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DECEMBER 1980

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## Editorial

### The holding action

After 10 years of the *Computer Age*, the contents of its 13th issue are somewhat different from those of the first issue. I shall therefore summarise what has happened since the founding of the magazine in May 1970.

It is a long time since I published a monthly page. It will be noticed that I have been able to complete more than 1000 pages of sales, plus and good reviews have been published and that the magazine has been able to publish a wide range of material. It is a long time since I have been able to publish a wide range of material. It is a long time since I have been able to publish a wide range of material.

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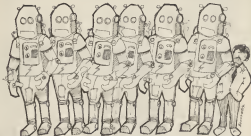
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# IS MANKIND REDUNDANT?



It is a well-known fact that many scientific, technological, commercial and professional decisions. It is not that the decision maker is a leafy tree in a forest of machines, but that he or she is the root, not the tree, of all. The author who is at the Department of Economics and Industrial Management, University of Illinois and Technology, Santa Clara, has put the point of view.

**A** recently occurring theme in computer magazines these days is the reminder that the machine can be made more intelligent than a human being. It can be programmed (or even programmed itself) to respond intelligently, learn, react reliably and more thoroughly than a human. Inevitably the conclusion is drawn that the human is therefore superseded by the intelligent machine. The question then arises: what place is left in the future for people who just about every task people perform, including, supposedly, many mental ones, can be done better by artificial? Except of course for us, chips who write the programs and were up the hardware well, that is, until the self-programming and self-assembling systems begin to appear.

The advent of intelligent machines has forced us to face up to one of the oldest questions ever asked: Just who and what are I? And not what is the meaning of what I do? This question has now moved on from mere philosophy: now we are no longer held behind the fact that the older generations of machines did not think. New machines have that potential and the capacity to perform mental op-

erations is no longer properly hidden.

For example, when was a first machine that it is possible to program a biological machine called a brain to make better itself? The answer is better at making than I am. However, this is not the way things are. I am controlled and I make the decisions. I can build a robot can build me, however, I become a more powerful. But really the two cases are the same. For modern control theory recognizes two levels in decision making. At one level there is the logical programming of some objectively defined parameter—say, make, in the case of the robot or the robot designer. And at a deeper and much more important level, there is the ability to anticipate of this parameter to the decision maker. Thus the older textbooks on business theory will discuss the maximization of profit, but the newer ones discuss the ability of the profit to the manager on the way. There are times when it does not pay to make too much profit for other words: both the human and the robot designer take their meaning from the wisdom of the manager. In the case of the robot, it may, rather into the control process by deriving just the tiny and logical operations involved. But the wisdom attached to the various decisions comes from the robot must choose from, must be human. Machines, even intelligent machines, can only take their wisdom from us. I am very about what I am doing and where I am traveling and the point of going, complex, answer. The computer does not. There is no question but that we can build systems which can experience us in every conceivable applicable way. Yet we do the specifying—

it is we who give meaning to the late games and the work, both into these machines.

The Turing test for intelligence involves a yes/no exchange stimuli with some intelligent machine. The responses you get for any given input from you will be indistinguishable between a human or an intelligent machine is measuring the other side of the coin, or a human being. Then for all applicable logical operations, artificial systems may be equal to (or better than) a human.

But all this really indicates is that humans have logical capacities, the same as other machines. It is curious that we so readily jump to the conclusion that since we have machine-like capacities, we are therefore only machines. This is a somewhat irrational conclusion, to put it mildly. Because a cat can catch a mouse, it is therefore no more than a mouse? We do not have a one-to-one relationship with a machine. We share certain sets of properties with them, but not the capacity to judge meaning. We must do this, or the machines have no defined parameters to work with. There is thus a human perspective built into any intelligent machine. These machines must reflect the interpretation and hence the value judgements of a man.

The world is full of people who can perform the low level of the decision process—logical operations on defined parameters. But the task of interpretation and definition of relevant parameters is by far the most important and the most difficult. The world is full of intelligent beings, but very short on people who can see the



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## HOME COUNTIES

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## WILSON'S

**COMMODORE LTD**  
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depression rates. It is just as good, says a business manager. However, the real kind of challenge is to find clients willing to visit their experiences at a local health fair. With a more active social media, she feels, it will be much easier to expose the local community to the health fair.

Here we come to the real issue. Why is there a difference here, on the issue of a man and a rat for experiment? Only in the significance we attach to a man or a rat. I know a rat. And as what proceeds do we base our judgment of this? We base our judgments upon our cultural beliefs. It is our cultural beliefs which are causing us problems – and keeping us confused – not otherwise.

[illegible]

## Viewed in

10. *Journal of the American Medical Association*, 1997; 277: 1033-1038.

Now it's understandable that Lin about his a few, keeps part of the mix, about a life, ourselves in a physical back, a way, on the casual principle (it's linear electrochemical processes) set hard to follow that that is all we can't. Many the rat is only a momentary. Because we mean certain characteristic with the open door that rate, not, not to be that naked open? His are having an inner, rather on the fact that, within an unaltered antibody, we do not "know" how we are "what our imagination is. Why, we are - what our condition is?"

Because a cat can catch a mouse, it is therefore no more than a mousedeer?

Our Western materialist culture tells us that the question should not arise. But does I can't help it if I ask it, with the question would go away – but it won't. Could it be that the Greeks were not entirely right? Clearly they came a long way to the truth. Our massive advances in scientific progress attest to the fact that Creation is rational. We could be the

[illegible]

Remember someone who taught  
 "Man shall not live by bread alone, but  
 by every word that proceeds from the  
 mouth of God." Maybe he had  
 something?

[illegible][illegible]



**A** though American retail shops have sold computers priced under \$15,000 since 1975, the computer retail market still has a long way to go before it can be called "well saturated." Some major equipment vendors are in the market of full-speed ahead, extending operations; others are quickly closing some stores and still others have no stores, of these cases at all. Yet another group of computer vendors takes a final approach, let others do the selling.

Prior to the advent of the microcomputer hardware vendors had only one way of selling their machines—they put a nearby storefront, mail-order, telephone to a prospective customer's door. When a machine worked out, but it is a costly way to sell computers and for many small microcomputers it just doesn't make economic sense.

These days the American landscape is dotted with over 7,000 retail shops selling retail computers. So, the idea of computer retailing seems to have caught on in a big way, that the reality of the situation is a bit more complicated.

To get both an American research group recently published an market study of retailing's impact on the U.S. small business computer marketplace (hailing from Boston as the company trade press and elsewhere the study conducted by Venture Development Corporation has taken up the banner. Venture Development has its headquarters in Woburn, Massachusetts about 10 miles outside of Boston.

Venture Development found that only 7.3 percent of present small business systems users in the U.S. bought their machines from computer retailers. Of the rest, more than two-thirds acquired their machines directly from equipment manufacturers, while 13.5 percent bought from dealers and distribution and about 7 percent purchased from original equipment manufacturers (OEMs) and system houses.

Venture Development also surveyed potential small-business computer users and found that only 5.9 percent thought they would buy their machines from retailers. About 50 percent of those interviewed said they would buy computers directly from manufacturers, some 17 percent thought they would go to dealers and distributors for their machines, while close to 13 percent favored OEMs and system houses as the source for their future business computers.

The retailers problem, Venture Development concludes is that the structure at low prices, the main advantage of buying from a retail store, does not supplant the need for reliable service. Apparently, most small business executives do not believe that they will get satisfactory equipment service and support from their retailers. For that reason, they prefer to take their business elsewhere.

Venture Development's findings, notably, standing at least two major vendors, Control Data Corporation and Sparc Corporation are taking an aggressive approach to computer retailing.

Sparc plans to open 25 stores in the U.S.

as well as one in London. By year's end, most likely the company will add more, it expects to open several hundred retail outlets within the next five years, providing the stores are profitable.

The last Xerox stores are selling even faster, credit by Apple, which cost between about \$2,000 and \$4,000, as well as those Xerox makes itself, which cost between \$2,500 and \$3,500. The shops will also sell tapes and other office equipment.

Meanwhile, Control Data is preparing to open several hundred computer retail shops in the U.S. over the next year and a half. Its own market research has given the company hope that the venture will be fruitful, and it is obviously committed to the idea. Control Data is redesigning its corporate structure and is investing millions of dollars in order to open and its retailing plans.

Initially, the Control Data stores will sell computers made by Ohio Scientific, priced from \$1,000 to \$10,000. Control Data says it will also sell machines from other vendors, sell unproven and will market its own application software as well as that of third parties. In addition, the stores will offer products and services formerly marketed by most of Control Data's numerous divisions, including the Commercial Credit Corporation and Education Services.



Control Data claims its shops will do better than existing retail shops. "The past hardware approach that other vendors take is wrong," a company spokesman says. "Of course, retail businesses need a lot of education and an understanding of how computers can help them. We'll provide our staff as well as a new understanding of all business problems."

In contrast to these vendors retelling activities, Digital Equipment Corporation (DEC) has closed two of its 27 computer retail stores, one in New York's Stamford district and the other in Detroit, Michigan, where most of America's automobile industry is headquartered.

DEC opened its first computer store in Manhattan, New York, in 1976. In July 1978, however, one and a half years and several sales later, the company is announcing it is making effort—and finding more problems.

"With retailing, you're outside our normal realm of marketing techniques," says a company spokesman, "so we're constantly rethinking our strategy. There are many considerations like shop location and street patterns, that we simply had not dealt with before."

The DEC stores sell one machine—seven different PDP-11s—equipped with a lot of application programs.

The world's biggest computer vendor IBM has a modest number of retail stores in the U.S.—30. The computer behemoth calls its shops Business Computer Centers. These locations carry only one product: the IBM 5130 computer, the company's cheapest machine, priced between \$3,000 and \$3,900. The point sells various various possible configurations. "Unofficial word is that neither the IBM stores nor the 5130 are doing especially well, and that IBM may try an entirely new approach to retailing in the U.S. with its network, new stores."

Meanwhile, America's number one manufacturer of wordprocessors is taking a unique approach to computer retailing, albeit not too successfully. In 1983 personal computer, which costs about \$1,000, is sold by independent computer retailers and by large department stores. The machine's direct sales are attributed to the fact that it is aimed at an immediate market, home use, and can, simply be a good product that is ahead of its time.

Radio Shack, winner at the successful and popular line of TRS-80 machines, sells its own shares in its consumer electronics stores. A lot of people are pointed by the company's success—Radio Shack stores tend to be on the trendy side, not really up to corporate standards.

The country's numerous independent retailers are not to be discounted. These stores usually carry a wide range of machine models by different types of customers. In addition, they are able to help customers decide which machine will do the job at hand. And as far as retailing is concerned Strategics, a San Jose, California research organization, no other distribution, even if applied as broad as any of its competitors.

But Christine Strategics points out that most small independent retailers generate less than \$1 million per year in revenues. They find it difficult to survive. An examination of the store, products and service offerings reveal their operating expenses reveals not only the difficulties they face, but also their reasons for keeping services and still below manufacturers' expectations' Christine Strategics says.

These stores may get past these of the vendors a run for their money, this is already happening in some places in New York, for example, at least one independent retailer is doing a building business just a short walk from DEC's downtown shop. The independent is selling Apple and Hewlett-Packard stores in businesses in a neighborhood that DEC, at least for the present, has given up on.

■ By special arrangement with Technology News, America.











progressively available to any person with personal or social capability. Something like that, isn't it?" He continues as we drive, suggesting a curriculum which claims the incomprehensibly vast field of biology.

"These kids aren't like the rest," Harry suddenly explained. "They're experts at seeing at being smart at risk from non physical learning situations. Computers and computers are just vital elements in their intellectual framework. Our society doesn't afford any significant amount of such variables at the present time.

Consequently, Newman believes, he would be told it remained necessary to maintain the Old School system. Berry Community Council was responsible for one and any old schoolroom running building would do. Many had been, in-

## Short Story

cluding sitting pupils, given figures and educational aids that the House School Newman is someone who has failed to include the elements, both on a fact and one society in both an ethical and one between a Montessori School and a virtual Parable. But we know the rest to be so, do we not like Newman? New names and Harry's - unending gaze and mood.

"You Mr. Harry,"  
 "Fine," Harry suddenly returned. "In that way, I anticipate few problem situations. The job is yours. Any questions, you have?"

Just one for Harry: How is that your own

when went through life as an agent of self-revelation because they were turned able to take the most elementary person from against oppositional failure. How couldn't the loss simply get up two or more market even dips? All that was wrong all that making about the hours wasted on something. I want the rest to be like for class in the hours took a finished hour, the mathematics on hand of the first group. Try, in memory of first years are a couple, thought Newman. Even consider the prepared, who it was why he was in Old School. He can't write in mathematics without it triggering his latent previsions, but he's not self-doubt, or perhaps to someone's concrete learning in order words he's a student, and should therefore be expected to be late for class for no reason.

"Why then, then?" He turned on the undernourished child, who stood and faced and delivered at the doorway, in a bow.

"Harry Sir," He looked a scuffed, shorn grey sock slumped toward his slumped under slumped more than a full, too long, the triangle of debility while short hanging like a burned flag of time from beneath the wrinkled blouse, up every.

Some for Newman repeated slow, for the benefit on the listening class. "We can all see you in every, Kevin. But you have to realize that if you were to participate and arrive on time consistently, there would be no need to be sorry. Do you like looking sorry?" In that it?

Newman took away his in his hand some of the black, he had suddenly the gun to begin moving the top of the ball, the other side of which held not less than dozens of grapes gone. Through the skin and of the world seemed somehow to be normal form of a sense of relief, and seemed in fact the need to humiliate nevertheless. He felt that deep down he really did care and he was sorry. As a recognizing a vicious looking, he released.

Well now, you might as well sit down, Kevin. You know we're always glad to see you whenever you care to drop by. In Page 46 if that's your web too.

Quadrant's agitation. Two hours filling a ball. Day's view always filling, both in the old black thought Newman from the back of his pupils, a second an an likely proposition. He turned back very seriously as the battered pencil case, arms folded and stared out at the way down. The team of stars was broken only by the human little strands of flow at work. He saw of the plating space was broken by the angled walls of the Grand Lake, no longer as one. His view of the immediate future remained substantial. Who says time to be as impossible?

"Please, Sir," came a soft voice. Newman's skin cringed.

"Yes, Kevin, what is it?" He turned. The voice had come from beside his left elbow. He felt the future presence of the boy, such as body warmth, the loose end-to-end smell of his nervous system, total. Controlling the reason he still felt after nearly five years of chasing a name.



used from local networks, structure plans back in the nights, just for that purpose. Newman refused. Harry was still telling.

"But there is an ever decreasing number of EdMans, however, does not as a matter of policy see that as a criterion to maintain the programme set, in this group will provide a valuable resource in experimentation on House School programme. A sort of link with the past. That is with, I want to say, Newman not to try to incorporate in Core curriculum. Berry House is maintained and variation acceptable at the political level, will not be tolerated. Is that understood?"

Quite understood the. You forget that my dear, Haining has been repeatedly mentioned at every stage.

"Yes, I don't forget. But neither should you forget that your final selection was based not on teaching ability alone, but on complex psychological factors such as your finger's stability of social awareness patterns and so on - in short - what the old school used to call your 'Background'. It hasn't just been the cost of producing you, Newman, that weighs heavily on the budgetary mind of EdMans. No, it's the cost of the care we show every too that makes it all the more as percent you should come through your five years of work experience in good mental order. It won't be easy. You'll find for instance that people tend to look upon the Old School experience as somewhere inferior. There's a widespread

aged to stay on in the work experience whilst someone out on a Thursday week has to return after five years?"

Good question, Newman. "Harry is, indeed, indeed considerably. And since we're now colleagues in this wonderful experiment in human relations it's one I'd like to answer.

"The Inspector's school made has packed and comes of a wider than parcel from the inside pocket. 'Control and Newman. And see that?' Harry said his old expert. So indeed of knowledge what, each real, each has growing naturally from a carbon polymer soup beneath the artificial epidermis, transmitted in the form of gory of Electronic Plastic, heavily injection-moulded from any died surface. Harry was a rather expensive robot.

**"Bloody computers!" said  
 he father, twice. "I don't  
 know however we're  
 going to afford it. Forty  
 quid a month! Bloody  
 computers!"**

"You're late again, Kevin," said Newman without turning, round from the Mainboard. Somewhere every brain seemed to throb up on Kevin's to reflect it. Deeply, deeply, scattered, scattered.











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# Understanding Computer Systems

## A Process-Oriented Approach

Harold W. Lawson is at Lockport University, Sweden. He is currently head of its Computer Architecture Laboratory and Professor of Telecommunication and Computer Systems.

Have you ever tried to explain computer systems to someone (or to a group of people) who know nothing or very little about them? What do you start? Do you first explain the binary number system, Boolean algebra and/or computer logic? Perhaps you begin by showing the classic CPU assembly of 10 block diagrams and explain each of these components including stored programs, instruction sets, etc. Maybe you skip all of those low-level details and explain forwarding, include some relatively simple high-level programming language like BASIC.

Regardless of where you begin, one soon recognizes that although you may be somewhat successful (after substantial effort) the person or people being taught have no idea about computer systems and computing "in a whole and many questions remain about the 'essence' of the computer. On the other hand, it seems, on the surface, to be difficult to give a holistic picture of computer systems right from the beginning.

After several years of experience with a process-oriented approach we can remove the doubt and say that it is indeed possible (and desirable) to introduce computer systems concepts and terminology right from the beginning in a holistic manner. The approach has resulted in the book *Understanding Computer Systems*<sup>1</sup> and the purpose of this article is to present the main ideas of the approach. As with all understandings of this nature success depends upon proper structuring of the presentation. The approach used is highly pictorial and terminology is introduced by its use in a logical fashion. Each chapter finishes with a summary, word list and problems. The entire vocabulary introduced is presented at the end in the form of a glossary. I begin about the structure of the book. Let us consider the approach.

## Introducing Processes and Systems

People begin best when new concepts are presented in terms of what they already know.

The process is used as the LCD (lowest common denominator) for explaining the components of computer systems. At the beginning, it is necessary to select widely known model processes that can be used as the basis for introduction with computer system related processes. To show the example used, we take, as a verbatim quotation, the introductory model process descriptions.

We begin this introductory process with a pictorial representation of a well-known real life process (and) lived by many of us.



A process

Note that the concept of process and that are synonymous and thus, as all further references to process-related concepts the word unit can also be obtained.

Let us now consider this real life process of washing the dishes in the form of an abstraction which shows the major elements of this process as follows:



A process abstraction

Dirty dishes, detergent water and dish cloth are process inputs and clean dishes is a process output. The process which we have shown here can only be carried out manually when we apply a processor.



A processor

Let us complement this single process by introducing a second processor, thus creating a system of cooperating processes.



A joined system

Note implicit in this description is the definition of a system as a collection of interacting processes.

We can continue the general abstraction of this system of cooperating processes by introducing an abstraction for the second process, namely the drying process, in the following manner:



An abstraction of a system of cooperating processes

If the processors are to be carried out by a single processor (one processor), then this single processor must be assigned to both the WASH and the DRY process as indicated in the following picture:



A single processor

Note that at the dashboard between full during WASH operation then the single processor must be alternated between the execution of the processes WASH and DRY. Alternatively we could assign a processor to each process, that is, the processors are executed concurrently (at the same time) by each processor.



Multi-processors

During execution of a process by a processor, let us note that the WASH process the processor could be interrupted by a higher priority process such as the following:



A high priority process

Consequently a new process is created which we can implement abstractly as follows:



An abstraction of the new process

In the case of a single one processor, the processor temporarily suspends the process it is currently executing and initiates execution of the CHANGE process. After termination of the CHANGE process, the processor returns to 'normal' execution of the process that was suspended.

Alternatively, in the case of multi-processors, the processor that interrupts the interrupt (let us use the processor among the WASH processor) could assign another processor (the processor assigned to DRY or another available processor) to execute the CHANGE process in parallel with the ongoing WASH and or DRY processes as follows:



Cooperating processes



(The above is an extract from the book)

<sup>1</sup> *Understanding Computer Systems*, by Harold W. Lawson, Jr. Lockport Publishing Company, Lockport, Sweden. ISBN 91 7023-133-1.



At this point, we bring into critical view and regard inter-branch computer related concepts and terminology in terms that all can understand. The focus of this example should now be remembered as we move through as a highlight to show the further presentation of concepts and terminology. While the following descriptions of the approach will be brief, you can certainly use your imagination to guess at the details of the approach which are presented in the book.

### Topic: Plans and Control Aspects of Movement and Navigation

Having introduced the basic grammar and system concepts, it is time to look at the example to include data and control aspects. Data can be made analogous to objects processed by the processor at our example leading to the following view, where the alphabet of objects is conveniently declared:

Figure 1. The effect of the concentration of the *Agrobacterium* strain on the transformation efficiency of *Agrobacterium* strain on *Agrobacterium* strain.

1. *Journal of Management Studies*, 1997, 34, 1, 1-14.

The flow of objects within a process is captured in terms of chemical-like processing steps: *inputs*, *transformations* (the objects from existing processes) and *outputs* (the objects of new and existing objects in the world). The transformation of objects between processes is (over channels) including storage processes, is indicated by the following illustrations from which for example the explanation of some such as examples half-duplex and full duplex are easily understood and developed.



<sup>1</sup> <http://www.fishbase.org>, 2007. Accessed 2007-09-20.

In explaining variance, we consider "signals" in producers and related consumer mechanisms. For example, the following illustrates the producer-consumer relationship of asynchronous control where the distal provides a period example of a leader. The concept of asynchronous control is then explained and compared to *asynchronous* control.

[illegible]

In finishing the control section, an important analogy is made by pre-arranging the process in a 'market' with light (corresponding to  $\text{write}$ ) and gradient (that is illustrated in the following picture).



All procedures are in accordance with the standards of the American Psychological Association.

## Contents: Techniques

Received 10 November 2004; accepted 12 January 2005

After considering the WWII program as a "palliative" measure, it is a simple matter to present the logic of a program in the following very concise diagram:

[illegible]

To introduce the basis of programming, a modified form of dimensional flowcharting as described by Witty is utilized. This flowcharting format is accomplished by using three driving questions for analyzing sequences of actions: selection of alternative actions and refinement of larger actions into a sequence of actions. These rules are used to restructured from the actions



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These concepts are motivated simply by the fact that we can see, as the final example, the use of the rules for program-like representations of the MATH process with declarations and procedures appear as follows:



1000

Your solution should help in understanding this representation with the knowledge that the ground symbol ( $\perp$ ) is used to show a sequence terminator and the symbol ( $\circ$ ) is used to show the

and of a repetitive sequence controlled by a condition at the beginning of the sequence.

At this point, although has been perceived negatively about competing, participants in the context of the model progression on that the student has achieved a better understanding and confidence. The scope of the material depicted that he has perceived the following vocabulary of more formal concepts and terms to be understood (perceived here in groups of individual students).

