

Perspectives on Problems

Consequences of failure are severe: over \$ 81B in the USA alone (1995.)

Problems range from cancelling a project altogether (no system!), to delivering a system that supports only some of the requirements and/or is never actually used.

What can go wrong?

Answer depends on who gives it.

End user perspective

Client perspective

Developer perspective

ormation Systems Analysis and Design

End User's Perspective

No system: What system? I haven't seen a new system...
...30% of large IT projects are cancelled before completion
Unusable: It might work, but it's dreadful to use...
No engine under the hood: It's very pretty – but does it do anything useful?

Client's Perspective

Too expensive: If I'd known the real price, I'd never have agreed...
Typical project is one year late and 100% over-budget!
Too late: It's no use delivering it now – we needed it last December! (e.g., Y2K)
Bad press: OK, so it works – but the installation was such a mess that my staff will never trust it.
Change of mind: I didn't want it in the first place...
Change of requirements: Everything's changed now – we need a completely different system...

Developer's Perspective

Wrong requirements: We built what they said they wanted...

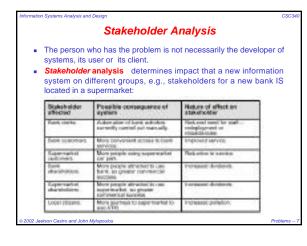
Unsufficient resources: There wasn't enough time to do it any better...

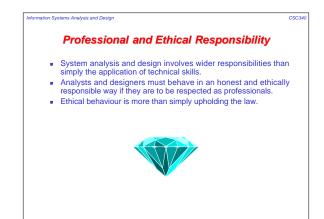
Incomplete requirements: How can I fix it? I don't know how it's supposed to work

Impossible requirements: We said it was impossible, but noone listened...

Blame the others: The system's fine – the users are the problem

Wily Do	o Things Go Wro	ng?
		<u> </u>
Type of feliare	Reason for failure	Comment
Quality problems	The wrong problem is addressed	System coefficts with business strategy
	Prider influences att. Included.	Organization culture they be ignored.
	Analysis is carried out.	Trans in page by more at of transferquentially renewarised.
	Project contentation for among measure.	Technology pull or political push
Productivity problems	Users obarge free colors.	
	Externs event strongs the environment	Now registerion.
	Angles were taken on and fector-feet	Many For Do serous used The proposit has shorted.
	Pear project service.	Personanced protect





Issues of Professional Responsibility

- Confidentiality -- Analysts and designers should normally respect the confidentiality of their employers or clients irrespective of whether or not a formal confidentiality agreement has been signed.
- Competence -- Analysts and designers should not misrepresent their level of competence; they should not knowingly accept work which is demands skills that go beyond their competence.

 Intellectual property rights -- Analysts and designers should be aware of local laws governing the use of intellectual property such as patents, copyright, etc. They should be careful to ensure that the intellectual property of employers and clients is protected.
- Computer misuse -- Analysts and designers should not use their technical skills to misuse other people's computers; computer misuse ranges from relatively trivial (game playing on an employer's machine, say) to extremely serious (dissemination of viruses).

2002 Jaelson Castro and John Mylopoulos

ACM/IEEE Code of Ethics ■ The professional societies in the North America have cooperated to produce a code of ethical practice. Members of these organisations sign up to the code of practice when they join. The code contains eight principles related to the behaviour of and decisions made by professionals, including practitioners, educators, managers, supervisors and policy makers, as well as trainees and students of the profession.



