays, 140
- 7.6 Human Factors in Screen Design, 142
- 7.7 Issues Involving Human Interaction in Screen Design, 143
- 7.8 Input Documents and Data Entry, 150
- 7.9 Conversion of a Data Flow Diagram to a System Flowchart, 151
- 7.10 Simulation of a New System via System Flowchart, 154
- 7.11 End Product of Preliminary System Design, 154

- 7.12 Summary, 155
- 7.13 Key Words, 157
 - References, 157
 - Review Questions, 158

8 Preliminary System Design: Case Studies 159

- 8.1 Introduction, 159
- 8.2 Preliminary System Design Report for Toy World, 159
- 8.3 Preliminary System Design for Massachusetts Educational Foundation, 174
- 8.4 Summary, 182
- 8.5 Key Words, 186
 - Review Questions, 187

9 Detailed System Design: Theory 190

- 9.1 Issues Addressed under Detailed System Design, 190
- 9.2 Data Elements at Record Level, 191
- 9.3 Record and File Format, 192
- 9.4 File Access and File Organization, 194
- 9.5 Selection Criteria for File Organization Method, 195
- 9.6 Schema Design for a Database, 196
- 9.7 Space Estimate for Data Files, 197
- 9.8 Auxiliary Storage Elements, 204
- 9.9 Data Communication Network, 206
- 9.10 Equipment Specifications, 217
- 9.11 Personnel Selection for Implementation and Maintenance, 221
- 9.12 Automated Method for Estimating Hardware, Software, and Personnel, 223
- 9.13 End Product of Detailed System Design Phase, 224
- 9.14 Summary, 226
- 9.14 Key Words, 228
 - References, 228
 - Review Questions, 229

10 Detailed System Design: Case Studies 230

- 10.1 Introduction, 230
- 10.2 Detailed System Design for Toy World, 230
- 10.3 Detailed System Design for Massachusetts Educational Foundation, 244
- 10.4 Summary, 248
- 10.5 Key Words, 249
 - Review Questions, 249

PART IV

STRUCTURED IMPLEMENTATION

11	System Implementation, Maintenance, and Evaluation: Theory	253
11.1	Scope of the Chapter, 253	
11.2	Input/Output Table, 254	
11.3	Structure Chart, 255	
11.4	Principal Characteristics of a Structure Chart, 255	
11.5	Procedure for Designing a Structure Chart, 256	
11.6	Symbols Used in a Structure Chart, 258	
11.7	Example of a Structure Chart, 259	
11.8	HIPO Charts, 259	
11.9	Example of HIPO Charts, 261	
11.10	Program Flowcharts, 264	
11.11	Pseudocode, 266	
11.12	Structured Programming, 269	
11.13	Testing and Debugging Techniques, 275	
11.14	Preparation of a Physical Site, 277	
11.15	User Training, 277	
11.16	System Conversion, 278	
11.17	System Backup Plan, 280	
11.18	Audit Trails, 281	
11.19	System Recovery Plan, 284	
11.20	System Documentation Manuals, 285	
11.21	Importance of User Manuals and User Reference Documentation, 288	
11.22	System Development Library, 289	
11.23	Text Revision Control Software, 290	
11.24	Management of System Development Project, 292	
11.25	Graphic Techniques for Project Scheduling, 293	
11.26	Compliance with Deadlines, 299	
11.27	Interpersonal Conflicts in Team Environment, 299	
11.28	System Maintenance, 301	
11.29	System Evaluation, 302	
11.30	End Product of System Implementation Phase, 303	
11.31	Summary, 304	
11.32	Key Words, 305	
	References, 306	
	Review Questions, 307	
	Formulated Problem, 308	

12	System Implementation, Maintenance, and Evaluation: Case Studies	309
12.1	Introduction, 309	
12.2	System Implementation for Toy World, 309	
12.3	System Implementation for Massachusetts Educational Foundation, 316	
12.4	Summary, 337	
12.5	Key Words, 337	
	Review Questions, 338	
	Formulated Problem, 338	

PART V

CONTEMPORARY ISSUES IN SYSTEM DEVELOPMENT

13	Decision Support Systems in an Organization	341
13.1	Role of Decision Support Systems, 341	
13.2	Technical Capabilities of DSS, 342	
13.3	Operational Scenario for a DSS, 344	
13.4	Tools for Building a DSS, 345	
13.5	Impact of a DSS on Management, 347	
13.6	Summary, 347	
13.7	Key Words, 348	
	References, 348	
	Review Questions, 348	
14	Impact of Database Systems on the System Development Process	350
14.1	Need for Database Systems, 350	
14.2	File Processing Versus Database System, 351	
14.3	Data Models, 354	
14.4	Database Management System, 355	
14.5	Relational Database, 356	
14.6	Normalization of Relations, 357	
14.7	Relational DBMS, 358	
14.8	Nonrelational Database, 359	
14.9	Example of a Database, 360	
14.10	Design and Implementation of a Relational Database, 362	
14.11	Summary, 363	
14.12	Key Words, 363	
	References, 364	
	Review Questions, 364	

15 Miscellaneous Topics 366

- 15.1 Objectives of the Chapter, 366
- 15.2 Information Center Concept, 366
- 15.3 Interaction among Management, MIS Staff, and Computer Operations Staff, 369
- 15.4 Consultant Help Versus In-House Expertise, 370
- 15.5 Third-Party Leasing of Equipment, 372
- 15.6 New Methodology for Structured Development, 373
- 15.7 On-Line Transaction Processing, 375
- 15.8 System Development for Expert Systems, 378
- 15.9 Summary, 384
- 15.10 Key Words, 386
References, 387

Index 389