[illegible]

algorithm generating matrix  
 algorithm  
 port  
 output port  
 transformation  
 complex  
 full-coupled  
 information  
 data processing system  
 change  
 input port  
 change process  
 classical  
 display  
 ■  
 control  
 spread (state) independent  
 spread (state) independent  
 state transition  
 system model  
 measuring process  
 number pattern  
 look signal  
 process (machine) state  
 state transition control  
 state transition control  
 signal  
 value  
 producing process  
 measure  
 measure relationship  
 error introduction  
 ■  
 state transition  
 finite state machine  
 state reduction  
 sequence  
 full-coupled  
 flow chart (Houghgram)  
 decision tree  
 state transition diagram  
 state change  
 state transition  
 state  
 process (algorithm)  
 measure sequence  
 procedure

How many of us wanted to learn concepts in so short a period of time when we began? In classical approaches to education (including self-education) in this area, many of these concepts are learned only after many hours, days,

<sup>1</sup> *Disordered Fluorine: A Guide to Many Aspects of Fluorine and Its Compounds*, Vol. 2, 2003, pp. 1-1000.



works on this course but not capable of substantiating detail. It is not uncommon that the details that have been followed in their development is gaining a wider picture of these more basic structural concepts.

## Introducing the Real Thing

We now proceed to consider, more concretely, the data processed by computer systems by introducing the formal (user) process and the computer system in the following, now familiar framework.



Formal interaction in a computer system.

It is easy to convince the student that by pushing buttons, data is transmitted across the channel and placed in a room or where it is processed and results are sent back for display on the terminal screen. At this point we still treat the computer as a black box process. The internal process is used to transmit data back and forth.

In making data a more concrete concept, the nature of numbers of base 2 and 10 are presented, including an overview of computer algorithms for the process of converting a binary number to a decimal number as indicated in the following process description.



Figure 1.1: Binary to decimal conversion

After having mastered the BAdd process from the earlier example, the job now done and in any way worth doing and can be followed (estimated by hand) by following the dimensional flowchart and indicating resulting changes of state of the process state variables given inside of the process.

Further details of electronic, superconductor of optical, precision of arithmetic data and the ASCII character set are now also introduced. Word processing systems and the representation of programs in text are then mentioned followed by the presentation of basic data structure concepts including arrays.

## Concepts/Techniques

### How the More Conventional View

A basic box now found built to accept the computer system as simply a collection of computing processes connected by channels, as viewed in the following picture.



The computing process of a computer system

These considered parts and their properties are now ready to motivate and introduce. In fact, the CPU network as a house is metaphorically performed as follows.



The central processing unit

A CPU state transition diagram and CPU process dimensional flowchart provide an easy guide to understanding CPU operations. A single instruction register base independent of any based name and an external program presentation then make the point about concrete programs and their execution.

### Memories and Peripheral Devices

Memories of the core and semiconductor type are presented, as well as a treatment of the structure of a flip-flop element as a set of a process with a related process dimensional flowchart as follows.



A flip-flop process description

Note, we can now be convinced that the process concept can be used as a common framework to explain both hardware and software concepts. Storage and peripheral devices (tape, disc, A/D and D/A converter, printer, etc.) can then be viewed as a rather conventional manner.

### Digital Processes and Hardware Construction

Even the smallest of computer elements (gates) are presented as process web-related process logic as indicated in the following example.



Process	State	Control
1	0	1
1	1	0
0	0	1
0	1	0

The principles of computer systems are now covered including the use of a block, added to one again process logic. The network is considered and sequential events are conveniently introduced along with a flow, explanation of clock signals and timing.

Three digital building blocks and three external organization into integrated circuits, printed circuit boards and chips are now described against this background.

### Putting it All Together

The present concept has enabled us to present basic computer system concepts, the nature of programming and the construction of computer hardware. Putting that all together we then build up the nature of architecture starting with a basic distinction between hardware and software architecture as follows.



A further key concept, namely that of process hierarchy, is illustrated in the following, popularly the key, shown in describing the various architectural levels.



The basic for constructing process-based systems

The architecture of the target system (programmer's machine language machine) can then be described abstractly in control point of processes and iterations as indicated in the following.





Architecture of the Apple II system

The moving is built a pair to further describe the placement and role of operating and the systems language translator and utility systems, data bus as well as computers as the following view of the application system relationship to lower level systems of cooperating processors.



Application system architecture

Note: the dotted lines around the term only simply denote that it is not a separate physical memory but is a program and data representation as a common physical memory.

Partial architectural concepts such as code, port measures, DMA, threads and common buses (buses) can be introduced as a natural element in architectural alternatives. Finally, the concepts of network architecture and related technology covered off the level that computer

## Concepts/Techniques

however, introduction to the core concepts and terminology of computer systems.

### Experience with the Approach

The approach is described here has been tested and proved to be successful for a variety of audiences. For those seeking a starting point in learning about computer systems (students and professionals) the approach provides an introduction to the nature of the issues before examining the details of the issues. As an approach (computer literacy) vehicle the approach has worked satisfactorily for journalists, politicians and administrative and technical people. A truly big success has been achieved in moving the fear of computers who are learning to use word processing systems. 'Terminology' of all varieties would commonly basic from the understanding provided here. They get an idea of where they fit into the picture of the system that they are using and some idea of what is happening at that time.

The development of the computer is a quest of our hope to achieve any degree of harmony between technology and the patterns of the world. This approach, which has been on in the process of being translated into a variety of languages, provides a step in the right direction.

### Some Final Comments

Approximately 300 terms are presented in the book. They are repeated in a glossary with reference back to the chapters in which they were introduced and described. Although has been given to presenting both the American and British units where different words are used for the same concept or term as well as in providing well known synonyms. These basic concepts and corresponding vocabulary while far from being complete in any sense, provide a solid basis on understanding of a cross-section of the current technology.

It is important to note that the approach is described in a completely self-contained manner. No manufacturer's products are pushed, therefore, the approach can be used to complement the full details of any manufacturer's computer product. Teaching assistance materials including word cards are available and are quite useful for presenting the approach in small as well as large groups. The approach is well suited to being supported by classroom and plant are being made to provide in standard video tape and animation via software for the commonly available microcomputers.

*Editor's note: Professor Latham's Undergraduate Computer Systems is undoubtedly the best introductory book on the subject. It is an amazing feat. A limited number of copies are offered in Computer Age reader. One hopes that this classic will be widely distributed to first of its kind and with thorough review and the Latham.*

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# LEARNING WITH COMMODORE



Many manufacturers now offer courses to familiarise new users with their equipment and teach them how to use it most effectively. This is a course of courses given by one such company - Commodore - manufacturers of the ever-popular PET.

**R**ecently at Commodore's invite I attended two main computer training courses - BASIC for Beginners and Advanced Programming, in BASIC - held at a hotel in Liverpool. Both courses were of three days duration and, as three titles suggest, were intended to impart basic programming skills to PET users with minimal previous experience.

Commodore has been holding such courses regularly since October last year on a two- or three-day residential basis

at hotels in London. Other titles currently include "Disk Utilisation" (3 days), "Service and Maintenance 3800 series" (3 days), and a proposed PET assembler course.

In addition one-day courses "Word Processing" and "8000 Series Maintenance" are available, as are one-day weekend Microprocessors and the Businessman and "Microprocessors for Control and Monitoring".

The courses I attended are described by Commodore as very intensive. A glance at the timetable confirms this - 9.00 a.m. to 9.30 p.m. with one long dinner break from 5.00 p.m. to 6.00 p.m. on the first two days; 9.00 a.m. to 4.00 p.m. on the last. A general open house follows the 9.00 p.m. attendance.

BASIC for Beginners was attended by some twenty students from a remarkably predictable variety of backgrounds - Managers, Accountants, Teachers (including a Head of Maths), and Engineers and Scientists (including Commodore dealers). Rather more accurately and reflecting the course itself by comparing with his profession, a Doctor of Medicine was present.

The course was substantially hands-on, the authorities of program design and testing being left for the advanced course. Students were grouped informally into pairs, and each pair allocated one PET with dual floppy disk drive to work on.

Mike Green, North's, as the course tutor, concentrated that working in pairs "helped reinforce the learning process"

and that a one-to-one/two-to-one tutor ratio had been expected solely for this reason.

While I have to admit that 2-1 is a far better ratio than is found in most schools and colleges, I am inclined to think that the minimum can be both positive and negative, depending on the person, ideas and backgrounds of the partners, and would personally have preferred to work alone (although production may be a highly managed and cooperative business, but learning remains an individual one).

In my later talk made it clear that partners could be changed if incompatible partners became evident.

The majority of the students were more or less complete beginners, though some had worked in other languages, such as FORTRAN or COBOL, and others were experienced with the hardware.

The content of BASIC for Beginners could very roughly be divided into three sections: "Concepts", "BASIC", and "Procedures". Concepts provided by way of a preamble in the morning and afternoon sessions a perspective and theoretical framework from which to comprehend the main statements and facilities of BASIC. The emphasis throughout was on writing useful programs and "Techniques" (used to encourage sensible practices such as flow charting, observing line numbering conventions and so on) playing roles, intelligible across programs and direct information presentation.

Concepts, worked in a gentle and in a friendly way, the workings of a digital computer in particular of course the PET and its operating system. This proceeded without reference to the bytes,



binary arithmetic, accumulation, or any other potential source of confusion, to systematically regard a computer as being built up of an arithmetic and logic unit, memory (not for data and programs, and input/output devices. The descriptions of PET's operating system included the clock associated keyboard scans and a memory map.

Illustration was provided by a machine code program "KIM" an extension to the interrupt handling routine, held in the bottom 1K of ram (2nd cassette buffer) which produced a rapidly changing



Connections used processing time

display of characters on the screen (the memory rapidly shifts) tracing the clock, keyboard scans, step key processing etc.

A couple of exercises were given to make use of the clock. These included the traditional digital clock program and a program to time BASIC execution times. Also involved on was internal register scans using ASCII codes.

The main body of the course, though, was concerned with writing simple programs in PET's proprietary BASIC.

A systematic treatment of BASIC was able types, statements and data structures, up to and including random numbers, string handling, arrays and subroutines, was interspersed with new ideas such as a "filter to ground conversion table" (convert miles to a times table), a simple trig, guessing game, and an elementary stock market simulation at several points.

Use was encouraged of the PET's electronic raster-dot and graphics facilities to produce formatting of data tables, pie charts, or bar charts and the use of printing screen prompts.

Most of the students seemed able to cope with the material - there were none of the "white noise of distress" that Mr. Green-Nelson made it his business to detect. The full syllabus was covered on this occasion, sometimes the pace is slowed depending on the class.

"Advanced Programming in BASIC was, on this occasion, attended by rather

fewer students than the first course - only six in fact - though I was assured that this was anomalous.

Students were from a wider variety of professional backgrounds to the first class though had more programming experience. In fact, the equivalent of the first course plus three months' programming experience was regarded as a pre-requisite for entry. Some students had

considerably more experience than this and most had particular applications or projects on hand that personalized about most. Some students, were to be disappointed that their special problems would not be discussed in class time (machine code systems are an example).

The reduced class size permitted the tutor to work those who wished, though most opted to work in pairs as Mike advised.

#### Mike Green-Nelson adds these comments

In my first working of extended training courses we shall be making the point that four hours outside the residential time with VAT and Service. The actual fee this time around after commercial charges amounts to believe that you will find time less at the end of the night. (Please let me know if I'm wrong.) We can't compare with the few fees charged for residential establishments which are presumably partially subsidised. We are trying out on a pilot basis the running of non-residential versions of these courses at the various regions of the UK, visiting each region once every two months. We are also investigating the incorporation of the training material in work books supported by disk or cassette. (While there is nothing to compare with hands on simulation, but I don't see why those who can't afford the fees or the time should be left out of the deal.)

Then a pilot Assembly language course

The course was structured around a model job - a general purpose utility program called "Simple List Handler". From the outset the modular approach to programming was encouraged, coding was to play a definite second fiddle to job specifications, flowcharting, and design of test rig and test data - a very different approach from the "changeover with a supervisor" use of the elementary course, replaced by the course table, which is not to be combined with the self-introductions "Advanced BASIC".

"Simple List Handler" was generated by bold and scrupulous use of quantities and their attributes, such as a list of schoolchildren, the subjects they were studying and the marks they obtained in an examination. Each student or pair was asked to specify their own problem (a list) and program.

Once the program was specified it was possible to proceed to flowcharting it and then to the production of a course program utilizing line numbering, comments, null characters and liberal sprinkling of comments (REM) lines.

From this point on, practical exercises consisted of flowcharting, writing and testing modules/sub-routines as the appropriate theory was introduced. Each module was contrasted with a different aspect of "advanced" programming and by the end of the course many solution techniques, entering, scanning, deleting and listing the contents of an array, reading and writing to and from disk, to FILE and random sorting (Bubble and Quicksort) and printing, had all been covered. As well, for the sake of general interest, PEEK and POKE statements.

Particular attention was paid to the user interface, making PET use at vital techniques for example, and presenting the program being modified if the user is unwillingly prompted RETURN. Several points of style were also noted with regard to screen messages and simulated screen displays.

As with the earlier course, most students managed to complete the exercises

at the beginning of August with one student occasionally and arrived in BASIC but without any experience of ASSEMBLER. One (I know it) had exceptional standards in writing the nature of the course, others those who learn early, but write in hours of making all students were writing a similar routine that worked. The approach of these users, and comments were the most encouraging of any I've had in twenty years of course design. 5 follow up at the beginning of September showed that 80% of the students involved were continuing with their Assembly studies and producing small machine code systems. I have added the course to the Connections repertoire and will call on it for the same reason as the other courses, both of hands on - progressive exercises - practical skills.

The similar and maintenance course is intended for older engineers but is open to members of the public. The fee includes 11/15 1/2 day engineering, diagnostic, hardware and debugging courses.









## Six Large Green Plants

### or, Human interactions with Computers

**W**ell, here we are. It's late in the morning and I'm sitting up in bed writing this on this lousy paper using the last-but-not-last issue of Computer Age for a support. Made a little smushie on Polish vodka and Canadian whisky.

The book I meant to review is *Human Interaction with Computers*, Academic Press, London, 1982 — a bit of the three over there. In the upstairs bookcase I thought it stood beside my *Report No. 1* in 1973 to go to America with, for the first time ever (for breakfast I mean — the book came weeks ago, as two of them on just one so not at the Royal College, the other one at Computer Age). (That's why I feel so guilty about this gross review.)

What do you think about the people who write words in magazines? Are they not? And the ones who edit, print, distribute and sell them? I don't feel very real. Here I am in Nottigham Hill computer-less, lacking the power to progress to plot to paint or even to cuddle anyone.

I wanted to tell you some things about my trip to Canada, using a mean article who are using computers about that book and some things at the Royal College of Art. Later I've been talking about computers and all night long. Come to two fine conclusions. Had a bit to drink, and exchanged a few ideas. Months of running away.

Why are there all so warning? Computer people talking about well and? Here we want in a to be very, have one should live in another place (Paris or

Poland or Venezuela). How small last reason can't survive. (Oh, come to think of it that was all.)

There are three machines and a pot that change and stuff and what it all comes down to this very windy night in West Sussex is reviewing a book book consisting of papers by a number of authors. About programming, computer-aided design relating to the technology interacting with the micro processor. One guy reading something, saying, or saying people as components of systems.

If I don't write something more about the book, or at least say that, most read on my mind to review. (certainly not two at a time. In goddard, yellow, on drops. At least I use them. Many reviews tell there — but then they probably get hundreds each week.)

I must recommend you to buy this book. It is a big and black and author's name-looking, and it's only six pounds long! Now, that's something. I mean, that book I reviewed was bought ages ago from the same publishers, about the same size and yet cost £21. Need I say more? This book here reviewed mentioned about a million a day of it, and? True, it's not so pretty as the last, but it does have a quite pleasing picture. It is edited by two people named H. T. Smith and T. Green.

I asked some people a random selection of experts — what they thought of it. A Miss Susan Ford of London said, 'I don't know. A man who had been close

and a woman said, 'Yes it looks ok. And from a librarian. It is not too, it would save me buying one if I wanted one. What's it about?' You will see that there were no negative reactions here and there were a lot of book reviews, so that can't be bad, can it?

Here we got our new digitizing pad to work last night. I really don't understand much about computers, I mean to get the position of the pen into the computer, to actually accept the scan, yes, that, the flag, the carriage return line feed, that would enable you to draw on a graphics screen by moving the pen over the special labels in a surprisingly difficult.

Have to make the computer think that the pen is on the keyboard (that's the idea) along the keyboard, sometimes at the end where you want to stop the program but Control C is good! Then you use a line input statement to grab the whole lot and put it in an AI or something, that's much the keyboard back.

You can then draw it all out on the screen in glowing colors, and when it looks right, put it on the Calcomp 30 plotter also now, also just bought and going.

But the screen can't draw circles or arcs or stars, while the plotter can. And the plotter can't draw coloured lines, not even all, though the screen can do that. It's much high resolution software, but it is to understand like making personal computer magazine articles.

A terrible night. I dreamed I was in



Belgium, with blood oozing out of my back. The doctor said I must keep constantly to rest, to take my mind off it. In the morning, I happened on a list: I see lists of my students in Hyde Park, with lessons. They appear to be sleeping.

Knowing the computer makes I find that an incredible heavy screen has fallen on the floor, taking a table board and an overhead projector with it. I wonder if there is anyone squashed underneath but cannot find to look. Someone wants to take my desk away, there is big ash all over the desk drive, and it is clear that the lesson of ecology is gathering ready and magma for the end of time.

Over coffee I explain my best idea of changing the world and becoming rich and it seems to a person who has the electricity to call me combined. The person doesn't understand the modest nature of my proposals.

All I need is a small grant from one of the lesser known Research Councils, occasional space on helping to Make the Revolution Now.

Perhaps one could go looking in the streets and villages, offering, snippets of wisdom as messages from internet reports on minor research projects in exchange for the unwashed disk of silver change.

Confession: they do want to take my desk away. You are there at an act a lot of points in this place and I don't mean the Margaret Thatcher kind (I'm as close to the Margaret Thatcher kind). No, I mean the official, internal, major meetings that

## Discourse

go on about money, space and time.

You see, I think we're only just that big computer makes looking out over the park, with hundreds running under the gaze - probably to plague jobs - because the Department wanted the room, and couldn't think what to do with it. Now they want to hold someone in here to support people.

Ah ha! This must be the reason they suggested I live - with their not money funds - no large green plants, to stock round my desk to do-one could not see.

You do tend to dominate the room a lot, don't you - you're the last thing people see when they come in.

*'Goodness they do want to take my desk away'*

What? Not the little conceptual notes that, yes, look we know this is a College appointment but it's mostly the Department's computing equipment and even the 386? in his and not the College's, so we don't know where you and he keep talking about College Computing - it's Department's Computing, even if we don't pay his salary.

If we just been appointed Royal College of Art Tutor in Computing in Art and

Design, so there's.

The head of the Department comes in just when I'm discussing a paper screenplay, it keeps the loop, and he catches it, because I show him the latest, through a style screen across the display pad, leaves a thin red line on the screen.

Can you rotate it? he asks. What do these people want?

In your conclusion, I must ask you to try the book that I have, which observed here, because if I don't, they won't read my story, and anyway, it really does look quite nice, with lots of symbols on the cover.

How - maybe if I send the paper as one the best (what) with this piece. Computer Age, our reputation it, and it will look good, and - and.

A letter from Poland arrives. Some of your things were very interesting, but some were not.

I know, I know.

Before that morning, I live in bed reading poems of Leonard Cohen. It seems level I was 14. That's nearly 40.

'Sorry' I wanted 'Sorry'!

I programmed the computer just now in greatest student eyes. 'You are 20' 'You are 20'.

Well - more chaotic than conditions limited by a narrow band of possibilities upon which I have waited.

All the authors in at the Royal College of Art, Newington Green, London.

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# Will They Get Smug About Software?



*A company whose marketing methods and flex time is now preparing to enter the computer age*

**F**or those with long memories my dear, I think, not. For those with shorter memories however, I will remind you. Back in July I got into such a panic about software for microcomputers that I will feel a corner though I wouldn't complain at all if I was proved wrong. Now, however, it is difficult to put the panic to the test.

Confused? Well, let me explain. With Smith that will become High Street retail chain that sells newspapers, magazines, etc., for suppliers, records, calculations and God knows what else is making an other product line in its territory. This one is certainly more than a already sells cassette. These new additions are not radio or nature however, for it has not necessarily sold, they are program packages for microcomputer systems.

Smith has produced an admirable track record in the High Street area of our country, that success being the one was made out of having learned the art and craft of merchandising well. In this field it is a company that has a not unreasonable amount to be very about.

So, not it is the company that over the coming years because the one to be strong about the merchandising of computer programs that thousands of copies of the software market where the customer comes into a shop and says the name, words, words language a Daily Mirror, and a payroll card for up to ten employees please."

To be fair to Smith, they are only dealing with the product at present. Having signed a contract for the supply of programs with ACT Perovit and with plans to sell them in only a handful of outlets. That is the story so far, though if there is any hint of potential success with such products, it can be safely assumed that the company, will be on their feet a notch, living in all merchandising activities.

It is perhaps pertinent therefore to consider what the chances of success might be and have a look at the factors that may otherwise be considered.

And so we go back to the beginning of this piece, and the words I wrote for the July issue of Computer Age. In that particular article, the subject was merchandising and in particular the view of

Carry on, the High Street retailing scene. As part of that discussion, I put forward the idea that merchandising is only successful when the purchaser requires only limited post-sale support, at best, and post-sale support where the product could be delivered (or better still, mailed out with) and locally forgotten by the retailer, and where there were strictly defined and universally accepted product standards where they were appropriate.

The most analogous example I could come up with was the software used with a computer - records and tapes. Here, my second should play on any hardware regardless of manufacturer or technology employed. Within reason, the same can be said for cassette if they don't play there is something wrong with the record, cassette or hardware. Because little still is required to obtain the desired result with the purchased product, little real-time support is required, and because of strict standardization deviations from that desired result can be easily spotted and faults isolated and corrected.

What I said in July was that this is certainly not the case with microcomputers for software packages and that just I quoted, "One day it will happen. There will be the time to merchandise."

The big question therefore, certainly as far as Smith is concerned, is how close we are to that day. Indeed, has it actually arrived? To date, there seems to be little evidence that a has despite the generally lightning pace at which new developments occur in the microcomputer scene.

Clear again, I would like to refer back to the article I wrote in July. Take, for example, the subject of software standards. Now, that can be looked at in two different ways, and in either case microcomputer software would certainly seem to be the test of merchandising criteria.

For the first view there is standardization in terms of the actual products. Though BASIC is without doubt the most widely used high level language on personal and small business micros, I can't think of one system that uses the original standard of Datacube BASIC. They all use derivatives of that original each offering different enhancements and modifications and all of these somehow differing from the rest.

Then there is the operating system problem. Most of the systems manufacturers offer their own, no doubt wonderful, operating systems so there is little

scope for standardising here. Most of them also now offer the de facto standard operating system CP/M, from Digital Research. Fine - a standard area, and to a large degree that is what it generally is. There are however self-reported quibbles about even CP/M a actual degree of standardisation, so even here, it may not be as standard as it seems.

Here, then, standardisation requirements for successful merchandising are not met. It becomes difficult to match market a range of products that require no microcomputer systems (i.e. the hardware) to be of any value whatsoever, if there are also required to meet a wide range of special standards. Software for micros is still very much in the era of "made to measure". The choice on whether that is in the form of David Bow (perhaps not usually different) or public sale (cheap and easy to get) is entirely up to the user. To date, the all-purpose circuit-aided one-time-one-time-one-time has not been produced. Carriers packaged software has a tendency to fit the application at the time was an all-shaping test where it finishes.

Mention of application leads us to the second view of software standardisation for there lies the biggest problem for the merchandiser. Unlike the purchase of a record or cassette intended for playing through a hi-fi system, the purchase of a packaged program inevitably seems to have a different end result as most from all other purchases of that program. It may only be a slight difference, but but your most happy that it exists. This is like someone buying a record of Tchaikovsky's Symphony No. 6 in B minor and deciding that they would only like it in B minor.

Now it can be argued that if that is what is wanted, the purchaser can easily shop round till it is found in the form required, and the same can be said of packaged program purchases. That what it cannot be found? For that one the computer person comes out ahead, it would cost a fortune to get someone to transcribe Tchaikovsky's and then get an orchestra to record it. It will however cost a lot to get head-bashed application software. What is found is evaluate not a merchandised product.

If perhaps it were possible to produce both head-bashed and mass markets like a packaged program then the ultimate goal of low cost, efficient, cheap specific merchandised software packages would be achieved. As proved that



is not really a starter, and that ultimately goes against the chance of Simula as a software starter. The inherent complexity of actually making software to meet the customer's requirements, coupled with the time needed to sell the packages into that arena by the computer sales staff, seem to be prohibitive in its choices.

But there is, however, light at the end of the tunnel, or at least the possibility of light. Its eventual existence depends greatly on technical developments now coming along, and market forces that as yet can only really be guessed at. The following systems—and it is just that for now—could lead to breakthroughs up highly confused with software sales if it takes to the market slowly, and doesn't get bogged down by its first halfhearted efforts. For it is certainly true that, with the numbers of microcomputer systems already in the field in the UK, and the numbers that are currently being sold, there will be in a market for high-volume sales of packaged programs out there somewhere, once the formula for selling it is right.

This someone, maybe, is possible for sale. The development in the application of reconstruction technology, especially as the focus is used only minutes, means that even more complex drawings are being produced. With memories that mean more bits per chip. Already manufacturers are developing 128K, but ROMs that are 1M, bytes of program storage. Memory with double that capacity is on the way. That sort of capacity will

## Viewpoint

considerable leeway for the development of hardware modules. ROMs that contain specific and desirable programs. Such modules would have several potential advantages and one major disadvantage.

To deal with the latter first, the problem resides with the nature of the computer. Once a program is committed to silicon, it stays very committed. It is long to travel where-to, that's the bad news, because the customer already purchased an item, and the whole job has to be started over. There is really no way round that except ensuring that the programming is right, and well constructed.

Given that disadvantage, however, the scope of the advantages remains in the technology at the device expands their capabilities. Imagine a well-tuned and well-written program for some common application—sales ledger for example. In the future, a very large ROM could hold such an application program, and it could be one that was complex enough to be sophisticated, flexible to cope with most of the common variations simple to use. It could also be provided with software hooks within it to which additional program modules—either more special and sub-routines or program modules—could be attached.

The theoretical advantage of such an approach is that, though the software is still would be expensive to develop, the

medium that carried it would be cheap, probably be the better deal, and in some form of robust packaging, easily merchandised. It would also be extremely reliable, both through the protection afforded by the packaging, and by the fact that semiconductor devices usually work well if they manage to pass the manufacturer's final test. (This last point is, for instance, somewhat of a fallacy in the end and depends on getting the program right).

But that is one possible future method for achieving an easily merchandised range of software products to market. There could be considerable pressure from the semiconductor manufacturers themselves towards it, as it will be, for them a good way to sell a lot of silicon.

There is, of course, the problem of hardware and operating system standardisation, an onerous though, as I pointed out in the October issue, the semiconductor companies have designed on these problems in the past.

Whether Simula existed in the short term is very much open to question, but, in the long term, who knows? By distributing now the company will certainly gain valuable experience if it is accurate about the future. And whatever formula is found to eventually reach the market for packaged programs, someone should be made to tackle the variable gold mine that will certainly exist. ■

★ Martin Smith is editor of *Microcomputer Advisor*, a Macintosh publication.

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## Part II

## Conditional Structures

This series on FORTH assembler should be read in perspective with the rather casual series on FORTH in previous issues of our magazine.

**W**hen initiating the discussion of assembly-language programming in general and the FORTH assembler in particular, with a couple of examples using conditional structures.

First, just a word about the mechanics of the process. The assembly language programme is typed on the keyboard in the Editor mode and then 'flushed' onto disc or saved on tape. The actual assembly of the relevant code will take place when that is subsequently loaded into memory. In the capacity of commentator you are therefore required to state the memory locations and to label, with a word of twelve or less letters, the locations in which various jumps and branches will be made. All that results in what is called a *symbol table* giving the addresses assigned to the various labels.

In FORTH this is not necessary. The programme is assembled into the first available location on the dictionary and jumps and branches are automatically assigned by means of the `HERE` — `UNL` — `IF` — `ELSE` — `ENDIF` structure, (the contents of `HERE` in the assembly files of these commands).

When a programme has been loaded into RAM, it now remains *executable* as to what it looks like on any case, with the APPLE standard disassembler contained in the monitor programme. You can watch the programme work by

NAME

which reads "ask name ok" and then three returns the start address of the programme whose name is NAME. You then enter the monitor and disassemble from it instructions by `NNNN`, where NNNN is the start address. We do this in the programme which follow.

Example: A programme to test if the contents of a memory location are positive or

negative. A number is considered positive if it lies between #0 and #127 and negative if between #128 and #255. Zero, you notice, is considered positive.

```

WORDS: POSITIVE? 1000
10 00000000 ADDRESS

CODE TRY POSITIVE? 1000
IN 00 00 00 00 00
00 00 00 00 00
END IF 1000-0000
FIGURE 1

```

Explanation

`1000` (which is alternatively — 528 or `HERE+1000`) is named `COUNT` which is the name given to it on the Apple monitor and stands for "character count".

The address 10 has been named `ADDRESS`.

The assembly language programme starts with the word `CODE` as do they all. This sets up the assembler. `TRY` is the name of the programme which, when assembled by loading into memory will cause the programme to run when invoked. The instructions which follow then make up the code which is contained in `ADDRESS`.

`IN` is the FORTH assembler way of querying whether the number in the accumulator is less than zero. If it is, then the negative flag has been set. If it is, then the number #0 is put in the accumulator; whereas, if it isn't, the number #0 is chosen instead and then, in either case, a jump is made to `COUNT` where a programme awaits for putting out to the screen either `N` (#0000) or `P` (#0001). `NEXT` (`MP`) goes back to FORTH.

Example of Use

```

TRY N OK 1 10000000 1 Store the number 1 in
ADDRESS
TRY P OK (the number is positive)
END ADDRESS

```

`TRY N OK` (The number is negative.) On invoking `TRY` you get a P or an N. Here is the disassembler listing of the

programme. See Figure 2.

WORD	00	01	02	03	04	05	06	07	08	09	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48	49	50	51	52	53	54	55	56	57	58	59	60	61	62	63	64	65	66	67	68	69	70	71	72	73	74	75	76	77	78	79	80	81	82	83	84	85	86	87	88	89	90	91	92	93	94	95	96	97	98	99	100	101	102	103	104	105	106	107	108	109	110	111	112	113	114	115	116	117	118	119	120	121	122	123	124	125	126	127	128	129	130	131	132	133	134	135	136	137	138	139	140	141	142	143	144	145	146	147	148	149	150	151	152	153	154	155	156	157	158	159	160	161	162	163	164	165	166	167	168	169	170	171	172	173	174	175	176	177	178	179	180	181	182	183	184	185	186	187	188	189	190	191	192	193	194	195	196	197	198	199	200	201	202	203	204	205	206	207	208	209	210	211	212	213	214	215	216	217	218	219	220	221	222	223	224	225	226	227	228	229	230	231	232	233	234	235	236	237	238	239	240	241	242	243	244	245	246	247	248	249	250	251	252	253	254	255
00	01	02	03	04	05	06	07	08	09	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48	49	50	51	52	53	54	55	56	57	58	59	60	61	62	63	64	65	66	67	68	69	70	71	72	73	74	75	76	77	78	79	80	81	82	83	84	85	86	87	88	89	90	91	92	93	94	95	96	97	98	99	100	101	102	103	104	105	106	107	108	109	110	111	112	113	114	115	116	117	118	119	120	121	122	123	124	125	126	127	128	129	130	131	132	133	134	135	136	137	138	139	140	141	142	143	144	145	146	147	148	149	150	151	152	153	154	155	156	157	158	159	160	161	162	163	164	165	166	167	168	169	170	171	172	173	174	175	176	177	178	179	180	181	182	183	184	185	186	187	188	189	190	191	192	193	194	195	196	197	198	199	200	201	202	203	204	205	206	207	208	209	210	211	212	213	214	215	216	217	218	219	220	221	222	223	224	225	226	227	228	229	230	231	232	233	234	235	236	237	238	239	240	241	242	243	244	245	246	247	248	249	250	251	252	253	254	255	

FIGURE 1

Analysing the two right-hand columns which contain the `WORD` characters and the data and addresses they operate on, the points to notice are:

1. `MP` `WORD` is interpreted as machine code as `10` (`MP`), `00` (`5` bytes) as from `WORD` as `WORD`. `ELSE` assigns the jump `MP` as an example of relative addressing.
2. `MP` `WORD` is an absolute jump to an address decoded in the word `WORD`, after the number `MP` is picked up, skipping over the command to pick up the number for `P`.
3. Finally, as either case a subtraction jump to `WORD` occurs for interpretation of the `WORD` code returning to FORTH as `MP` `WORD` (to `WORD` is `NEXT`). Effectively the same programme could be written as in Figures 3 and 4.

```

WORDS: POSITIVE? 1000
10 00000000 ADDRESS

CODE TRY POSITIVE? 1000
IN 00 00 00 00 00
00 00 00 00 00
END IF 1000-0000
FIGURE 4

```

FIGURE 4

WORD	00	01	02	03	04	05	06	07	08	09	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48	49	50	51	52	53	54	55	56	57	58	59	60	61	62	63	64	65	66	67	68	69	70	71	72	73	74	75	76	77	78	79	80	81	82	83	84	85	86	87	88	89	90	91	92	93	94	95	96	97	98	99	100	101	102	103	104	105	106	107	108	109	110	111	112	113	114	115	116	117	118	119	120	121	122	123	124	125	126	127	128	129	130	131	132	133	134	135	136	137	138	139	140	141	142	143	144	145	146	147	148	149	150	151	152	153	154	155	156	157	158	159	160	161	162	163	164	165	166	167	168	169	170	171	172	173	174	175	176	177	178	179	180	181	182	183	184	185	186	187	188	189	190	191	192	193	194	195	196	197	198	199	200	201	202	203	204	205	206	207	208	209	210	211	212	213	214	215	216	217	218	219	220	221	222	223	224	225	226	227	228	229	230	231	232	233	234	235	236	237	238	239	240	241	242	243	244	245	246	247	248	249	250	251	252	253	254	255
00	01	02	03	04	05	06	07	08	09	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48	49	50	51	52	53	54	55	56	57	58	59	60	61	62	63	64	65	66	67	68	69	70	71	72	73	74	75	76	77	78	79	80	81	82	83	84	85	86	87	88	89	90	91	92	93	94	95	96	97	98	99	100	101	102	103	104	105	106	107	108	109	110	111	112	113	114	115	116	117	118	119	120	121	122	123	124	125	126	127	128	129	130	131	132	133	134	135	136	137	138	139	140	141	142	143	144	145	146	147	148	149	150	151	152	153	154	155	156	157	158	159	160	161	162	163	164	165	166	167	168	169	170	171	172	173	174	175	176	177	178	179	180	181	182	183	184	185	186	187	188	189	190	191	192	193	194	195	196	197	198	199	200	201	202	203	204	205	206	207	208	209	210	211	212	213	214	215	216	217	218	219	220	221	222	223	224	225	226	227	228	229	230	231	232	233	234	235	236	237	238	239	240	241	242	243	244	245	246	247	248	249	250	251	252	253	254	255	

FIGURE 3

The difference is the use of `MP` `NEXT` and the re-processor of the `N` and `P` values.







# RATIONAL FORTRAN

Whether language you prefer, getting an idea of other languages is a positive help in writing in any of them.

**R**atfor (Rational Fortran) is an improved version of Fortran, devised by Kenneth E. Iverson and described in this book (2). The two preprocessors are a completely new set of control statements and a DYNAMIC statement.

## How is it implemented?

Ratfor was designed to be implemented as a pre-processor that is, instead of being compiled directly, your program is first translated into ordinary Fortran and then compiled using a Fortran compiler.

Advantages of a pre-processor: its relative ease to write and most of the work has been done already in (1). Therefore it is readily available and cheap—you could even write it yourself, though it is not an overnight job.

Disadvantages of a pre-processor:

- 1 You'll need a Fortran compiler if you don't already have one.
- 2 Obviously the pre-processor takes time, which must be added to the Fortran compilation time. How much time depends on details of implementation—the very real design is rather sophisticated and one for improved (2). My current implementation, based largely on the original design, takes about the same time for pre-processor as for Fortran compilation for a program of non-trivial size.
- 3 The pre-processor can detect some errors in Ratfor syntax. However, most compile time errors will only be detected by the Fortran compiler, whose messages will normally only refer to the Fortran version of the program.

## How does it compare with Fortran?

It is a significant improvement on Fortran, and while the increase in compilation time is small, probably for very small programs. Ratfor programs are much easier to write, read and modify. They may be structured modularly. GOTO statements are no longer needed, however one may be used, and the DIM N statement may be used to provide symbolic constants, long variable names

single statements to replace repetitive code, block declarations, and more.

## How does it compare with BASIC?

This comparison is more interesting. It must be said straight away that BASIC has some advantages: string handling and input/output are more convenient in a good BASIC, and an interpreter provides a better environment for program development than Ratfor's multi-stage compilation.

Of course, it is necessary to use a compiler to obtain fast-running programs, and the Microsoft approach (they produce a BASIC compiler and interpreter which are largely compatible) provides the best of both worlds for BASIC programmers.

However, BASIC has treated dead languages as a language. Its control statements and its subroutines and function facilities are extremely primitive, making it tedious to write and difficult to read and modify.

These problems are largely solved in Ratfor, and in principle it is possible to use Ratfor's subroutines and functions to remedy its defects in string-handling and input/output. Indeed, subroutines (known as THE STRING BIT and STRINGIN) are now on the market, designed to provide a ready-made solution.

The possibility of a Ratfor pre-processor to improve BASIC (by introducing Ratfor-like statements and also better subroutines and possibly function facilities) is intriguing, but it would be a somewhat more difficult task than for Ratfor pre-processor, and the redundancy of an interpreter would be lost.

## How does it compare with Algol/ Pascal?

Both Algol and Pascal are inherently better designed than BASIC or Fortran, and so, all things being equal, you might well expect to prefer either of them to Ratfor.

However, in practice it seems to happen that those languages which are best in principle tend to suffer from limitations imposed on particular implementations. For instance, PASCAL does a professional's compiled code at enormous intermediate cost and interprets it at about half the speed of compiled For-

tran. Pascal/MT doesn't implement string constants or standard Pascal disk read/write statements (it uses low-level CPM-based routines) and both languages tend to provide double precision floating-point variables (rounded to complex calculations whose rounding errors may accumulate).

Furthermore, there may be substantial problems in transferring programs written in these languages in different machines, whereas Ratfor is sufficiently standardized to be moved between most computers with little trouble (it took me only a couple of days to convert my implementation of the Ratfor pre-processor from Microsoft to Burroughs Fortran, to run on the Burroughs 5700).

## What are the facilities?

Algol and Pascal programmers will be familiar with the concepts of the compound statement, whereby any single statement may be replaced by a series of statements enclosed between the words BEGIN and END.

This facility is provided in Ratfor, which uses braces { and } in place of BEGIN and END.

So instead of

```
IF (STATUS NE 0) GOTO 700
CPOS = CPOS + 1
CALL TESTNO
GOTO 700
```

```
700 IF (STATUS NE 0) GOTO 700
LINECT = LINECT + 1
700 CPOS = 1
CONTINUE
```

we may have

```
if (status == 0) {
  countpos = countpos + 1
  call testno
}
else if (status == 0) {
  countpos = countpos + 1
  countpos = 1
}
```

or alternatively

```
do if (status == 0) { count = count + 1; call testno }
do if (status == 0) { count = count + 1; count = 1 }
```

Clearly, the compound statement makes it easier to see what's going on in the program, it lets the programmer de-







# Transferring Files Between Two CP/M Machines

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**F**or a variety of purposes it is often desirable or even necessary to transfer files from one micro-computer to another. In an office these might be files of text for word-processing, or a laboratory file file might contain read-outs from experiments. In an accounting system, or data base, the files might be numbers, dates or alphanumeric text.

If both micro-computers have the same sort of disk storage it is only necessary to transfer the floppy disk containing the files to the second computer, which can then read the data.

Commonly, if the two machines have different types of disk storage (eg. 5 1/4 inch disk and 8 inch disks, or hard-mounted disks and soft-mounted disks, or no double-density disks and single-density disks, or double-sided disks and single-sided disks) then it is not possible to transfer files by this means. The remainder of this article describes a method of copying from one CP/M<sup>®</sup> compatible computer to another, regardless of the type of format of disks used on each machine. Whilst the method is extremely useful for copying certain types of file, it must NOT be used for copying proprietary software such as compilers, compilers, assemblers etc., since such copying would be an violation of Copyright agreements.

## The Copying Procedure

If the two computers have incompatible disks then any copying procedure involves, both machines: the first to read disks in its particular format and the second to write a new disk in its particular format. Furthermore, both machines must be linked in some way so that one can talk to the other. There are two ways of linking two computers.

- Connect an RS232C serial port from one computer to an RS232C serial port on the other.
- Connect a parallel port from one computer to the other.
- Join the buses of the two computers.
- Connect via a telephone modem.

The simplest way of linking two micro-computers is by connect an RS232C serial port on one computer to an RS232C serial port on the other. When that is done, one computer transmits the data along the

line, and the second computer listens and stores whatever comes down the line.

Since it is still necessary to talk to both of the computers via a terminal or VDU, it is generally necessary to have an RS232C ports on each computer. (If the computer has an integral video board plus a keyboard, then each one RS232C will suffice.)

Under CP/M the most direct way of establishing such an RS232C connection is to use the RS232C designated as the LIST

device (usually used for a printer) on the transmitting computer, and connect this to the RS232C designated as the paper tape READER on the receiving device. One computer is then transmitting data to its LIST device whilst the other is receiving data from its READER.

Data can then be read from a disk file and transmitted from the port designated as the LIST device of the first machine by typing

TP LIST = filename, not followed by pressing

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At first sight, it would appear that the use of such a system would have to wait two programs: one to transmit and the other to receive data. However, a program called DUMP.COM is provided as a CP/M utility which takes a file and puts the contents in hexadecimal form on the console. This is so new to the replacement for the transmitting program above that there seems little point in writing a transmitting program as DUMP will suffice and a receiving program has been written which is compatible with DUMP. To transmit a file to the LSI device (and hence to the other computer) one uses:

UNLUMP filename.Cmn<sup>2</sup> P followed by Control (Shift) + M separates Control P either three (two characters).

The program to receive data is a form compatible with DUMP is given (page 36) and is called UNLUMP. To use it one types UNLUMP on the receiving computer and then one starts the transmitting computer. UNLUMP receives pairs of ASCII characters in data interprets them as hexadecimal. Converts this into the binary equivalent and stores the binary equivalent of the data received in memory starting at 100 hex. (i.e. the normal position of a CP/M bootstrap program).

UNLUMP does not save the data on disk. This is accomplished by means of a SAVE command typed in immediately after the transfer has been completed. The advantage of this is that since the data are not stored automatically on disk, the LSI limitation encountered in the previous method is avoided. At the end of a dump, DUMP returns to the operating system and CP/M issues a prompt of A> (or B> if B is the logged-in drive). UNLUMP detects the > symbol as the end of transmission marker and instructs the user how to SAVE the data in memory onto disk. Comments users should note that ASCII with a different prompt and one line of UNLUMP must be changed for the program to work correctly.

#### Comments on UNLUMP

- 1) The program is written in Intel 8080 code so that it will assemble using the CP/M assembler, ASM.
- 2) UNLUMP places the program being received in memory starting at least two 100 hex and working upwards. UNLUMP itself also occupies some memory so does the operating system. CP/M (CP/M) is located at the top end of the available memory. The higher UNLUMP is located in memory the more space is available to store the program being received. However UNLUMP must not overwrite CP/M. Thus UNLUMP should be located as high as memory as is possible and as close as possible to the top end of the available memory provided this is increased to be at 100,000 hex. UNLUMP will attempt to overwrite back if a file that is too large is transmitted.
- 3) UNLUMP obtains characters from the RS232 link by accessing the CP/M BIOS. If the BIOS has not yet been implemented on the CP/M being used

## File Transfer

Then a suitable input device must be added to the UNLUMP program to replace the CP/M BIOS.

- a) UNLUMP checks the characters received from the line to ensure validity. UNLUMP gives an error message if a hex character is not 0 to 9 or A, B, C, D, E characters are dropped during the transmission. UNLUMP will then have detected errors, rights, or all possible combinations and dropped characters that may occur during transmission.
- b) The time taken to transmit a file depends on the size of the file and the baud rate used. At 100 baud approximately 28% of useful data are transmitted each minute.
- c) Transmission of large files takes an appreciable amount of time at low baud rates. The UNLUMP program stores characters received from the line to the console so that the transfer is seen to be functioning. A side effect of this is that the console of the receiving computer must run at a faster baud rate than the transmitting host.

## How to build a crossed RS232 connector

Unfortunately, the serial link between the two computers requires a non-standard lead. The connections necessary to build such a lead are given below.

RS232 to RS232  
pin 7 to pin 7  
pin 2 to pin 3  
pin 3 to pin 2

Control lines made  
Ground to Ground  
Transmit to Receive  
Receive to Transmit

Clearly, only one of the last two connections need be made, but by connecting both, the lead becomes symmetrical and either plug can go in either computer. One further complication may arise if the printer RS232 of the transmitting computer is wired in "pin 1" logic. This is not wire in the RS232 by which the printer is able to tell the computer when to send characters. If this is implemented then the crossed lead must tell the computer to transmit characters. This is usually accomplished by joining pins 7 and 20 of the RS232 plug for the transmitting computer as in both plugs to keep the lead symmetrical.

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In reality, different data and member sets can be put into different tables, or on the basis of different ordering schemes. In other words, because of the SORTED and UNSORTED capabilities, the DDL description for data set

For A,

Here, MAN (manager) means that an entry occurrence of STUDENT is created. It is an automatically added to a set whose value of the ADDRESS set has value 4 has been created, we can add a manually for giving a certain command to the MDS DMS.

To access, obtain an alphabetical list of all students in the data base, regardless of address, we can declare the SYSTEM owned set S1 to be sorted on student name. The DDL description for S1 is

For C

S1 has only one set occurrence and its members are sorted on the basis of NAME.

Generally, specifying of set sort order key records, for some order to be made based on the 1, 2, 3, 4 different orders, then we declare it to 1, 2, 3, 4 different set between the two record types. Each set is sorted on the basis of a different data item type. For orders other than a SORTED set type, set orders other than a SORTED set type (set orders other than a SORTED set type) can be declared as: "UNSORTED", "LIFO", "FIFO", etc.). It should be noted that all data item types of a record can be used, simultaneously, as a sort key for a set.

### C. Owner and member order

When defining an NM set with the

SET	ADDRESS	AUTO IN		
			SORTED	NAME
OWNER	TEACHER			
MEMBER	STUDENT			

A

SET	ADDRESS	MAN IN		
			SORTED	MAN
OWNER	TEACHER			
MEMBER	STUDENT			

B

SET	NAME	AUTO IN		
			SORTED	NAME
OWNER	SYSTEM			
MEMBER	STUDENT			

C

SET	PARTICIP	MAN	NM		
				SORTED	NAME
OWNER	TEACHER				
MEMBER	STUDENT				

D

## Management Systems

MDS DDL, we can specify, not only an order for member occurrence, but also an order for the owner occurrence. An example with each member occurrence. If we want to use SORTED under the owner occurrence, then a data item type from the owner record type must be declared in the owner sort key. Then an NM set can have an owner sort key as well as a member sort key. To be able to easily obtain a sorted list of all students participating in a particular activity, and a sorted list of all activities in which a given student participates, the DDL statements for defining PARTICIP are

For D

The first sort key (NAME) is the owner sort key, the second (NAME) is the member sort key.

### D. Access levels for data security

In the defining each data item type in the DDL, we can optionally specify two types of access levels for it. That is, the read access level, and the other is the write access level. For that data item type. Similarly, read and write access levels are declared for each record type set and NM set. Based on the levels of read and write access for each data item type, record type and set type. These access levels are used in the data base system to determine (as with the previously section (for sorted sets)) for data security.

### E. Procedures

In addition to formal, specifying a scheme, the DDL specification will also include a PROCEDURE section. This section is used to specify permanent users of the data base, their passwords, and their access levels. Each user is given a read access level and a write access level. A user can look at (read) occurrences of any data item type, record type set or NM set whose read access level is less than or equal to the user's read access level. A user can modify (write) data item records sets or NM sets whose write access level is less than or equal to the user's write access level.

The completed DDL specification is input to the MDS DDL Analyzer/Compiler which checks the correctness of the specifications and uses them to generate scheme tables for the data base. The scheme tables contain all information about the structure of the data base in an external form for use by MDS software. The complete DDL system is described in the MDS User's Manual (see Panel feature).

### Data Manipulation Language (DML)

Having defined the DDL description of a scheme to the DDL Analyzer and having used the resultant scheme tables in auxiliary memory, we are now ready to write application programs that load data into the data base. Aside from data base loading, other kinds of data manipulation include extracting data from the data base and modifying data values that are in the data base. All data manipulation is accomplished through the use of MDS DML DMS commands. To execute a particular DML command, a substructure function of the following pattern is used:

EO = CALL (A, "Command name, user record arguments")

where

A is the DMS entry point address command name is the name of the DML command to be executed

record arguments is a list of one to three arguments (represented by data item) consisting of data item type, record type set, or NM set names and/or data block numbers.

A data block is simply the name (up to 8 characters) of a list of one or more variables in an application program. Needed data blocks are defined in the application program. Data blocks are the mechanism whereby the data base system stores from data from the data base to program variables, and vice versa.

EO is a variable in the application program. The data base system sets the value of EO to indicate what has happened during the attempted execution of the DML command. If a value at EO is returned as EO then the command executed successfully.

The actual calling procedure is different for different host languages. MDS is available with the following host languages: BASIC, Fortran, and compiled FORTRAN, COBOL, PL/I, PASCAL, and various languages.



A value from 01 to 254 indicates an error in the application program's logic. If 255 is returned then the error (or memory) occurrence that we were attempting to find has some set does not exist.

## A Data base logs

The data base itself (after loading) contains many record occurrences. As each of these occurrences is created in the data base, MICRO assigns it a unique identifier or data base key (DBK). The DBK is not a data item type defined in the DDL. A record occurrence's data may be thought of as the address of where that record is located in the data base. We do not need to keep track of or even look at data base keys.

## B Currency indicators

Many DML statements make use of currency indicators. In the statements that follow, whatever is said about a set also holds for an NSet set. There are four kinds of currency indicators in MICRO:

- Current Owner (CO) of a set
- Current Member (CM) of a set
- Current Record Occurrence (CRO) of a record type
- Current of Run Time (CRT)

As we (i.e. our DML program) move along about in a data base, we contact look at every record occurrence simultaneously.

We do not look at every record occurrence (e.g. all teacher occurrences) of a set (e.g. all ADVICE) at the same time. We can, however, look at one of them, and that owner occurrence is called the current owner (CO) of that set. If we then look at a different owner occurrence of the same set, then it becomes the new CO. For each set in a schema, MICRO allocates space in the schema tables to hold the data base key of that set's current owner. There are DML commands that allow us to control which owner occurrence of a set is the current owner. Since SYSDML has only one occurrence, SYSDML always the current owner of any set of sets.

As we (i.e. our DML program) progress through a data base, we do not look at every member occurrence (e.g. all student occurrences) of a set (e.g. ADVISE), simultaneously. We look at them one at a time. The member occurrence of a set that we are looking at, at any given instant, is called the current member (CM) of that set. There are DML commands that allow us to control which member of a set is the current member. For each set in our schema, MICRO allocates space in the schema tables to keep track of the data base key of that set's current member.

Forgetting about sets for the moment, we might want to browse through the occurrences of some record type. But we cannot look at all occurrences (e.g. all course occurrences) of a particular record type (e.g. of COURSE) simultaneously. We look at them one at a time. The occurrence of a record type that we are looking at, at any given instant, is called

# Management Systems

the current record occurrence (CRO) of that record type. It does not have to be the current owner or current member of some set. We can control which occurrence is the current of a record type with various DML commands. For each record type in your schema, MICRO allocates space in the schema tables to hold the data base key of that record type's current occurrence.

MICRO also allocates space in the schema tables to hold the data base key of the most recently occurred record occurrence. At any point in the execution of a DML program, the most recently occurred record is called the current record of the run set (CRS).

- If a schema has 11 sets and 7 record types, then MICRO automatically sets up 77 currency indicators:
- 11 current owner indicators,
- 11 current member indicators, and
- 7 current record indicators.

It is important to know about the main reason currency indicators become useful. DML commands use values of currency indicators to compute from DML commands have the effect of changing the values (i.e. data) of currency indicators that is they assign new currency indicator values.

All MICROALD oriented systems use currency indicators in navigating through a network of data base records. However, they differ over what currency indicators per set, whereas MICROALD has two currency indicators (current owner and current member) per set. The value of the additional currency indicator has added by MICRO should not be confused. It makes the DML programming logic considerably simpler. With MICRO there is no need for the programmer to use and define data base keys. One to support currency indicator updates.

## C DML Commands

In addition to our present scope to move into the individual MICRO DML commands. For specific details and examples see the MICRO User's Manual or the MICRO Data Base Primer. However, it is appropriate to evaluate the types of data manipulation that can be performed with the DML.

The query command allows us to create an occurrence of any record type and to play the contents of some program (or designated host language command) into the created occurrence. Another command allows us to add a record or occurrence into a set occurrence as the result of a normal set.

There is a type of command that allows the data base system to find a desired record occurrence based upon a run key value or upon that record's order in a set occurrence (e.g. find the first or last member record in a set occurrence). When a record is found it becomes the current member of a set, the current owner of a set or the current occurrence of a

record type as the current of the run set.

Once a desired record is found in the data base system, another type of command instructs the system to transfer data from that record to a desired host program variable. Conversely, the programmer can use a kind of command that stores data from a specified program variable into a table of the record that has been found. A found record can also be removed from a set occurrence or deleted from the data base.

In MICROALD, data base systems, data can be extracted from a record or record set in several ways, if that record is the current of the run set. As a consequence to the programmer, this extraction has been simplified as MICRO. Data extraction and storage can be performed with respect to any record that is the current owner of a set, the current member of a set, the current occurrence of a set, or the current of the run set.

Finally, the MICRO DML includes a group of commands that allows a programmer to navigate through a network of data base records. For instance, if the TEACHER record is the John Doe of the current member of the set SET, then it can easily be made the current owner of the set ADVISE. A "find" command can then be used to find one or all students advised by John Doe. A "get" command can be used to retrieve information about any student that is found.

The data base features described above furnish powerful tools for the development and subsequent utilization of educational systems. Optional enhancements to a basic data base system can be provided through add-on packages. One important enhancement is a query facility, that allows a user to generate reports without writing a program. Another enhancement is an automatic data base backup facility. A third enhancement is a loader, that allows a data base system operator to store a data base's physical data into a host's dumping and reloading its data.

## A Query System

To illustrate the value of a query facility added onto a data base system, we shall briefly describe some of the features of MICRO QMS. This query package accepts English-like, unambiguous queries about any MICRO data base and generates reports that answer those queries. The query system is:

- COMMANDS - MICRO CLAUSE - PATH CLAUSE

As an example, suppose that we want a report of teacher data and the name and address of every student advised by each of these teachers. In these teachers with a salary of under 1900. The report could be produced by writing an appropriate DML application program. Alternatively, the report could be produced by the following QMS query:

LIST TEACH, INCOME SAID FOR  
SALARY = 1900 THEN SET and



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## ADVICES

In this query

LIST is the <COMMAND>  
THRU <THRU> SAID is the  
<END CLAUSE>  
FOR <SALARY> < > 15000 is the  
<CONDITIONAL CLAUSE>  
THRU 52 and ADVISES is the  
<OPEN CLAUSE>

QDS supports many other commands besides LIST. There are commands for changing data values, for statistical analysis, for various utilities (such as defining synonyms, report titles, sublabelled subcolumns) and for the interactive use of DML commands. The local clause consists of names of data items (numeric expressions involving data item types are also permitted) whose values are to be extracted from a data base. These values are extracted subject to conditions specified in the conditional clause. Complex (boolean) conditions are permitted. The path clause lists the sets that QDS should use in responding to a query.

Queries can be batched into a file and then executed via a READ command. Output reports can be routed to a printer, printer output disk file. QDS can also be used as an add-on package for the Hierarchic Data Base System (HDBS). HDBS, a variant of ADPS, supports

## Management Systems

one structure with multiple SYS  
TMS-owned sets

### B. Recovery System

A recovery system presupposes automatic transaction logging. In the MDRS Recovery and Transaction Logging (RTL) system, any transaction that changes the contents of a data base is logged to a separate transaction file. In the event of a system crash (e.g. power failure) the user module executes the recovery program that is supplied with RTL. This recovery program applies transactions logged in the transaction file (either the live data base backup or a back-up copy of the data base, producing an up-to-date data base.

### C. Restructuring System

The MDRS Database Restructuring System (DRS) consists of a collection of DML routines that can be used in an interpreter mode or called from a host language. These routines give a data base administrator the ability to alter a schema, even though data has already been loaded into the data base. DRS automatically makes all needed changes to the schema tables and

to the data base record occurrences themselves. Commands also to create a schema include the address definition and reformatting of data item types, record types, and sets.

### V. Conclusion

The advent of a genuine sophisticated data base system for microcomputers is a significant breakthrough in the software field. Developers of micro-computer applications systems can derive from the flexibility and effectiveness of the management system available data handling facilities that were heretofore accessible only on main and mini-frame. An explained reader: MDRS supports Data base management data base systems in several respects, while covering one to two orders of magnitude less.

In effect, the Micro Data Base System can be used to transform nearly any of the major micro programming languages into a data handling system with a powerful flexible data base management system. Moreover, MDRS provides uniformity of data handling procedures across Data base languages (e.g. any and versions of BASIC, FORTRAN, COBOL, Pascal, PL/I). Data base design and definition are not affected by the programming language, nor is the DML affected.

■ Reader is reminded that a national symposium on Data Base Management Systems in Great Britain at the Open University will appear in the near future.

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level called "dirs" and if one wants to share this "dir" (for example the output goes to the line printer). That particular file of course looks to be a read-protection. Similar files exist in the same directory for each peripheral on the machine and the system is aware that any references to such special files are applicable peripheral operations. The user need not know the difference. Devices such as disks are not directly accessible to ordinary users (one cannot allow users to write over the disk as a whole) and are usually implemented in two forms: block structure and serial.

To perform input/output from within a program or, say, the language C, a file is an input/output device as opened by `fd = open ("filename", mode)`, which opens the specified file in the given mode, and returns a file descriptor integer. (This is a pointer to the file used to be opened.) The file can then be accessed either using the returned file descriptor (called by a command such as `read (fd, buffer, nbytes)`

to read the given number of characters into the given buffer. To read or direct across buffers, the program must write a positioning command to the correct place in the file, such as

```
seek (0, position mode);
```

where the mode specifies whether the given position is relative to the beginning of the file the end of the file or the current position. When the device is finished with it, it is closed by

```
close (fd);
```

## Linking files

A file is an area of disc, with a given name and various other properties (see below). Its name as far as a particular user is concerned comes from the user, but, which refers to it. Several users can have directory entries pointing to the same file. The user who first creates the file becomes the owner; then other users can "link" to it. A file remains in existence until all links have been removed. For example, if a new file is created with links and read and write permissions to a number of users, it will continue to exist until all of them have "unlinked" it. Each user concerned merely removes the user's directory entry, when the number of links becomes zero, the file is deleted by the system.

## File properties

- Each file has
- an owner
- the dates of the most recent read and write operations
- details of use
- the number of users who have links to it (the file will be deleted when this number zero)
- a link in the owner's directory
- access permissions in the form of (read, write, execute) for each of (the file's owner, members of his group (see below), and the general public)

## Unix

### Users

- Each user in the system has an entry which specifies:
  - his log-in name
  - his password (optional; if he hasn't one, one is given him by logging in on terminals in the computer room without a default one)
  - his user identity number (the "owner" of a file)
  - his group number (he can only be in one group; we have separate groups for computing science staff, other staff, computing science students, other students etc.)
  - his "home" position in the file store (e.g. /usr/uid)
  - the name of the program he will use by a standard interpreter (default is the standard one described below, we use two others as well, one for editing, only, and one for confidential communication work.)

At Nottingham we have also implemented for each user a disc quota which (has file record) his action for two consecutive logins during which he will receive increasingly strong warnings of his "over-use", and a warning priority.

Each user also has facilities such as a mail file, a file of commands which is executed each time he logs in, and so on.

### Processes

To start a new process, an existing running program must execute a call

```
parent = fork();
```

This causes a second identical copy of the program to be created, with the same set of open files and environment. The only distinction is that the process identifier "parent" delivered is 0 in the new program, and the new (non-zero) process number for the original. From any running program the call

```
exec (program, arg1, arg2)
```

causes it to be replaced by the named one (with the given arguments). A new and different program also then is started off by first `fork'ing` and then `exec'ing` the new process, as in

```
parent = fork(); (fork to create second program)
```

```
if (parent == 0) { // == is equal, tests which program we are in)
```

```
then exec (convert the new process to the required program) (existing program continues)
```

To enable programs to talk to each other directly, the main techniques are by means of signals and "write" with the obvious advantages, or a direct two-way input/output channel. The latter is called a "pipe"; a Unix concept now becoming widely accepted. It is set up as in the example

```
pipefd = pipe(); // set up a channel the
```

```
'parent' is not (the child other file descriptor (now, opened) has program) (set to be where program is (are in) (parent) read from 'child' write to 'pipefd')
```

The "pipe" need (of course) be read by one process and written to by the other if the pipe becomes too full, the program writing to it is automatically suspended.

### The shell

The default command interpreter is known as the "shell" and a single command is called with arguments separated by spaces as in

```
command arg1 arg2
```

The name "alias" in the name of a file containing either a binary program or a command shell (program) and the system searches for such a file first in the current directory, then in the user's main command directory, then in the paths in command directories. In Version 7 of Unix any search sequence can be specified. If it is a binary program, it is executed if it is a command macro, a copy of the shell is invoked to interpret it.

It should perhaps be emphasized that the terms "command" and "program" are equivalent; any program is called just by typing its name (i.e. the name of the file containing it).

The characters "+" and "-" in file names refer to any number of characters read and are characters respectively. This is called such as

```
command file+
```

points to the command, its parameters the names of all files with + as their first letter and "-" as their first.

The names of the shell comes from the way it allows commands to be combined and input and output to be redirected and modified. The syntax of commands is as follows:

```
Redirecting output: to redirect output from the screen to a given file, type
```

```
command > file
```

(where the "file" command gives the name and location of everyone can write, logged in or, for the printer

```
command > device
```

```
Redirecting input: to direct input to be taken from a file instead of the keyboard type
```

```
command < file
```

Piping output/input: to enable two or more programs (which will then be multi-programmed together) with the output of the first fed as input to the second ("signal") and so on, type

```
who grep all (execute the who command, and pass on only those lines containing the characters "all")
```

Continued on page 29







ed processing, model 486, 25-MHz 640- to 16-MHz processor, 16-MHz (30-MHz) 486 or Pentium, dual channel 30-MHz True Color display card (16-MHz), 16-MHz or 30-MHz processor, and 640-K RAM (16-MHz). Supports up to 64-MHz integrated or external Pentium Video Adapter 40-MHz or 60-MHz, 16-MHz memory each in add to 64-MHz RAM and display memory. Operating with Apple II/AppleLink operating system program is transferred from CPU into virtual unit in network link under the VIOS operating system. Software includes DDMC, Assistant, Test, Billing, and Maintenance as Internal components and reports, as well as for client computers. Form 000000, 1998.

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**Abstract**

[illegible]

the 4-jolt integral Group 7 Processor. A potential add-on to the top end of the 4300 processor range. Upon some 4-jolt half-megabyte to the entire 4300 processor line to overall performance over 4341. It has been considered as a 1.5 times. (2)

WORLDWIDE INTERNATIONAL LTD.

[illegible]

**Abstract**

**LOGICRAM** enhancements to a 386 Personal Computer. Has been a on more power and is now available with dual data in 100 and 120 pins. Increase in speed to 100MHz processing. Memory on the system has been increased to 640 characters. Standard LA 900 is now available with 1024 characters (RAM), and 128 memory. Dual data in LA 900, as well as 100MHz processing system. Dual characters 100 and 120 pins. Other dual in 100 and 120MHz processing. (A)

**Table 1**

ANTHONY'S APPLE is composed of 22% major component of proprietary Hawthorne selection of 400 Apple Mac clones. 1.40000

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ing to 2000, the company is projecting 1999 sales of \$1.2 billion, a 10% increase over 1998. The company is also planning to launch a new line of products, including a new line of 100% cotton shirts, in the second half of 1999.



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My program converted these data into both the 1974 and 1975 format. I used the 1974 format for the regression analysis. But, I did investigate the effect of the change of period on the regression. I used the data in 1974 and 1975 with different regression equations and the results were program 1. It was also possible to use the data in 1974 and 1975.

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27. *Journal of the American Medical Association*, 279:1033-1034 (1997).

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progressing we have in Fortran, Pascal, and other languages, a structured programming language. Perhaps this means that computer firms, like Intel Corp. and Intel Corp., will develop the P code by turning the computer into a pseudo 16-bit machine. Intel and other 486 makers are just into the hardware. For 586/686 chips.

**Abstract**

APL-2012-030 APL-PLUG-IN for IBM and IBM i system users in the IBM Superstar HyperView COBOL, C++ and Java to connect to IBM's PL/SQL System Caching Language (SCPL) files only standard the IBM Special Functions have provided with V1 APL, that were previously only available in IBM system commands or as they were had to be copied into the active workspace prior to use. System users can manage interaction between the APL processor and other the active workspace of the system have also been enhanced.

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1994 of more than 1500. Also available is BE-1144823, a "high-throughput" integrated information processing system. Based on a 32-bit PowerPc-Plus Superchip, including 35000 gates, and is capable of connecting 128 channels of processing terminals and 64 development terminals simultaneously. BE-1144824 addresses Interactive Query System (IQS) with an integrated simple case interface for end user queries to databases. It also comes with

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AND COMPANY'S 3046 CROSSLER has a second story (1700 sq ft) containing the McDonnell and Douglas General Ledger System (G.L.P.L.S.) for pay on A.L. 1980 and 1981. G.L.P.L.S. equipment is now available for those months as well as the original 1980 equipment.

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MS-DOS now offers software offerings for 1000 series processors. BASICPLUS, an interpreter for an enhanced version of BASIC and MATHSY, a language compiler, are provided. High-level language control over sophisticated peripheral devices such as image readers, card readers and printers, too.

## References

**Abstract**

**JANETTE JACKSON** and **Maia Fister** **Tanner** joined the ABC's channel on 100 Laurel Avenue. Lily starts singing and she's a good one!

**BRAND NEW**

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Low flow 1990 (Pomorie supplied by Administration  
1990)

**Table 1**

ARMADA now interfaces to Puma computers allows connection between any Puma computer and any ARMADA system, and the ARMADA Puma range. Puma stations may be purchased in the computer or in Unibus form. The ARMADA Puma programmed version is more compact. It is in through the ARMADA Puma interface supplied by Puma and not used with any of the Puma modelling options. (see ARMADA)

**Abstract**

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**CONTRIBUTOR** *Barbara J. Jorgensen, President*

**Abstract**

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and is available to printers employing  
band or drum technology and all other  
and manufacturers. **MS-404.677**  
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LOW-BATTERY    STOP    HPC    ON    PRINTING

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[illegible]

**ANNA THERMAL-PALE** (dancer in *Lost Saigon*) wears 100 Balmain Primer, highly degraded, plus 100 in y/c, series and 100 in C1 100 in 20. She is in the process of (Piercing) piercing her head given a top, under (giving) with blue underlining and lower case descenders.

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**Abstract**

[illegible]

**Abstract**

**ALUMINUM LACCE SCANTAN MICROBIAL**  
TRIACTION - 20.000 mg/100 ml is a fine  
dark yellowish brown powder (m.p. 100-105°C)



to help all the people who are in trouble. I think that is the best way to help them. I think we should help them in every way we can. I think we should help them in every way we can. I think we should help them in every way we can.

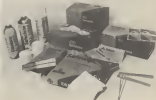
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COLONY Model TC 1040T Longshore  
and Gulf Stream 225 to 240 ft. scaling  
2400 2200 2000 1800 1600 1400 1200 1000 800 600 400 200 0  
0 100 200 300 400 500 600 700 800 900 1000 1100 1200 1300 1400 1500 1600 1700 1800 1900 2000 2100 2200 2300 2400 2500 2600 2700 2800 2900 3000 3100 3200 3300 3400 3500 3600 3700 3800 3900 4000 4100 4200 4300 4400 4500 4600 4700 4800 4900 5000 5100 5200 5300 5400 5500 5600 5700 5800 5900 6000 6100 6200 6300 6400 6500 6600 6700 6800 6900 7000 7100 7200 7300 7400 7500 7600 7700 7800 7900 8000 8100 8200 8300 8400 8500 8600 8700 8800 8900 9000 9100 9200 9300 9400 9500 9600 9700 9800 9900 10000 10100 10200 10300 10400 10500 10600 10700 10800 10900 11000 11100 11200 11300 11400 11500 11600 11700 11800 11900 12000 12100 12200 12300 12400 12500 12600 12700 12800 12900 13000 13100 13200 13300 13400 13500 13600 13700 13800 13900 14000 14100 14200 14300 14400 14500 14600 14700 14800 14900 15000 15100 15200 15300 15400 15500 15600 15700 15800 15900 16000 16100 16200 16300 16400 16500 16600 16700 16800 16900 17000 17100 17200 17300 17400 17500 17600 17700 17800 17900 18000 18100 18200 18300 18400 18500 18600 18700 18800 18900 19000 19100 19200 19300 19400 19500 19600 19700 19800 19900 20000 20100 20200 20300 20400 20500 20600 20700 20800 20900 21000 21100 21200 21300 21400 21500 21600 21700 21800 21900 22000 22100 22200 22300 22400 22500 22600 22700 22800 22900 23000 23100 23200 23300 23400 23500 23600 23700 23800 23900 24000 24100 24200 24300 24400 24500 24600 24700 24800 24900 25000 25100 25200 25300 25400 25500 25600 25700 25800 25900 26000 26100 26200 26300 26400 26500 26600 26700 26800 26900 27000 27100 27200 27300 27400 27500 27600 27700 27800 27900 28000 28100 28200 28300 28400 28500 28600 28700 28800 28900 29000 29100 29200 29300 29400 29500 29600 29700 29800 29900 30000 30100 30200 30300 30400 30500 30600 30700 30800 30900 31000 31100 31200 31300 31400 31500 31600 31700 31800 31900 32000 32100 32200 32300 32400 32500 32600 32700 32800 32900 33000 33100 33200 33300 33400 33500 33600 33700 33800 33900 34000 34100 34200 34300 34400 34500 34600 34700 34800 34900 35000 35100 35200 35300 35400 35500 35600 35700 35800 35900 36000 36100 36200 36300 36400 36500 36600 36700 36800 36900 37000 37100 37200 37300 37400 37500 37600 37700 37800 37900 38000 38100 38200 38300 38400 38500 38600 38700 38800 38900 39000 39100 39200 39300 39400 39500 39600 39700 39800 39900 40000 40100 40200 40300 40400 40500 40600 40700 40800 40900 41000 41100 41200 41300 41400 41500 41600 41700 41800 41900 42000 42100 42200 42300 42400 42500 42600 42700 42800 42900 43000 43100 43200 43300 43400 43500 43600 43700 43800 43900 44000 44100 44200 44300 44400 44500 44600 44700 44800 44900 45000 45100 45200 45300 45400 45500 45600 45700 45800 45900 46000 46100 46200 46300 46400 46500 46600 46700 46800 46900 47000 47100 47200 47300 47400 47500 47600 47700 47800 47900 48000 48100 48200 48300 48400 48500 48600 48700 48800 48900 49000 49100 49200 49300 49400 49500 49600 49700 49800 49900 50000 50100 50200 50300 50400 50500 50600 50700 50800 50900 51000 51100 51200 51300 51400 51500 51600 51700 51800 51900 52000 52100 52200 52300 52400 52500 52600 52700 52800 52900 53000 53100 53200 53300 53400 53500 53600 53700 53800 53900 54000 54100 54200 54300 54400 54500 54600 54700 54800 54900 55000 55100 55200 55300 55400 55500 55600 55700 55800 55900 56000 56100 56200 56300 56400 56500 56600 56700 56800 56900 57000 57100 57200 57300 57400 57500 57600 57700 57800 57900 58000 58100 58200 58300 58400 58500 58600 58700 58800 58900 59000 59100 59200 59300 59400 59500 59600 59700 59800 59900 60000 60100 60200 60300 60400 60500 60600 60700 60800 60900 61000 61100 61200 61300 61400 61500 61600 61700 61800 61900 62000 62100 62200 62300 62400 62500 62600 62700 62800 62900 63000 63100 63200 63300 63400 63500 63600 63700 63800 63900 64000 64100 64200 64300 64400 64500 64600 64700 64800 64900 65000 65100 65200 65300 65400 65500 65600 65700 65800 65900 66000 66100 66200 66300 66400 66500 66600 66700 66800 66900 67000 67100 67200 67300 67400 67500 67600 67700 67800 67900 68000 68100 68200 68300 68400 68500

**Abstract**

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179

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1. *Journal of the American Medical Association*, 2000; 283: 2689-2693.



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## Kit: £79.<sup>95</sup>

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This is the ZX80. A really powerful, full-featured computer, matching or surpassing other personal computers at several times the price. Personal Computer World gave it 5 stars for excellent value. Benchmark tests say it's faster than all previous personal computers.

Programmed in BASIC - the world's most popular language - the ZX80 is suitable for beginners and experts alike, and responses from enthusiasts has been tremendous - over 20,000 ZX80s have been sold so far!

### Powerful ROM and BASIC interpreter

The 4K BASIC ROM offers remarkable programming advantages:

- Unique one touchy key word entry: the ZX80 eliminates a great deal of tedious typing. Key words (RUN, PRINT, LIST, etc.) have free over single key entry.
- Unique syntax check. A cursor identifies errors immediately.
- Excellent string-handling capability - takes up to 39 long strings of any length. All strings undergo all relational tests (e.g. compare).
- Up to 28 single dimension arrays.
- FOR/NEXT loops nested up to 32.
- Variable names of any length.
- BASIC language also handles full Boolean arithmetic conditional expressions etc.
- Randomise function - useful for games and secret codes, as well as more serious applications.
- Timer under program control.
- PEEK and POKE enable entry of machine code instructions.
- High resolution graphics.
- Lines of unlimited length.

### Useful RAM

The ZX80's 1K-BYTE RAM is the equivalent of up to 4K BYTES in conventional computers - typically storing 100 lines of BASIC.

No other personal computer offers this unique combination of high capability and low price.



That's how a family learns to use it! (Original 10 years and onwards, are quick to understand the principles of computing - and enjoy their personal computers)

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If the specifications of the Sinclair ZX80 mean little to you - don't worry! They're all explained in the specially written 128-page book (free with every ZX80). The book makes learning easy, exciting and enjoyable, and represents a complete course in BASIC programming - from first principles to complex programs.

### Kit or built - it's up to you!

Kit or built - the ZX80 is pleasantly easy to assemble, using a fine-tipped soldering iron. And you may already have a suitable mains adaptor - 600 mA at 0V DC nominal unregulated. If not, use the coupon.

Both kit and built versions come complete with all necessary leads to connect to your TV (colour or black and white) and cassette recorder (plug-in and play) is ready to go. (Built versions come with mains adaptor.)



# g personal computer.

## Now available for the ZX80... New 16K-BYTE RAM pack



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The new 16K-BYTE RAM pack is a complete module designed to provide you - and your Sinclair ZX80 - with massive add-on memory. You can use it for those really long and complex programmes - or as a permanent database. Well, it can cost as little as half the price of comparable add-on memory for other computers.

For example, you could write an interactive or conversational program to show people what your ZX80 can do with 16K-BYTES of RAM: they could be talking to your computer for hours!

Or you can store a mass of data - perhaps in a fairly simple program - such as names and addresses, or a telephone directory.

And linking a number of separate programs together into one giant, but modular, program - you can achieve this same effect by loading several programs at once.

Write and distribute it! It won't be long before you can buy package-based software using the full 16K-BYTE RAM. So keep your eye on the personal computer magazines - and touch up your chess perhaps!

The RAM pack simply plugs into the existing expansion port on the rear of the ZX80. No wires, no soldering, it's as matter of seconds and you don't need another power supply. You can only add one RAM pack to your ZX80 - but with 16K-BYTES who could want more!

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Demand for the ZX80 exceeds all other personal computers put together! So use the coupon to order today for the earliest possible delivery. All orders will be despatched in strict rotation. We'll acknowledge each order by return and tell you exactly when your ZX80 will be delivered. If you choose not to wait, you can cancel your order immediately and your money will be refunded at once. Again, of course, you may return your ZX80 as received within 14 days for a full refund. We want you to be satisfied beyond all doubt - and we have no doubt that you will be!

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#### Power (Type 407)

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# Get in sync



SYNC magazine is different from other personal computing magazines. Not just different because it is about a unique computer, the Sinclair ZX80 and its successor, the MicroAce. But different because of the creative and innovative technology of the editors.

## A Fascinating Computer

The ZX80 doesn't have memory and no video. That the screen goes blank when a key is pressed. To some editors this is a disadvantage. To our editors this is a challenge. One suggested that games could be written to take advantage of all the screen blanking. For example, how about a game where characters and floating symbols move around the screen while it is blanked? The object would be to reach the screen edge by going the movement. What? A new game like *Star Wars* or *Black Box* (perfect for the ZX80).

We made some interesting discoveries soon after writing up the machine. For instance, the CHRS function is not limited to a value between 0 and 255, but cycles repeatedly through the code CHRS (0) to CHRS (255) will produce identical values. In other words, CHRS depends on a MOD 256 function. We found that the CHRS can be used several times on a single line, allowing the logical evaluation of variables. In the example: `187: CHRS CHRS 0` is a valid expression.

Or consider the TRL function which prints a string of its initial character. All that we required was positive value. I tried. Then someone suggested I would be perfect for removing the dollar sign from numerical inputs.

Breakthrough? Hardly. But instead we got the hint and kept going. In every issue of SYNC we intend to take the Sinclair to its limits and then push beyond. Finding new tricks and tips, new applications, new ways to do what you'd like to do before SYNC exists.

or many limits, with tutorials for the beginner and concepts that will keep the pros coming back for more. We'll show you how to duplicate comments available in other BASICs. And perhaps how to do things that can't be done on other machines.

Many computer applications require that data be sorted. But did you realize there are two far fundamentally different sorting algorithms? Many people settle for a simple bubble sort package because it is described in at least one gathering manual or because they've seen it in another program. However, sort routines such as *Heapsort* or *Shell-Mer sort* are over 100 times as fast as a bubble sort, and may actually use less memory. Sorts 35 of memory isn't a lot to work with, but it can be stretched much further by using innovative clever coding. You'll find this type of help in SYNC.

## Lots of Games and Applications

Applications and software are the heart of SYNC. We recognize that along with careful programmatic explanations, the logical analysis and graphics you want games that are fun and challenging. In the charter issue of SYNC you'll see several games. *Acad Guppy* is a card game in which the dealer (the computer) deals two cards face up. You then have an option to bet depending upon whether you feel the next card dealt will have a value between the first two.

In *Huckle*, another game in the charter issue, you have to find a happy exit. *Huckle* who is hiding on a 10x10 grid, in response to your guesses, the *Huckle* sends out a clue telling you in which direction to look next.

One of the most original forms of word-matching games is called *Scrambling*. The oldest known example is that set down by Horace in his *Antiphrasis* about 180 A.D. You'll find a computer version of this game in SYNC.

## Here's Why: Objective Evaluations

By selecting the ZX80 or MicroAce as your personal computer, you've shown that you are an editor buyer looking for good performance, an interesting design and economical price. However, sorting algorithms and not be easy. That's where SYNC comes in. SYNC evaluates software packages and offers complete and clear-cut, unbiased, manufacturer descriptions. We put each package through its paces and give you an in-depth, objective report of its strengths and weaknesses.

SYNC is a Creative Computing publication. *Creative Computing* is the number 1 magazine of software and applications with nearly 100,000 circulation. The two most popular computer game books in the world, *Basic Computer Games* and *More Basic Computer Games* (combined sales over 500,000) are published by Creative Computing. *Creative Computing Software Manuals* have over 150 software packages for an efficient personal computer.

*Creative Computing*, founded in 1974 by David Ayl, is a well-established firm committed to the future of personal computing. We expect the Sinclair ZX80 to be a highly successful computer and consequently SYNC to be a respected and successful magazine.

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1. *Journal of Management Education* 20(1): 1-10

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**Table 1**

**DIFFICULTY** 40% The world's only international football club, Celtic, Celtic players to support him in various ways and ensure that the club is financially sound. Celtic players to support him in various ways and ensure that the club is financially sound.

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WFO's *60 Minutes* livecasted Supreme Court oral arguments on a house during the Court's oral arguments. The livecast featured a panel of Supreme Court Justices, including Chief Justice John G. Roberts, Jr., and Justice Stephen Breyer. The panel discussed the Court's decision in *Shelby County v. Holder*, which struck down the Voting Rights Act's preclearance requirement. The panel also discussed the Court's decision in *Seila Law v. Consumer Financial Protection Bureau*, which struck down the CFPB's structure. The panel was moderated by WFO's legal analyst, [Name].

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RESEARCHER: WOLFGANG KRIEGER  
 HELIX Pumps and compressors: World  
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**RESEARCH DESIGN AND METHODS**

PORTLAND, ME (ENR)—The International Association of Computerized Accounting Systems (IACAS) is sponsoring a symposium on COMPUTERIZED ACCOUNTING PLANNING to be held at the Hotel de Belem in London (ENR 2/24/84 p. 10). Planned to attract the reports of those involved in development plans for its developing countries, as well as experienced British and foreign managers, the symposium will be about technology, and management with delegates from developing countries to present views from developing and to introduce modernization. It is sponsored by four primary units. Cost Management and Managerial Accounting, Water Resources and Finance, Engineering Management, and the IACAS (members: ENR, ASCE, AIAA, ASME, IEEE, and SAE). The symposium will be held at the Hotel de Belem, 100 rue de la Harpe, 75001 Paris, France, on 2/28-29/84. For more information, contact: IACAS, 100 rue de la Harpe, 75001 Paris, France. Tel: 01 47 78 11 00. Telex: 310100. Fax: 01 47 78 11 01. The IACAS is the POINT OF CONTACT by ENR to the Association for Helping The U.S. International Consulting and Development Agency, the top place in the world market and its future by the U.S. Agency for Economic Development (USAID). The IACAS is also the U.S. Agency for Economic Development (USAID) and the U.S. Agency for Economic Development (USAID) and the U.S. Agency for Economic Development (USAID).

**Abstract**

**OTICE 201 A-446** KEYBOARD TUTOR is a fourth grade program in computer program designed to run on a 16-bit machine PCT system with 640 kb memory and a full size QWERTY keyboard. Other features include: learn screen prompting using graphical display to illustrate that student types too fast or the keyboard correct feedback, help later, use by use a sequence screen of prompting automatically adjusted to an ability of student type repeatedly missed repeated more often and has display error correction at end of each lesson. 1-2-82 BROAD LOGIC, INC.

[illegible]

**COMPTON TAIYU**  
CHIEF FINANCIAL MANAGER/COMPTON OIL CO. INC. and as MANAGEMENT BY AGREEMENT FOR AFFILIATION PTE. OILCO. SPECIALISTS in order of Services Full-time London 15 Dec 1982  
1980-82 April 1981-82 for Singapore -  
including lunch and refreshments  
\$4,000.00

[illegible]

WFO of Fourth International Business Computing Week Processing and Information Management (Mail Order and Conference) is to be held at Grosvenor Hotel London 8-12 Feb 1981. Conference to be held at Grosvenor Hotel London 8-12 Feb 1981. Please see members to be used for in company data sales from 1981 to 1982.

Figure 1. The effect of the concentration of the polymer on the swelling ratio of the hydrogel.

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Machine Damage  
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 243. **Benefactor**  
 244. **Supporter**  
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 246. **Champion**  
 247. **Defender**  
 248. **Protector**  
 249. **Guardian**  
 250. **Keeper**  
 251. **Steward**  
 252. **Trustee**  
 253. **Executor**  
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 255. **Managerial**  
 256. **Operational**  
 257. **Technical**<

**Spillman & Associates, Inc.**

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Journal of Internal Medicine 255: 105–112

**Abstract:** The plant may be used

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Journal of Internal Medicine 255: 103–112

1. **Project Information**  
 2. **Project Objectives**  
 3. **Project Scope**  
 4. **Project Risks**  
 5. **Project Budget**

1. **Definition:** A **subgroup** of a group  $G$  is a subset  $H$  of  $G$  that is itself a group under the same operation.

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1. *Staphylococcus aureus* (Gram-positive)  
 2. *Escherichia coli* (Gram-negative)  
 3. *Streptococcus pneumoniae* (Gram-positive)  
 4. *Salmonella enterica* (Gram-negative)  
 5. *Candida albicans* (Fungus)

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# The Truth About Benchmarking

## Part I

*Benchmarking is a subtle complex art. In the first of two articles the author explains why computer benchmarks are perhaps more than welcome but just ought to be monitored and even, but also could ought to be monitored, now that they are being used increasingly for professional purposes.*

**I**t is natural when purchasing any new piece of machinery, whether it is a washing machine, a delivery van or a computer, to want to make sure that it is able to do the job for which it is being bought. The most convincing test is to use a machine like the one you are about to buy, doing a familiar job of work. This is fairly easy with most machines, but with a computer the problem is how to define exactly the job you want done.

In some commercial applications the workload of the computer can be laid down precisely. If the computer is to perform a regular cycle of runs—say, invoicing, orders updating and payroll—then a typical day's workload can (usually with a great deal of effort) be converted and run on the computer being considered. If the work can be done in the necessary space of time then you can be sure that the computer will do the job, and you can move on to compare the possible alternatives on other criteria, such as reliability, maintenance arrangements and so on and so forth.

However, it is very rarely as simple as this. Most computers are expected to perform a large range of functions which have to be fitted in with more bread-and-butter jobs. Usually when a new computer is bought it is with the intention of branching out into new, often ill-defined applications. This is especially true of educational and research establishments where the workload changes constantly as the users develop, test, run and discard programs. To compare the ability of different computers to handle this sort of usage it is necessary to set up a standard test to measure their speed. Any such standard test may be called a 'benchmark'.

But what do we mean by 'speed'?

Speed has meant many different things as computer equipment has become more sophisticated. Originally people looked at the speed of the hardware instruction set. As the relative times of different instructions vary between computers it was necessary to define a typical range of instructions. Various tests were devised to represent different sorts of commercial and scientific workload. But the test does not use the hardware instruction set. What is seen is the Cobol or Fortran compiler, and it is the rate at which programs

produced by these compilers are measured that determines the throughput of the computer.

So the next stage was to develop typical Cobol or Fortran job mixes. Again, various mixes were used for different workloads. To obtain these mixes it was necessary to collect a large number of sample programs from a range of suitable institutions, and to perform statistical analysis on them. However, it did seem possible to obtain reasonably representative mixes for a particular measurement of the frequency of use of different types of instructions was determined by the sort of job being done, rather than by programming methodology.

*'How fairly do they run the benchmarks? Do they cheat?'*

Of course, the speed of the program depends not only on the speed of the hardware instruction set but also on the efficiency of the code generated by the compiler. The morning substitution of optimizing compilers made the task of the benchmark writer more difficult. These compilers were quite capable of recognizing that a program artificially constructed to recognize a certain instruction was being executed along nothing in particular, and then ignoring any large chunks of it use of resources. Although this extreme situation can be avoided, it is always difficult to produce benchmark programs that do not change their characteristics drastically under different optimization systems.

Now, this is all very well if your main concern is with number-crunching jobs. In this case, if you can design a job or set of jobs that stress a reasonable average of your normal workload, then the differences in the times taken to execute this set of jobs will give a realistic measure of the relative abilities of different computers to handle the workload.

But, except in a few very specialized applications, this is never the case. Most computer installations spend their time manipulating files and databases of various sorts, and producing output on a wide variety of devices. In order to operate efficiently, they will make programs often with a large number of concurrent jobs. In order to run these jobs they will use memory management techniques involving swapping parts of memory in

and from disc storage. The result of all this is that the most time spent is rarely the limiting factor in system performance. Other factors that must be taken into account include disc and channel throughput, approximation of disc seek times, processor to memory transfer rates, and a host of factors, peculiar to particular operating systems, such as access clashes on multiplexers controlling use of shared data areas.

Thus we move rapidly from the concept of measuring the speed of the hardware to measuring the speed of the system as a whole. In modern computer systems the hardware and software are designed to complement each other, and the hardware will provide many facilities to enable the compiler and the operating system to work more efficiently. The cost of the software has now become considerable in that of the hardware. The efficiency of the software and the way in which it interfaces with and uses the hardware is as important to program throughput as the hardware instruction speed.

Can any test be set up to take account of all these factors?

The obvious method of taking a representative sample of the workload now becomes more and more difficult. The effort required to determine this sample is deemed to be too on each of the computers to be tested. To set up the files and databases that have to be accessed, and to write the routines would consume as much manpower and machine time that the cost would be prohibitive. Even if this could be done a further complication would make the exercise fruitless.

When the results of running on two different computers are compared there will always be considerable differences in the performance of different elements of the test. But this difference will vary from job to job, according to the characteristics of the job. It may also be possible to tune the system under test to its own strengths at the expense of others. There will be so many combinations of results and so many possibilities of changing the results that it will be impossible to derive any comparison between the systems being tested.

So what can we do?

The most useful and widely applicable technique is the synthetic benchmark. The contents of a suite of programs which are synthetic so that they are typically constructed rather than being part of a normal workload. They are designed to test all aspects of the system such as the processor, memory, the input/output rate,



the paging mechanisms in the processing stream throughout. The processors are tightly cyclic, so that they can make no partial use of the same resource, and are constrained so that the total request of work items on the resource of any given processor relative to the others can be regulated. The point advantage of such a device such is that under certain conditions, used as a variety of different control methods and can lend competence against different productions of the future is reduced. It can also be used to probe expected sensor errors in the system, or acknowledge that beyond apparent during earlier time. In increasing the range of resources which are in short supply or seem to cause bottlenecks in themselves.

In nearly every case, use of a computer system exceeds all predictions and estimates until the computer is saturated. It is important to know what the limiting factor on throughput is, how to solve it, and also whether the system will degrade gracefully when the limit is reached or fail in a way that could be catastrophic for the entire system.

Having begged borrowed money or as it were last resort, writers set up projects that you think can be set up to look like something equivalent to your future workload you must try to make some estimate of what that workload will be.

If you are using a computer algorithm it should be possible to measure the processor power and the transfer rate necessary to handle your current workload together with other factors that will have different effects on different computer systems, such as the size and duration of individual jobs, the number of nodes in the pool, the number of segments, the size of segments, the number and the sizes of input and output queues, the number of nodes to support, and so on. The results of such a study will be the data and an assessment that the processor and the network system can

Super computers, for example, provide very complete tools to managers to design activities, estimate supply demand more. The sales manager can gather about the current workload and then be asked up to match it with capacity of the factory workload. Then it must be asked up again because the new computer will have new facilities, and that means will suddenly find new applications and new, with as working. Notice how rapidly we are going, parties on lots of each other!

If you are not using a computer already and are buying one for a particular application, that name of that application can be done here, the needed characteristics of that application. However, now there is already some more information

Now you must persuade the computer manufacturers to run your benchmark. You will probably be surprised by their willingness to do so.

The answers are not hard to find. The manufacturers will be well aware that if he is going to do a benchmark at all, it must be done well. Any expensive things will be viewed upon as a means for the system of his management. To ensure that the

## Branchmarks

breakdown in doing so, he will assign a team of highly skilled staff to it. This will comprise a large amount of information before he sets up the breakdown in a more suitable form for the system to handle. The operational team and its leaders are now working more smoothly when the new run is taken, with the customer looking on. The management knows from before experience that the work will be difficult, complicated by lack of definition in the customer's requirements. By means of the programme to be started, by now standard details of the language used by both sides in finding out what the results are meant to look like, and by the customer providing feedback through their use, a new way of working changes systems. The cost of a major change in this sort will be counted in tens of thousands of pounds. And all the time the managers must know that his assignment is being completed with greatest care, and with the odds all against him rather than the other way.

The amount of effort that researchers put into benchmarks goes like an another career: how fast do they run the benchmarks? Do they... (cont.)

There should be no danger of an over computer manufacturers' dominance creeping in, if I understand the members' attitude. In fact, there seems to be a lot of evidence to suggest that there have been too many of them. Customers may ask for the benefits to be represented as an order of confidence of the system and clearly the consequences to the manufacturers. In terms of products, the members' priority of not being able to use the term, having it would be unacceptable. Having been used in great to protect that even if you, without the computer, it is impossible to be completely sure that everything is above-board. For example, with some computer ranges the power of the processor is influenced by a simple upgrade to the cooling equipment, and components or hardware changes are regularly upgraded or degraded to match the processor, only to replace in devices that without real external changes being made in the software.

The manufacturers will obviously want the system to lean the benefits to its best advantage. That is probably true, although the industry can take the system as well, but it must be borne in mind that the system can probably be better suited for a benchmark, consisting of a few well-defined programs that for a more general workload. The manufacturers may also try to optimize the placing of the on-line change to reduce local movement and channel contention. That may be something the customer can make a few large permanent databases, but he may find it more difficult with files that are constantly being updated.

A far more real danger comes from the possibility of misadventures: ■ during the delivery of the bandwidth, ■ during its conversion to flat or, the larger system, ■ during the actual bandwidth

process, is in the analysis of the results. It is surprisingly easy to find a mistake that puts a computer benchmark's test run produced the expected output, but is marred through external causes by the compiler or its work as has been stated in all final second, the steps computer manufacturers found such in the understanding situation of having to give a customer extra equipment free of charge to make the installed system work as well as stress in the manufacturer's program to analyze benchmark results but led the customer to believe a com-

Having gone to all the trouble, because calculated your requirements, set up and used your benchmark, explained it all to the manufacturers and shared them the wrong, incomplete and opaque results, what are you going to do with the figures as much the closer to?

Many people start down the road with a vaguely defined goal of finding which computer is best. This is usually apparent from the results of a benchmark. Usually the only circumstance in which the results are directly reported is when the options being measured appear essentially the same to the user. If you are considering trading in your present IBM computer and buying a new one, you'll be comparing two PCs, and you'll have a question about the format issues. If you're comparing systems in the home market, for example, you will give your own idea of how much more you could do on the new system. In these circumstances you may expect your future workload to be more of the same, and expect the way of handling the workload in terms of file and data base structure, record access mechanisms and operating system techniques to have the same characteristics, and show the same basic trends as they do the code.

But if you are comparing evidence that have different time horizons and choice horizons, then directly you must expect your workloads to be all defined as it was change to match the new horizons and ways of working and, naturally you can expect great difficulties in making comparisons between the various benchmarks or results. Unless the computers being tested are greatly different in ability (which will almost certainly be known before the start of the exercise) then some will be better at some projects, some in others. Attempts to bridge the various horizons and areas of space (range of goodness) are nearly always, nearly *impossible*.

Thus the benchmark can itself only relatively be looked on as a test of capability, rather than as a contest or race between nations.

This article has concentrated on Israeli working-class workloads, that is those which are clearly defined in the agreed stage and essentially free of human or technical skills training. Where we consider a time-sharing system with an extensive workload there are the previous examples, there, women and many men, need arise. I shall consider some of these in subsequent articles.

■ **Advertising in National Newspaper** is a separate fee, currently \$1000/line.



# DISTRIBUTED COMPUTING

**T**he fundamental Von Neumann Computer is a sequential device that can only batch computational applications that are essentially satisfactory, but for many engineering process control and data communications it is not. In the future some mechanism is required to support essentially parallel operations by controlled interleaving, or resource allocation. This problem is exaggerated by the increasing problems created by the relatively low speed of peripheral devices and in some cases by the desire to process arrays of data. Thus we are always looking for some means of implementing parallel or multiple processor systems.

Let us look at the following simplified classification of digital computers. It stands for single M (multiple instructions) and D (for data stream).

- MSD** Order code processor + I/O processor (IBM 980 CDC 6600)
- SMD** Array processor (ILLIAC IV ICL DAP)
- MISD** Pipelining (SOLAR 100)
- MIMD** Distributed Data Processing

In each case multiple processors are employed concurrently, in order to achieve the overall computer system.

In MSD machines, the function of each processor is clearly defined.

In SMD machines the objective is to execute the same instruction on multiple portions of data.

In MISD the objective is to achieve high-speed processor performance.

With MIMD systems the function of each element is less rigorously defined and the potential is therefore greater flexibility.

Who can distributed data processing (DDP)?

- **(i) Performance** High performance computers are used for two distinct reasons, first to process very large single jobs eg weather forecasting, and second, to co-ordinate multi-programming of many smaller jobs. The latter tends to arise processing on, while the latter leads to DDP.

- **(ii) Modularity** System expansion can be thought of as "an acquired" taste in reasonably used computers.

- **(iii) Reliability** Failure of one element does not shut down the system. For

flexibility and redundancy are intimately linked.

- **(iv) Geographic distribution** The users are not always on one site.
- **(v) Cost** The distance from order sheet to hardware are best incorporated in multiple single units.

An interesting method of classifying systems which employ multiple computing elements is whether they are *loosely* or *tightly* coupled.

Multi-Processor (Close Coupled) systems effectively share a common address space,



FIGURE 1

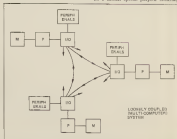


FIGURE 2

as shown in Figure 1. Identify any processor can access any memory module and use any I/O unit. The basic type of unit, the microcontroller, sub-system, or other computer, eg, a BSC system or a control matrix, in all cases contains logic to control. Equally problematic in the software situation where faults are piece of work will be given to any available unit. This general purpose systems are not the subject of research projects, but limited examples of the theory are common eg CDC 6600 with multiple I/O processors, I/O with order code and I/O processors coupled through a shared address controller. BUS structures have been successfully employed by DEC, available with one processor but multiple processors have been supported with BUS address mapping hardware. Intel's BUS architecture controller chip supports multi-processor sharing of the MULTIBUS as standard.

Multi-Computer (loosely coupled) systems. Figure 2 compares computer systems from coupled via an I/O structure, or possibly DMA, which machine may, but need not have, a range of local peripherals. The coupling mechanism may be local or remote, it is local the designer has to consider the design, it is remote he is constrained by data communications problems, and the PTTs. Multi-computer DDP systems rapidly become a means of comparing and data processing, even with conflicting interests.

As shown in Figure 2, each computer is directly connected to every other computer, a truly distributed interconnection scheme. Other topologies are more common, however. For fault containment and for both ring and common BUS structures are being used. Data connections are formed upon failure of the dependence on a central special purpose testbed.



clude. A computer is to control some machines only to one loop and others, and another is to enter data in the 'taken' at a common node. Such steps are also as part of a computer for possible accidental knowledge of part of the loop.

The remote control two-dimensional products dominate IBM's SNA and DEC's DNA. SNA uses a star topology and depends on a central machine. DNA uses a general topology. In principle it is possible interconnection is used not as, but this requires an ability to store and type and messages can not implemented in DECNET which are Chinese experience. However, the proposed public network, eg. X25. Then while such machine requires a network control software (not data), data flow between X25, DNA and SNA (the usual interconnection of machines is managed by the network providing the 'user' multiplexing. This might have the same star topology of SNA.

While networks of interconnected machines offer major advantages it must not be forgotten that communications costs are high. Thus much distributed processing is conducted on a simple point-to-point basis. Most often this is to handle the transfer systems, connected only so long as it takes to transfer the data. The use of remote terminals is also common, giving interactive access to a machine, rather than batch mode interaction by 2500/2700 emulation will continue for a long time yet.

In practice distributed processing is rarely implemented distributed data is

## Control Systems

another myth. It is extremely easy to run multiple small processors rather than one shared one big one, but in many applications different processing sites share common data files. This may not solve the problem in reduced size, this gives task-to-task rather than machine-to-machine communication. Thus a task on one machine can use data in a task on another machine to read a data file and transmit a message. Thus local networking is its essential requirement for distributed devices. This is a problem for simple 'personal computer' like multi-tasking software is required to support conventional applications and communications tasks.

The management of distributed systems particularly control of people is probably a bigger problem than the technical one. Who will be responsible for standards, will programming be centralised or distributed, can staff be recruited and redeployed, can a new management structure be successfully arranged?

In summary, while distributed processing largely overcomes an remote and logical and batch terminals to control mainframes, often very old up batch lines. This involves very loose connection of small business computers like the System 3030 and the capable computer like the DEC RS/150, HP 9800 Trans Instruments DDC. The main is in fact more complex than specialist products like the 790 and

this fact is a hybrid DPC to move data at the local work proper networks with DDC/MT. However, it will not use any data in a DDC/MT, SNA can use SNA except for sign system. SNA's Ethernet is an example of a current concept in a large terminal network between a LAN while in the UK there is interest in the Cambridge ring architecture (see *Computing* Aug to Oct 84, Linn Issue 4, Editor).

Tomorrow the impact of low cost LSI components will be felt very heavily. Machines of the power of the DDC will cost \$20-300 fully configured. With low cost memory to back increased processing there will be an increase in multiple term multiprocessional systems machines inter connected. It makes little sense to have a 100 processor! Complete operating systems will be needed for multiple task systems.

The requirement of in house networks will increase in parallel with the growth of office automation. The integration of office data processing and industrial control will put bigger demands on cheaper flexible and reliable communication. It will also put new demands on database technology, both in hardware (in cost increases in volume) and in storage access techniques (value data processing over conventional reduced data while office automation uses real data - which is very different). It will also require flexible interconnection of analogue and public networks of distributed data bases and in future.

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memory systems which would be cheaper in the military marketplace than any other alternative. There is a substantial future in the military market where we have more than a headstart," Clappie said.

## Pinney

Pinney now markets only one bubble memory board commercially — the P504 ROM which is based on Rockwell 256-Kbit devices and carries 16Ks for \$2,000.

A controller is also available for P500 to which up to eight boards may be connected.

## Bubble-Tec

Bubble-Tec memory systems are based on Texas Instruments 512-Kbit chips and are compatible with Intel Multibus and Digital Equipment Corp.'s VMEbus microcomputer systems.

Sanborn Electronics is the UK distributor for Bubble-Tec and sells the boards for \$2,200 and \$2,800 respectively.

The Intel Multibus board is compatible with 8- and 16-bit Intel microcomputers and provides 512 Kbytes of storage complete with control logic and parity bit driving. The board can be removed from one machine and plugged into another without disturbing the data.

Included in the price of the D4111 board is a separate 250-based controller board which emulates the commands of DEC's R400 floppy disk software and can control up to 15 additional 40 Kbyte Bubble-Tec boards at \$445 each. The boards are interconnected by ribbon cables and plugged directly into the bus or connected as an external channel.

According to business, the performance of bubble memory is no better than floppy disks because although it offers faster access it has slower transfer speeds.

The company says that until the price of bubble memory drops, the technology has the edge over floppy disk storage only at fairly process-control prices.

## Products

name and where the reliability of storage is critical.

### Hitachi

Hitachi is currently marketing an 64-Kbit bubble memory, in logic only, and is just beginning to sample 256-Kbit devices there.

These devices are being used as test components including master applications and other dual integrated applications for terminal equipment.

The company will begin sampling a one megabit device in a bubble memory chip and package in the second half of 1981. Hitachi will launch a 128-Kbit card later this year in the UK that contains two 64-Kbit devices. This will be followed by a one megabit card. Volume UK shipments are expected early in 1982.

### Texas

Texas Instruments' bubble memory products fall into two main families based on the 512-Kbit and one-half and one megabit devices.

According to the company's most recent estimates, it has shipped about 100,000 of its 512-Kbit devices worldwide. The device sells for \$110 on sample quantities and \$80 for 100-off.

Texas also offers a formatter/driver logic 100-compatible interfacing lot of seven devices complete with bubble coil and driver drivers and timer amplifier and also a reader control kit for use in designing their own printed circuit boards costing \$125 and \$35 respectively.

The half and one megabit devices cost \$200 and \$1,900 respectively, read, coil, control interface and control kits cost \$70 and \$190. Complete evaluation boards including interface and control devices within a single dual-in-line format are available for \$2,400 and \$2,300 respectively.

Evaluation boards are also available containing two four-chip 512-Kbit devices

with prices from \$200 to \$1,400.

Texas claims to have taken the first step to go into commercial production with the bubble memory, which may be applied into its Model 705 portable data terminal.

### Rockwell

Rockwell has now been involved in bubble memory technology since 1974 when it developed a single chip device with a capacity of 102 Kbytes for MACS (The National Aeronautics and Space Administration of the USA).

The company's biggest UK customer is Philips (see above). Texas Instruments is Rockwell's sole UK distributor for its semiconductor devices.

The basic device is a 256-Kbit chip, the 6800 256, one of which goes on a card to make up a one megabit "linear module" memory device.

This card will fit onto Rockwell's ALM44 microcomputer as an Microsola (formerly development system which runs the same backplane. The card costs \$1,750 one off, but a 2500 control module is also needed, to which up to 16 cards — two megabytes in total — may be connected.

Price claims to have sold about one dozen bubble memory systems to the military, but the computer market in general has been slow to take on bubble memory technology according to Gordon Macdonald, its managing director.

A single device card is also available complete with control circuitry, for \$1,300. It is connected to the ALM44 via an expensive motherboard which costs \$125. The same card with two 256-Kbit devices costs \$1,470.

Dale Smith said it is early days yet for bubble memory technology, but the main object of the present system is to provide people with the experience to get to grips with the technology for things like file compression.

Rockwell will begin sampling a one megabit device towards the end of the year which is pin compatible with its current 256-Kbit device and uses chemical technology and packaging. The US military market already has samples of the device.

Rockwell has signed licensing agreements with Microsola Barrington and more recently Barrons Microsola. 256-Kbit chips should come onto the market early next year.

## National

National Semiconductor has begun sampling a 256-Kbit device using a technology described as dual block replace architecture.

The chip is organized into even and odd loops of 1-Kbit latched through loop gates and read via separate gates at opposite ends of the storage loops.

The device sells for \$200 on sample quantities and for \$200 on quantities of 100 or more.

A card containing a single device sells for \$200 and another which can hold four











# The VDU Scene

## Scanned from the Skyline

Only a journalist from a computing publication mentioned he did not know anything about computers and did not want to know. For the likes of us who try to avoid conversations on some and none, there is no escaping the visual display unit (VDU). This is an attempt to discuss the role the skyline of the computer and put it into focus for those who are already, or soon will be, sitting at front of one.

A television set or 'space saver' screen could be called a VDU, but the phrase is more often understood as an alphanumeric display and keyboard with related electronic controls working as a transparent link between man and machine on a screen between the operator and the computing process. It is alphanumeric which led to the VDU version of business. Graphics and colour are added attractions and have opened up areas for computing in engineering, medicine, education and entertainment.

## Cathode ray lay-day

Although disappointingly laudly the cathode ray tube is not the latest technology of a visual display terminal because of the complexity and variation of the picture it can produce. Over the hundred-year history of the CRT, the earliest use came from radioscopes. In the Second World War there was the development of radar followed by precision television. The last fifteen years has seen the video take-off, perhaps branching the CRT into two-day. Other techniques are coming to take over by providing a flat screen to bring on a wall like a picture. The concept of a flat screen, 100cm diagonal screen has been proposed, but this is still not a complex break from CRT technology and manufacture is not expected to start until 1980. Recently a miniature CRT was associated with a cathode screen that slips onto the side of a high capacity plate's surface. Mirrors produce the

screen's image of the target.

The CRT principle is based on an evacuated glass tube where a stream of electrons is generated at one end and fluorescent spots of light at the other. A heated cathode, the electron gun, produces the beam which is focused and directed by electrostatic deflection into the phosphor-coated screen.

Clearly the phosphor is usually a crystalline compound of sulphates or fluorides. Electrons striking particles of one of the many types of phosphor (eg P1, P20) cause fluorescence or phosphorescence. Which type of phosphor is used depends on the effect required, but the size of phosphor covering the screen must be uniform, so the size and spacing of the particles affects colour, the decay rate or 'persistence' of the fluorescence and the efficiency of the light being emitted. The efficiency of the phosphor in converting the electron beam-energy into light is rarely more than 25%. Heat is generated and most who's been a fan.

When the phosphor does lose their maximum energy, the channels on the screen lose their stability and start flickering. The electron beam 'burns' into the phosphor to maintain control. Refresh rate is critical. Minimum a screen for interactive work such as editing or converting text. For showing graphical displays, storage CRTs have some advantages.

Then, when the image without continuous regeneration but needs more energy, that the electron type and the display is less bright. To overcome flickering to keep out the whole storage tube part of it only part of it has to be changed, thus reducing the power for particular areas of the screen to be scanned. In the case of preparing the layout of a printed page, this technique takes over from glass screens and sticky pages of paper.

The persistence time for a particular phosphor is how long it takes for the luminescence to drop to 37% of its initial value. For short persistence phosphors this period is less than one millisecond. For medium it is less than ten seconds and for long persistence phosphors the time can be several minutes. Both television and video screens use short to medium.

As the electron beam is moved further to one part of the screen than to another, not all the channels will be in focus. A horizontal line would appear as an arc, a no channel corrected in Cathodisc as some in the channel takes having a deflection angle of 115° compared to 90°.

## Character building

Writing characters on the phosphor by an electron beam must be methodical. The controlling circuit sweeps the beam in regular lines, lines either vertically or horizontally to build up the page on the screen. The phosphor patches are excited, leading to their emission by turning the energy of the beam as it passes. Quality as resolution of the video page is affected by the number of scan lines. In the USA, 625 lines is the standard, while in Europe it is 620. There is a problem in scanning standards with the resolution, though this can be solved either by scanning alternate lines up or by the beam jumping from one block of characters to the next.

The dot matrix method of forming char-



Fig A1. Direct CRT structure

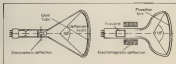


Figure A2



acters on the screen is the most common for processing text. Data make up the character shape and the positions of each dot are kept in a memory. When a key is pressed the dot positions are retrieved from the memory and the information controls the intensity of the electron beam.



Fig 2 Dot Matrix Character Building

As part of a system, a terminal's role is to enter data or commands for processing, and then to receive, interpret and mix back the input and output before and after processing. It is fast and accurate and can handle intensive quantities of information. Term-conductor technology has reduced the cost of moving data to the terminal, by expanding the memory. Most modern video are in-built as 'intelligence' being no longer totally dependent on a main computer for processing.

They have grown into microcomputers but if the data storage of the terminal cannot cope with the size of a problem the main computer will be brought in to solve. When working, different microcomputers can store up to eight times a storage capacity of

## Visual Display Units

between 100 and 10 000 characters of text. Corvettes, paper and magnetic tape, punched cards and floppy discs extend memory and processing power.

On-line over long distance communication between computer and tele-terminal is by telephone line. The information is passed at about 900 characters per second and usually it is sent only in one direction at a time. This is called the half duplex mode while in the duplex mode data travels in both directions simultaneously.



New video with greater capacities are frequently being launched. Spanish, multi-line and systems for Audio, Chinese and Russian text have appeared on the market. Audio, letters change shape according to their position in the word and are written from right to left. Now a video automatically stores Audio characters and their correct forms and positions them for left to right or

right to left addressing.

Videoconferencing extends a colour television to interact through a processor to a mainframe computer and operates as an interactive video with graphics and, as Collins Graphics has been told to be the most suitable growing area of the computer field. It has been predicted there will be a hundred fold increase of computer graphics by the end of the 1980s and the market is predicted to be in millions of terminals in the USA, a position is growing up with personal computers. These computers are apparently more interested in graphics and multimedia in manipulating displays than in the main on potential of the computer.

Systems for handicapped people should not ignore individual problems. Christopher Nolan is a 16 year old Dubliner who cannot speak or handle control his movements but he has a great talent for writing. In the case instead of using a keyboard at a terminal to enter data and have control have been developed for inputting his words. Helping in other ways, household appliances like lighting or the radio could be controlled at a video. The next step is input is, eye movement.

## References

The VDU Manual by A. Codd (D.J. Hall and T.J.M. Stewart) John Wiley & Sons 250+ pp. £17.50 Visual Display Units And Their Applications edited by D. Glover

James Dunning is a consultant with the European Community by ITC. He specialises in video and the links between VDU's.

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# THAT FIRST COMPUTER

## Stop and Think

John Maclean, author of *Business & Technology*, from *Lawrence Erlbaum*, points out that it seems as if the computer market, with its many varieties of equipment and prices, offers a bewildering array of alternatives and competing products to all of us.

We must decide if the benefits of EDP to a business (discussed in the EDP and Industry Series of *Computers*) and how best achieved on a number of different systems are probably the best for us.

**T**hat technology has progressed at a bewildering speed over the last few years is undeniable and can only be marvelled at. But for those who are considering acquiring the results of the technology, the wonder can turn to dismay and their frustration. There is no area in which this applies more than computers. One is now confronted with an amazing range of new, cheaper computers or items right down to the very small desk top computer no larger than a domestic T.V. which can cost around £100.

There has reached a situation where the computer is this much of just about every conceivable organisation.

Unfortunately although the costs have fallen, the potential problems have not disappeared. The small customer or small very large companies still encounter the very real cost of the time building, trying, applying, altering all the uncertainties of computer decisions are still there, and, in the realistic situation on the small organisation can be much more profound than on the large company. In this and the subsequent articles the way to approach acquiring one's first computer system will be discussed. Initially, the emphasis is on preparation and groundwork, the all too often omitted stage, which aims giving an appreciation of computers and then applying that to one's own organisation in assessing the feasibility of computers. Depending on the outcome, and whether it is decided to acquire a computer, then the problems associated with actually selecting the system have to be faced i.e. which systems and suppliers

should be considered, how should they be approached, how does one assess the computing system? Finally having made a selection, the serious task of actually implementing one's first system has to be faced: what is involved, who is responsible for what, what should the contract cover?

There is of course an alternative to proceeding in this way, and that is by being lucky. The lucky method involves keeping one's fingers crossed that careful selection approaches computers in a successful and planned manner is easier said than done.

There are few guidelines that can be given to those taking the lucky way, apart from saying: All the best. We shall not control on the careful method.

When confronted with the baffling choice of available computers and attacked by the accompanying masses of literature, the one straightforward idea of getting a computer can start to be a little daunting. Throughout the process of moving from simply thinking about a computer to actually operating one, there are many questions that will need answering on the way: questions such as:

- What sort of computer system will I need?
- Do I need one? I suspect I do.
- Will there, due to technical or self-made limits, be any?
- What is a "happy" day?
- What will be the cost of the computer to buy and to run?
- What else could a computer do for me? And to cost what?

To answer these, and the many other questions that will arise one needs to arm oneself with at least a basic knowledge of modern computers. The value of a basic appreciation cannot be underestimated. In-depth knowledge is not necessarily required but one will at least need to understand what they are, and how and where they fit into an organisation.

It is surprising just how many organisations acquire a computer system with-

out really appreciating what it is they have bought. Consequently, whilst it is true, it is impossible to know what is the right computer for the right job, whether it is too big or more importantly, whether it is too small. To be precise, one never acquires a new member of staff without some basic grounds work. You find out as much about him as possible, assess his capabilities, and relate them to the position in question. Similarly, a computer should not be recruited without the same basic attention to detail. (What is more, a computer can be more expensive to buy and run than a number of staff it is to replace!)

Having armed oneself with this knowledge one should then attempt to articulate the formulae, or using a computer in one's organisation. Many people acquire computers, that they need a computer to solve the problem or to help them with their bookkeeping. But it is doubtful if they are yet ready why a computer is the only solution, or what sort of computer system they need, or even what the total cost will be.

Therefore it is essential that one determines whether a computer system is worthwhile financially, i.e. can any benefits be quantified, what they are in relation to the cost. Also whether a computer can fit into one's organisation and how, and of course exactly what type of computer system should be considered.

A study of this type, be it formal or informal, would normally commence with identifying the long term objectives that you would wish to achieve. Rather than just say, I want a computer the study could say, you should aim to be more precise about your aims such as reduce stockholdings by 20% or improve customer service and get a 24hr delivery lead time. These objectives would then indicate those areas of your organisation that will be affected and therefore should be included in the work. In the case of improving customer service the relevant areas may be order processing,



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Having identified those areas, they should seek to re-design (if not to replace) the software on their machine and then (if that means installing and using) the package software in their computer/complex. The process should identify the problems and also indicate whether a computer is a possible cause or even cure! This will be suggested (some of the following or not as indicated)

- large volumes of input/output data
- repetitive processing
- rapid computer in processing
- need to retain more processing time
- identify any sources of error
- need for better management information

A computer may, however, be only one of a number of possible alternatives and each one should be identified. Each should then be assessed on terms of all the identifiable costs involved and the potential benefits. Some of which will be monthly, daily, quarterly, such as an improved working environment.

With a computer system, the volumes of data and transactions together with the nature of the required solution - e.g. - instant action required to stored data? - will enable a particular configuration of computer system to be identified in terms of the physical hardware elements and software resources, for the defined tasks. With reference to known costs of similar

## Series

systems it should then be possible to re-run a range of the re-configuration costs. However, one should also note that the cost of a computer system does not end with equipment. There will be significant continuing costs which need to be accounted for in the calculation, the overall cost of ownership over a period of ten to five years. Thus the following cost elements should be assessed:

- **Acquisition Costs** - all hardware, all software (application and system), training, delivery and implementation
- **Running Costs** - annual maintenance, insurance, rental, personnel, utilities, etc.

With the full cost picture of a computer system it should be possible to assess the system to see the alternatives such as increasing staffing levels. To complete the picture, one should take account of site organizational and personnel requirements in acquiring a computer. For example, are you a staff capable of working under the discipline and control required by computers? There is no free lunch with computers then garbage in, garbage out. Thus one must be sure that one's staff will not provide the computer with garbage. Also, will the impact on a

computer system on staff and the system itself in a whole will not question the wisdom of doing it?

All these applications should be carefully reviewed before finally making one's decision to either acquire or not acquire a computer system.

If the decision is for a computer, the above work will have generated much information needed in the following stages of approaching suppliers. You should now be in a position to say:

- I want to do the nature of the system required
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# North Star Horizon at Volvo Concessionaires

After the hardware is still sold by the makers of this segment of big computers and, unfortunately, is also sold by many computer users, software manufacturers are beginning to put in the effort to develop good user interfaces for the kinds of applications that they know it is useful to construct in a concessionaire. The device is getting little press, however. Peter Salomon of Larson, Horowitz, Inc. in Los Angeles Computer Systems, said this:

1. The system configuration consists of a North Star Horizon computer with 256K bytes, two disk drives, Hercules VDU, and Teleplex III printer. The main screen shows because we left them to be as simple, intuitive, and there have proved to be so in practice. The system is been operating since September 1979. Since then we have had all the work it is been as constant use producing daily reports and other items. During that entire time we did not have any problems. And there were two. One was a defective board, which was replaced under warranty, and a rubber band fell off a disc drive - we hooked it back on again with a wire coat hanger.

2. What is the total capacity of the disc drive?
3. One third of a megabyte.
4. Who selected the configuration?
5. The device was used on a project of the concessionaire, based on a personal recommendation. A friend of our department manager recommended the Horizon.

6. Can it be used as a quick run-down on what the system does for you?

7. The most important application of the program is the daily flow of cars - we called a multi-stored document produced daily. It is used in a daily management document as it is generated daily.

8. It shows to the stock levels of cars and their various accessories. Obviously there is a lot of activity tied up in stock in the car industry and it is vital that we know where it's all going. It is very important to know all this and make it against targets. The program is used to see what's going on that more than adequately. We can input the daily inventory of cars from our stock managers to another and it is very valuable in terms of answering details. We often make decisions based on yesterday's figures, for instance and then, perhaps a week, or even a month later, work to correct them.

9. Do you consider it a management tool?

10. It is much an information of this nature to the key to our business, definitely. You could produce the information by hand, but that's for many years. The program delivers more to the accuracy of the reporting, the clarity of production and the saving of clerical time.

and other. It's a real improvement.

11. Can you give it a run through?

12. Yes. We have a printer selection menu here, but a new user routine for creating a new model, then a new month routine. The system produces two reports: a monthly and a daily report. At the beginning of the month, you put in your operational forecasts and targets for the month. Then the daily routine which is the everyday reporting of big cars. Then we have a 'print a daily' report. The 'print a daily' report is what it is, and the most powerful part of it is the stored function. There are about seven programs here, just choose the one you want and it's been set up for you. When you input your requirements, the screen asks you to confirm that's what you want before accepting the report. The way the screen is laid out - the screen is designed - is such that you can see more things and, again, on the screen and you can move the cursor to see position on it. If the screen expects numbers to be input, and if you input anything else, the screen helps a warning at you.

13. Say that two screens later, you find you've made a mistake. What do you do?

14. We do things up and go back to several daily details - report 4. That particular program is loaded - we go to the line where the mistake was made. The file is searched, then we have to confirm a valid new input after which it is written back to the file. And similar things can be done for the other programs, such as monthly details. A set of targets and a set of headings are stored, so that we can free to add comments and messages to the reports produced. The system always asks you to confirm if you're treated with a particular program before returning you to the main menu.

15. What I think is most important is a sophisticated user - not to use a basic approach where the display scrolls upwards and you're always at the bottom left-hand corner, but we use the formatted screen, which is a direct concept that the user knows, and which results in the screen looking like that of a menu form. In fact, the Horizon works in VDU, it stands right next to an ICL 7700 which is a VDU terminal to Lyle Concessionaire's large ICL, managing. And you can ask, why have a Horizon at all when you've got a mainframe in the house?

16. You took the words right out of my mouth.

17. The two systems are just to produce different uses. For instance, take the daily report I have just been discussing. It is

## AN ALL-TIME SALES RECORD



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arguable. And they ahead of everything else. You may see that's correct, but it can make an awful lot of money in this business. The machine is rightly slow or simply because it handles such an enormous amount of detail. It takes time to process all that, especially in batch processing overnight. There are always delays in purchasing paper, and so on. Which means we can get a total picture on the program a day or so ahead, because - in general - for a day's processing on live, can finish up the database, immediately can count them on the total and I can position a report on the machines on the following day. The main computer will only find out about it a day, perhaps two days later - after all the details have waited there to be punched in. It is not really going into competition with the IC1, but it is a different though complementary application. Take forecasting, which most people would use using a terminal connected to a mainframe. Here we can do a lot of that on this machine, which makes it very cheap. We have a program for that.

We've not hesitated to make some of our own changes to the supplied programs. We also have some programs which deal with forecasting. Here we wish to look at both as the way we are ordering. If we ordered these more, told that many and our dealers hold the amount of stock, what would be the result? We can also feed in actual information derived from the IC1, merchandise and then use forecasts and various rules of thumb operations - a lot of statistics which previously we couldn't do.

Q How is happy with the results.  
A Very pleased indeed. Overall, we are very aware that in the last part in the department we've made a quantum jump in the accuracy of the information, the degree of control that we have over the movement of cars.

Q In other words, you've saved yourself money.

A That is really what it comes down to - saving costs on stocks and paying a better service for the customer. Obviously, if you know where a car is when it can be supplied, there are cars for more accurate in quoting delivery times.

Q Are all these details also available on the mainframe?

A Not necessarily in the same format: the advantage of the mainframe is that it can process an enormous amount of detail.

Q I was thinking about the isolation of a particular department just because it has its own access on side from the data processing department.

A I'd say there's a close distinction between the cars. Other departments are using terminals on a mainframe here, and nobody uses an eyephone - as happens to be using a main here. The main reason for getting the Horizon was the daily flow of cars, which is giving us information - in broad terms - a picture of the business daily - about a day or so ahead of the mainframe, by means I guess rather. The mainframe processes

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that information in greater detail.

Take the program here. We can work out how many cars we've got. The factory in Sweden will be closing down for the summer holiday already. We know how many cars will be coming from the factory. How many in total? How many we have in our import service? How many the dealers have. We can do a whole lot of statistics on where best to deploy the remaining cars, and match them to customer requirements, notably in our run up to the end of August when we have the new "W" requirements.

And that program deals with customers. One dimension is making of cars, the other is colours of cars. We find to have them on hand, whereas the mainframe details every car. For forecasting the quantities required we don't go into the details of an individual car. The statistics are manipulated by the program and we can do things like analysing the quantity of cars of a certain colour. We can add up a lot of statistics, using queries from the main computer, and compare these with our own statistics for a particular month.

With the same amount of management time and effort, we can present three or four alternative scenarios and projections, can derive our options, and so on. In the past, everybody would be running around as desks, just trying to make things work on the bare place.

*'Just try adding thirty maniacs by hand, for a start.'*

Q Has it made your work easier?

A I wouldn't say that. We work just as hard, but the quality of work is greatly enhanced. We have more knowledge of how the business is doing, it's more accurate knowledge, and we can respond faster and more flexibly.

Q With regard to data. I have more access to the computer that small detail about data that has to be spread out over two or three or more. Do you find that a drawback?

A We have never produced anything that was more than one data day, so we are not pulling them in and out of data as all the time. We just stick two days at the machine - program and data - and let it go. In terms of "how long" - for the main program, the machine could quite happily sit calculating for an hour or a year. But we are that in a constant with it's light years ahead of what we were used to previously. Just by adding three maniacs by hand for a start. And then try to get all the stores out at the end. We also see what the Horizon is doing something that goes away and do some thing that. We can live with that.

Q Have you found that you're using it for things you'd never thought you'd use it for?

A Yes.

Q For instance?

A It is remarkable. As I said, we've obviously changed the programs or made the hardware to produce a physical flow of cars report.

Q Who did that?

A Duncan had our supply planning manager in fact, some of us had our previous experience with access.

Q What is the attitude of the Data Processing department in all that?

A I think if they've even got a corporate attitude towards this machine. The previous CP manager, Keith Hutchinson, was previously the distribution manager, so he's well aware of the situation here - he was actually in this department when the machine was bought. I can't see any particular antagonism, if that's what you're thinking for.

Q I remember you telling me the last time I was here that having the more in your department was the product of a very significant policy from the top.

A Yes, I can see that we have this machine bought - I wouldn't say an act of faith, but - certainly as the result of wanting to try a new technology instead of moving that things could be done the usual, other way. And the attitude is of pushing the machine if it can do our job well and we gain experience by it. For the expense of about £4,000 it has done a lot for this department, and not just because of what it is used for. Even if it had failed miserably it would have been very worthwhile for the experience.

Q You previously mentioned that some people felt it a great nuisance to keep changing data. My answer to that is that they must have thought the wrong system initially. They thought they had saved up the capacity needed for the applications they had in mind.

Q Should they do that themselves, or get a consultant to do it for them? Because it is quite a difficult thing to do.

A Either a consultant or the supply department supply them with the right hardware - provided he knows their requirements.

Q That means that they've got to have some idea of a clear idea of what they want.

A Well, I think the reason why the applications have been so successful here is that the customer has had some experience of computing and knew the value of a good application. Most of the people here have in the past had to supply a specification to their own data processing department. That is why there is a good similarity between what they asked for from a systems house and what they received finally. And it also means about twenty percent of the cost. This saving comes from having that initial specification, understanding of what you want from the computer.

Q Any problems?

A The ones we had were trivial. And as the backup was very good, those were solved easily.

And here's another program, which is still in progress. The basic setup is, Volvo divide the



users appear to be geographically distributed, and have different requirements in terms of the policy mix - that is, in terms of the amounts and prices of care. We find, for example, that people in the London area use more intensive transmission data. At a constant in time, we are constrained to a certain number of runs, worked out months ahead with the aid of the software I mentioned earlier, and these runs are running at a certain month. We then work to split that month's supply of care into more or less a way as to match the sales targets of the districts and to make as close as possible to the requirements of each district for the different types of care - which is one of a square peg in a round hole problem. Luckily there's a good model which we derived as an algorithm which makes sure that distributions are fairly spread over the five districts.

It used to be done manually (by rule of thumb) and used to take the best part of an hour-days to do the calculations - and then we moved fairly fast, really well-defined, how come all my own little models are still doing it?

But now the difference is noticeable. It's down to two reasons. We put in hardware: the machine came up with resources before we modified and

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Talk to David Todd there, the following message. Here's how desktops are now performing in practice with respect to it. But in the first and part of the system loading program - he's the one who orders from Sweden. He himself has made various modifications that weren't originally specified and has done so very successfully. In fact, he's a rising star for the developers as it is.

Q: So he's pretty happy.  
R: I would say that it's come to the point where other people put in extra hours after work - almost as a diversion. It's that quite a bit more. After a day spent running, round in circles it's a stimulating challenge to sit down and write a few small program modules.

Q: Did you achieve this development to go straight away to the system or keep their old, manual system running in parallel?

R: They kept the old system for a short while. First, run only on one of the machines under a monitor - which is very likely in the first month or so, but second also because it builds up the user's confidence when he sees that the machine is producing the same results correctly - and

moving around with BASIC at college. We can point out the form containing the information in the data, it is distinct from others, then get a look and work out what it means manually. This used to involve a lot of searching over calculations. It was a program I'd been intending to do for a long time, but I was too busy. Then one afternoon, Oliver was stuck for something to do - so I suggested he sit on it and at the time and try his hand. He was away and did. Then I took him more than an afternoon, but it shows what can be done by somebody who begins with minimal experience but who has a real idea how to gain the experience by writing a program that is reasonably complex.

Q: There are some people in the world of big systems - some who, who is very worried because of a future the machine world some months want to get on, where and they are saying that if the machine world of these machines are being repeated and in people - especially users - who are even less able to handle the problems.

R: That's less widespread than you think. The fact is that the day of the machine in the machine world, as far as serious applications of microcomputers are concerned is virtually over. Professionals are many of them with confidence experience are moving on, and the lessons they have learned have not been forgotten. The equipment has no substance for serious users and qualified microcomputers for professionals.

The machines are being made, no doubt of that, but there are being covered very quickly. What happened in years before it happened in months now.

Q: How much did you pay approximately per package?

R: About a thousand pounds per package.

Q: And do you think it was well worth it?

R: That is really for David. Operations Director of Supply & Distribution, in my view from my point of view - yes, but what the most cost - benefit is depends on a lot of things, one even personal view is that it is justified. I was interested in how what you were saying earlier about making mistakes. Now my knowledge of computing, such as it is, is almost on hand. However, on the other that I did do computing at a tertiary school. Philosophy was my subject at university.

We do make the classic textbook mistakes of computing. David, but, I think, the machine is so small, the programs are so small, the users are so low that - with a few days of making the machine - a bit on a machine would count as an enormous mistake. But on the high side, while most people on the level - you can see things right. The possibility at times of time and money is slight when it comes to the successful gain in experience. It is there, it is substantial.

But beyond a certain point, of course you definitely need some training in good programming and good computing. If you do not, you can work yourself into quite a tedious state - that's the real danger in terms of employing the ma-



David Todd at work

chine, each day. You will not going to be too happy with the machine if you don't see improvements in the other two - they think it's a question of making one difference.

Q: Now here's another program written in tape. It's a complete breakdown of the on models in a given district. They've reported certain percentage splits of the different kinds of care. Having produced that, there are two ways of looking at it. One way is by looking at the total picture, then taking parts and sub parts of the picture in more and more detail. Or else you can build the picture up by other ways. The program was written by our graduate trainee, Oliver (Oliver) who had no more than three or four hours

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chance to be full in a department like this, you really do need somebody with data processing experience.

**G** Do you think that the DP department of a company as big as yours should take some responsibility for recruiting and looking after the career of interest to departments such as yours?

**A** First of all, it's difficult to think of a successful company as big as mine that wouldn't have somebody outside the DP department without some sort of computer experience. Just look at the hand over and page around: you can see

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that although we do a supply output most of our work comes with data processing (even a flight). That's why it's a good base to build on: that's why all our lightened data processing departments puts you miles ahead of other companies. If the manager of a new DP department gets to know his data is not likely and have things in the context of his larger job. What can be a problem, is how the DP department in the mind to use

going. If it's the DP that is responsible for the use of the data, it's a different job. So to say, what the relationship is between what is in the data, it's not a pretty thing, unless a person who is going to

The DP department, it's not a simple one and have a look at the management advice on their own, understanding the data, as a language and provide the necessary training, as well as that the other departments, not do the others' usual jobs themselves. But at least, the DP department handles the usual computer jobs.

### PARC PROGRAM TEST DATA RUN

#### LAYOUT OF FILE DATA FOR PARC01 P1

Variable	0	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48	49	50	51	52	53	54	55	56	57	58	59	60	61	62	63	64	65	66	67	68	69	70	71	72	73	74	75	76	77	78	79	80	81	82	83	84	85	86	87	88	89	90	91	92	93	94	95	96	97	98	99
PARC01	0	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48	49	50	51	52	53	54	55	56	57	58	59	60	61	62	63	64	65	66	67	68	69	70	71	72	73	74	75	76	77	78	79	80	81	82	83	84	85	86	87	88	89	90	91	92	93	94	95	96	97	98	99
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A lesson may follow a general pattern such as introduction, definitions, references to schedules, schedules setting out specific rights and obligations. If the lesson refers to previous (for example an individual lease will usually refer to the obligations of both landlord and tenant), if the property is let to several tenants there may be a section on service charges and maintenance of common parts, there may be other sections if any tenant has the right to sublet.

In word processing terms the final document will be composed of standard 'building blocks' and some original text, block word processors have the facility for moving text from one document into another. Some have an extra facility for 'building blocks' (not in a special document) which lets you find any block very quickly and insert it in your working document. This facility has various names, for example information (Orca), glossary (Hing) and paragraph file (WordPerfect).

Each building block may be reformatted, or like the standard text in LITTE4, may include gaps for variable information. On more advanced systems you can display the selected block of text on screen with two or three alternatives; the cursor will move in turn to each gap where the text automatically opens the gap to type variable information, then the whole block, with variables as placeholders within the correct margins, and the cursor positioned ready for the next block or original text.

One very important feature is that the building block may be not just text, but a sequence of formatted keystrokes - as effect

## Word Processing

a program routine. When typing an invoice for example, you may type name and address, product code and quantity, and the code for invoice building block which reads:

- select the text for product description,
- calculate price, VAT, and totals and
- format everything within the current margin.

### Records processing or information retrieval

People often think of a word processor as an advanced typewriter. This application lets you think of it as an intelligent filing cabinet. Suppose you have on your word processor a sample personnel file which records for each employee:

- name
- sex
- age
- Department
- salary

You can select the records of any individual employees in the accounts department. Selections criteria may be quite complex, for example all male employees in the accounts department aged at least 30 with a salary of at least £4,000 or less. The software may select the records by examining each chosen item, or field within the record, or you may have to summarize the contents of each record by codes when you first type it; then the software will examine only the codes and the data within the records. The latter method

requires careful preparation and selective use of appropriate codes!

Some systems display, selected records on the screen, or later printing if required others may print them straight on to paper. Each selected record may be displayed or printed as a whole or you may be able to display only chosen items from selected records. For instance although you may want to select all male employees in the accounts department aged at least 30 with a salary of £4,000 or less you may wish to display only the name and salary of each selected employee (see figure 1).

This is a common feature of information pattern. The real advantage of word processors is that you can combine the chosen items from selected records with standard text. When you've selected your accounts clerks, for example, you could merge with name and salary notes a letter reminding them a salary increase.

You can even combine the selected information with automatically selected standard paragraphs. At this point I'm reminded of Henry 800 in the English Herald. It's back a Person Change, and the second version has some of Henry's more satirical humourous. A note in small print says this device is intended for good times. If you're devising serious applications combining records processing and standard text you need a clear head, plenty of patience and even more patience - but the results can be very impressive. ■

- **Next issue:** The applications and management problems

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**E**very business has to pay its suppliers, rent, utilities and hourly staff, even taxes, usually get paid in pound notes. Monthly staff get a salary and normally have it paid direct to the bank as a Credit Transfer. I am told that some staff get paid on a cash basis—this has to be seen to. There must be some

reason why they were paid by the year, but it accepted me as the youngest Cardholder. I never saw so much money of any kind in my whole life.

You can motivate yourself by finding something to achieve, possibly during January 15, the last office supply for the start of the new year on April 15th. Figure out a different size a sweater break with prepositioned and some brought from the customer, shop. Though not particularly difficult, it's a little tedious. You can work out the pay for 50 people in a couple of hours or, if necessary, determine what the money should be paid. *—P.D.*

opened another couple of boxes, stuffing the post packets and distributing them around the office. Or you can send a batch of credit transfer forms with a letter to the bank about five days before the payday, so they have time to transfer the money to employees' individual bank accounts on or before pay day.

How does it work? Firstly, we calculate the constants and bonuses and add up the grand sum. Every company has its own mix of paying extra money. Most companies' packages allow you to specify between two constants or about three others, and a few more and then the program

[illegible]

1998, 1999, 2000, 2001, 2002, 2003, 2004, 2005, 2006, 2007, 2008, 2009, 2010, 2011, 2012, 2013, 2014, 2015, 2016, 2017, 2018, 2019, 2020, 2021, 2022, 2023, 2024, 2025, 2026, 2027, 2028, 2029, 2030, 2031, 2032, 2033, 2034, 2035, 2036, 2037, 2038, 2039, 2040, 2041, 2042, 2043, 2044, 2045, 2046, 2047, 2048, 2049, 2050, 2051, 2052, 2053, 2054, 2055, 2056, 2057, 2058, 2059, 2060, 2061, 2062, 2063, 2064, 2065, 2066, 2067, 2068, 2069, 2070, 2071, 2072, 2073, 2074, 2075, 2076, 2077, 2078, 2079, 2080, 2081, 2082, 2083, 2084, 2085, 2086, 2087, 2088, 2089, 2090, 2091, 2092, 2093, 2094, 2095, 2096, 2097, 2098, 2099, 2100, 2101, 2102, 2103, 2104, 2105, 2106, 2107, 2108, 2109, 2110, 2111, 2112, 2113, 2114, 2115, 2116, 2117, 2118, 2119, 2120, 2121, 2122, 2123, 2124, 2125, 2126, 2127, 2128, 2129, 2130, 2131, 2132, 2133, 2134, 2135, 2136, 2137, 2138, 2139, 2140, 2141, 2142, 2143, 2144, 2145, 2146, 2147, 2148, 2149, 2150, 2151, 2152, 2153, 2154, 2155, 2156, 2157, 2158, 2159, 2160, 2161, 2162, 2163, 2164, 2165, 2166, 2167, 2168, 2169, 2170, 2171, 2172, 2173, 2174, 2175, 2176, 2177, 2178, 2179, 2180, 2181, 2182, 2183, 2184, 2185, 2186, 2187, 2188, 2189, 2190, 2191, 2192, 2193, 2194, 2195, 2196, 2197, 2198, 2199, 2200, 2201, 2202, 2203, 2204, 2205, 2206, 2207, 2208, 2209, 2210, 2211, 2212, 2213, 2214, 2215, 2216, 2217, 2218, 2219, 2220, 2221, 2222, 2223, 2224, 2225, 2226, 2227, 2228, 2229, 2230, 2231, 2232, 2233, 2234, 2235, 2236, 2237, 2238, 2239, 2240, 2241, 2242, 2243, 2244, 2245, 2246, 2247, 2248, 2249, 2250, 2251, 2252, 2253, 2254, 2255, 2256, 2257, 2258, 2259, 2260, 2261, 2262, 2263, 2264, 2265, 2266, 2267, 2268, 2269, 2270, 2271, 2272, 2273, 2274, 2275, 2276, 2277, 2278, 2279, 2280, 2281, 2282, 2283, 2284, 2285, 2286, 2287, 2288, 2289, 2290, 2291, 2292, 2293, 2294, 2295, 2296, 2297, 2298, 2299, 2300, 2301, 2302, 2303, 2304, 2305, 2306, 2307, 2308, 2309, 2310, 2311, 2312, 2313, 2314, 2315, 2316, 2317, 2318, 2319, 2320, 2321, 2322, 2323, 2324, 2325, 2326, 2327, 2328, 2329, 2330, 2331, 2332, 2333, 2334, 2335, 2336, 2337, 2338, 2339, 2340, 2341, 2342, 2343, 2344, 2345, 2346, 2347, 2348, 2349, 2350, 2351, 2352, 2353, 2354, 2355, 2356, 2357, 2358, 2359, 2360, 2361, 2362, 2363, 2364, 2365, 2366, 2367, 2368, 2369, 2370, 2371, 2372, 2373, 2374, 2375, 2376, 2377, 2378, 2379, 2380, 2381, 2382, 2383, 2384, 2385, 2386, 2387, 2388, 2389, 2390, 2391, 2392, 2393, 2394, 2395, 2396, 2397, 2398, 2399, 2400, 2401, 2402, 2403, 2404, 2405, 2406, 2407, 2408, 2409, 2410, 2411, 2412, 2413, 2414, 2415, 2416, 2417, 2418, 2419, 2420, 2421, 2422, 2423, 2424, 2425, 2426, 2427, 2428, 2429, 2430, 2431, 2432, 2433, 2434, 2435, 2436, 2437, 2438, 2439, 2440, 2441, 2442, 2443, 2444, 2445, 2446, 2447, 2448, 2449, 2450, 2451, 2452, 2453, 2454, 2455, 2456, 2457, 2458, 2459, 2460, 2461, 2462, 2463, 2464, 2465, 2466, 2467, 2468, 2469, 2470, 2471, 2472, 2473, 2474, 2475, 2476, 2477, 2478, 2479, 2480, 2481, 2482, 2483, 2484, 2485, 2486, 2487, 2488, 2489, 2490, 2491, 2492, 2493, 2494, 2495, 2496, 2497, 2498, 2499, 2500, 2501, 2502, 2503, 2504, 2505, 2506, 2507, 2508, 2509, 2510, 2511, 2512, 2513, 2514, 2515, 2516, 2517, 2518, 2519, 2520, 2521, 2522, 2523, 2524, 2525, 2526, 2527, 2528, 2529, 2530, 2531, 2532, 2533, 2534, 2535, 2536, 2537, 2538, 2539, 2540, 2541, 2542, 2543, 2544, 2545, 2546, 2547, 2548, 2549, 2550, 2551, 2552, 2553, 2554, 2555, 2556, 2557, 2558, 2559, 2560, 2561, 2562, 2563, 2564, 2565, 2566, 2567, 2568, 2569, 2570, 2571, 2572, 2573, 2574, 2575, 2576, 2577, 2578, 2579, 2580, 2581, 2582, 2583, 2584, 2585, 2586, 2587, 2588, 2589, 2590, 2591, 2592, 2593, 2594, 2595, 2596, 2597, 2598, 2599, 2600, 2601, 2602, 2603, 2604, 2605, 2606, 2607, 2608, 2609, 2610, 2611, 2612, 2613, 2614, 2615, 2616, 2617, 2618, 2619, 2620, 2621, 2622, 2623, 2624, 2625, 2626, 2627, 2628, 2629, 2630, 2631, 2632, 2633, 2634, 2635, 2636, 2637, 2638, 2639, 2640, 2641, 2642, 2643, 2644, 2645, 2646, 2647, 2648, 2649, 2650, 2651, 2652, 2653, 2654, 2655, 2656, 2657, 2658, 2659, 2660, 2661, 2662, 2663, 2664, 2665, 2666, 2667, 2668, 2669, 2670, 2671, 2672, 2673, 2674, 2675, 2676, 2677, 2678, 2679, 26



will work, and the amounts to be added to the basic rate.

There are, however, additions to the gross pay. For instance, London Allowance (if applicable), as a clerical allowance (not taxable if the tax officer agrees). Gross taxable pay goes forward to the PAYE tax form (P455) calculation. By hand, the provisions (two sets of tables) a new pay of before tax each week or month, each employee has, a tax code. This represents the yearly amount of his tax-free allowances for wife, children, mortgage, dependent relatives. Simple cases get no tax allowances (12375 for 1989/90). Married men get eight. The code gives the pay as eight 12375 comes out a 127. On the Table A for the period gives the cumulative allowances due up to the current period for each tax code. On the same page, we do not use tables we work it out from the period number and the tax code by simple arithmetic.

Table 2 shows the raw pay after deduction for the 40 employees and provides the tax payable at the appropriate rates thereon for the income year. The table takes account of the various amounts added up in the appropriate company limit. The tax credit based on the table after these amounts are varied shows that the total value is reasonably 11 single persons if married. 2 single plus pay adjustment. 2 married plus pay adjustment. The latter 2 married plus pay adjustment may be modified in the individual case to a normally good average. Not strictly on the tax, but it is based on the 1990 numbers above the tax rate 23 to 128 shows a broad amount of tax, in cases where the tax fluctuates widely, and the value of things happens to the number of tax brackets, as it is calculated on a week 1 basis in the company again, we give the table and work it out from

Next, the Minimum Unemployment (MU) deduction part of it is to pay for health and unemployment, but it is mostly for profit sharing. Each company has an option to be allowed or not of the deduction. The question is: If they contract with them they would set up a pension scheme at least as good as the state scheme. A small profit share will have to be paid to the government. The MU letter also indicates a table of deduction percentages. It is contracted in normal tax, reduced normal income, 5% no employee contribution (yearly), 10% no contribution (reduced). There are tables to look up the amounts from the contribution rates. Again, the company can work if out from health and share of the lowest and upper income level. The employee contribution is checked and a note made of the employee's contribution.

Company pension schemes vary. Normally, there is an employee and an employer contribution without earnings limits as there may be scales of payment against earnings. There may be a voluntary contribution for a bigger pension. Companies can be programmed to fund up company specified rates within limits.

There is a wider range of choice.

## Practical

more. There can be a dozen different schemes that employees can get into. Some are collected and paid over by the employer on bank, for example, insurance. Others are accumulated to pay off loans, perhaps for vacation, tickets, and even when fully paid off. Yet others are paid by the employer to a specified recipient, as happens in an advance order for children's maintenance. Some of these payments can be deducted before tax. One hopes that not all the deductions will be taken up by one or two employees otherwise the paying company's deduction is wasted, is going to be about a foot

With luck, we now can add it all up and pay out the total amounts to the employee. The pay slip is printed and either sent out to him in an envelope, or inserted in the pay packet. The company will keep a hard-copy printout of the payroll for the archiver, the total on the printout will be the payments and deductions, and the employee prints out and M1 contributions for posting to the Nominal Ledger. It will normally also provide a way to transfer the gross pay to general cost or departmental for costing purposes.

Teachers and parents always seem to end up with manual paydirt.

Lastly, a lot of stuff for each covered machine is printed out separately. That goes on cards or labels with a run only on one, normally you draw the next card from the back and there should be a little nothing left over when all the packages are finished. Some machines actually have a run button with a machine number of some kind in each packet—to load the coffee machine. Other ones print out a card, and then the machine will print a card number on them. They can be printed if you have the special program machine, together with a line for an input card. Card Transfers are printed with the company name, name, code and address and the account name and reference number. And last with a list for the company bank or other by the Machine and Machine Company (MCCO).

Lawyers and laymen must not be misled. Payments have to be paid, but a company that does not bring brought those P45s has been found that previous employer or not you have to deduct an appropriate rate code currently on a P45, week 1 issue. Lawrence has to be given a P45 to read again. At the end of the year there is a P45 listing of every employee paid during the whole year to send to the Revenue, and a P45 certificate of pay and tax, deducted for the employee. Weekly paid staff get money in advance to go on holiday, and every week there comes to be a number of people who want to be paid

more immediately noticeable and more  
not west of India.

**Basic Computer Usage Study Hours**

There is no doubt that a better Bureau is a very positive way to do Powell. To move out the changes and the actions on this every hour, and several times in the future, then I do have to pay attention, and the Bureau do the job. Some Bureau are opened by the bank and then have a very smooth connection with the bank, but the Bureau will do the same thing. The Bureau will do the same thing after all the problems of the bank and the bank of changes and any new legislative requirements. The cost tends to be very low, at around 10 per cent.

The major complaint about business processing is that the load has become too heavy for weekly employees who have to pay overtime one or even two months after it was earned. And any changes that ease the out-of-state load have to be worked out in the following pay period. In particular, "business and general always seems to end up with manual payroll," says George Szymanski, a more relaxed turnaround, and if you can live with the program maintenance problems for budget changes it can work well. If you already have a computer you have probably considered many of

Microcomputers are even more content in their harassment but do have a final ring of protection. Most of the bugs are last-time errors. The bugs need not be removed about how powerful systems attack the computer; he should always buy a package selecting from quite a wide range the one that best meets his needs that must cause a very comprehensive user guidelines and software maintenance contract, and an extended warranty, neither should it be left. Understandably software maintenance on payoffs is at a premium rate, somewhat in excess of 10%.

Notwithstanding, the payroll problems are threefold: users require a lot of hard-ware and/or third-party (and no additional programs) to install and enhance over the years; the after-sales support remains a valuable part of menu processing. Not all users are prepared to buy a Mac. Apple is ready from a discount store and install and program it themselves. A very large number of users are prepared to pay a premium price for guaranteed servicing and comprehensive after-sales service.

Many vendors sales reps. The major info IBM and U.S. way as business is to make these service is appreciated. On a national there are probably 75 nationally known computer companies who of the good, standard (or) other marketing products with good intelligence and very best service of a computer user.

[illegible]

NISP is the Post Office organization set up originally for internal work, but more and more offering business services to outside customers. Notably they operate the L.A.TIS system to control and sched-



side the customs clearance at Los Angeles Air port cargo facility on behalf of the airlines and freight agents.

The "Microcomputer Service" that just now is getting its footing in so many of the home-knowledge industries, they offered me a demonstration. The service is run out of a rental house. Once the contract is signed, NIDPro will install on the customer's office a desktop model, small business computer with package programs, combination of 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16, 17, 18, 19, 20, 21, 22, 23, 24, 25, 26, 27, 28, 29, 30, 31, 32, 33, 34, 35, 36, 37, 38, 39, 40, 41, 42, 43, 44, 45, 46, 47, 48, 49, 50, 51, 52, 53, 54, 55, 56, 57, 58, 59, 60, 61, 62, 63, 64, 65, 66, 67, 68, 69, 70, 71, 72, 73, 74, 75, 76, 77, 78, 79, 80, 81, 82, 83, 84, 85, 86, 87, 88, 89, 90, 91, 92, 93, 94, 95, 96, 97, 98, 99, 100, 101, 102, 103, 104, 105, 106, 107, 108, 109, 110, 111, 112, 113, 114, 115, 116, 117, 118, 119, 120, 121, 122, 123, 124, 125, 126, 127, 128, 129, 130, 131, 132, 133, 134, 135, 136, 137, 138, 139, 140, 141, 142, 143, 144, 145, 146, 147, 148, 149, 150, 151, 152, 153, 154, 155, 156, 157, 158, 159, 160, 161, 162, 163, 164, 165, 166, 167, 168, 169, 170, 171, 172, 173, 174, 175, 176, 177, 178, 179, 180, 181, 182, 183, 184, 185, 186, 187, 188, 189, 190, 191, 192, 193, 194, 195, 196, 197, 198, 199, 200, 201, 202, 203, 204, 205, 206, 207, 208, 209, 210, 211, 212, 213, 214, 215, 216, 217, 218, 219, 220, 221, 222, 223, 224, 225, 226, 227, 228, 229, 230, 231, 232, 233, 234, 235, 236, 237, 238, 239, 240, 241, 242, 243, 244, 245, 246, 247, 248, 249, 250, 251, 252, 253, 254, 255, 256, 257, 258, 259, 260, 261, 262, 263, 264, 265, 266, 267, 268, 269, 270, 271, 272, 273, 274, 275, 276, 277, 278, 279, 280, 281, 282, 283, 284, 285, 286, 287, 288, 289, 290, 291, 292, 293, 294, 295, 296, 297, 298, 299, 300, 301, 302, 303, 304, 305, 306, 307, 308, 309, 310, 311, 312, 313, 314, 315, 316, 317, 318, 319, 320, 321, 322, 323, 324, 325, 326, 327, 328, 329, 330, 331, 332, 333, 334, 335, 336, 337, 338, 339, 340, 341, 342, 343, 344, 345, 346, 347, 348, 349, 350, 351, 352, 353, 354, 355, 356, 357, 358, 359, 360, 361, 362, 363, 364, 365, 366, 367, 368, 369, 370, 371, 372, 373, 374, 375, 376, 377, 378, 379, 380, 381, 382, 383, 384, 385, 386, 387, 388, 389, 390, 391, 392, 393, 394, 395, 396, 397, 398, 399, 400, 401, 402, 403, 404, 405, 406, 407, 408, 409, 410, 411, 412, 413, 414, 415, 416, 417, 418, 419, 420, 421, 422, 423, 424, 425, 426, 427, 428, 429, 430, 431, 432, 433, 434, 435, 436, 437, 438, 439, 440, 441, 442, 443, 444, 445, 446, 447, 448, 449, 450, 451, 452, 453, 454, 455, 456, 457, 458, 459, 460, 461, 462, 463, 464, 465, 466, 467, 468, 469, 470, 471, 472, 473, 474, 475, 476, 477, 478, 479, 480, 481, 482, 483, 484, 485, 486, 487, 488, 489, 490, 491, 492, 493, 494, 495, 496, 497, 498, 499, 500, 501, 502, 503, 504, 505, 506, 507, 508, 509, 510, 511, 512, 513, 514, 515, 516, 517, 518, 519, 520, 521, 522, 523, 524, 525, 526, 527, 528, 529, 530, 531, 532, 533, 534, 535, 536, 537, 538, 539, 540, 541, 542, 543, 544, 545, 546, 547, 548, 549, 550, 551, 552, 553, 554, 555, 556, 557, 558, 559, 560, 561, 562, 563, 564, 565, 566, 567, 568, 569, 570, 571, 572, 573, 574, 575, 576, 577, 578, 579, 580, 581, 582, 583, 584, 585, 586, 587, 588, 589, 590, 591, 592, 593, 594, 595, 596, 597, 598, 599, 600, 601, 602, 603, 604, 605, 606, 607, 608, 609, 610, 611, 612, 613, 614, 615, 616, 617, 618, 619, 620, 621, 622, 623, 624, 625, 626, 627, 628, 629, 630, 631, 632, 633, 634, 635, 636, 637, 638, 639, 640, 641, 642, 643, 644, 645, 646, 647, 648, 649, 650, 651, 652, 653, 654, 655, 656, 657, 658, 659, 660, 661, 662, 663, 664, 665, 666, 667, 668, 669, 670, 671, 672, 673, 674, 675, 676, 677, 678, 679, 680, 681, 682, 683, 684, 685, 686, 687, 688, 689, 690, 691, 692, 693, 694, 695, 696, 697, 698, 699, 700, 701, 702, 703, 704, 705, 706, 707, 708, 709, 710, 711, 712, 713, 714, 715, 716, 717, 718, 719, 720, 721, 722, 723, 724, 725, 726, 727, 728, 729, 730, 731, 732, 733, 734, 735, 736, 737, 738, 739, 740, 741, 742, 743, 744, 745, 746, 747, 748, 749, 750, 751, 752, 753, 754, 755, 756, 757, 758, 759, 760, 761, 762, 763, 764, 765, 766, 767, 768, 769, 770, 771, 772, 773, 774, 775, 776, 777, 778, 779, 780, 781, 782, 783, 784, 785, 786, 787, 788, 789, 790, 791, 792, 793, 794, 795, 796, 797, 798, 799, 800, 801, 802, 803, 804, 805, 806, 807, 808, 809, 810, 811, 812, 813, 814, 815, 816, 817, 818, 819, 820, 821, 822, 823, 824, 825, 826, 827, 82

The computers currently on offer are the Research Machines Ltd. Line Super 1, Best Micro Bow and the Olivetti C2000. The latter is interesting since the Bow Office model has, until now, a very large number of them in internal use. Upwards estimates is promised through the presence of hard disks which are being evaluated. All the machines run with the CHM operating system which assists the software house in supporting a wide class of users of the device.

Most users will take the accounting system on offer, as well as pay roll, bank ledger and Purchase ledger set (many is demonstrated as part of the Micro C/Disk system packaged as accessories with the British Endorsers of Windows Merchants). A small monthly service charge tends to be around £300 for a Core computer and payroll only, the set cost change to £200.

United sales contact is through formal New Office sales offices and award experience as being obtained indirectly through Canadian 800-430-9588 and at Levels 20 Johnson and Howard. One of the applicants from people who call on the candidate and talk at through arranging, a demonstration from there as a number of options on which to handle delivery of the computer and reorganizing the software, by the options by the software house. Based upon Computer to review, would take about four weeks. When I saw the system, I mentioned the NDP had installed three sample trials. The system was

## Paradigm

live, roll with it and do it like a top. The new way is green about a life, a total training and then tell the boss, slaves to experiment with the system and get their confidence. The next can then lead the employee like a job which takes a few days and they can each hour it is estimated the payroll takes to run each period is a rule of thumb.

Another rule of thumb is that one part of labor takes half a minute. Allowing for interruptions and mistakes allows 90 employees per hour or 360 employees per day.

**Figure 1**

As a side note, other computer applications. Pipal is designed to have a very complete accurate and reliable maintenance order file and then to enter the basic messages of associated vehicle information such as the last price, year, for the service, etc. is quite large. Up to 50,000 cars can be used.

Each employee is given a personal identification number in the range 1-100. This number is an addition to any staff number or glass number which can also be quoted and displayed. The number the size of any given post box, but there is no reason why you should not have several such panels. You have the convenience that you make departments or locations can be purchased separately (you don't have to buy all the panels because a single department has no limit on the clock cards you

Each employee has an optional cost center code, up to eight digits and allowing for three levels of report sub-grouping. The codes are calculated in their entirety. There are reports for analyzing costs, one with the no-cost

The system is simple to install, all painting and leveling, and for most repairs the system will record the last page printed for which it has been paid. On the way, there will check that you only pay for what you use. Up to ten hourly rates of payment in specified units (possibly as small as one tenth of a cent). Users enter a digit or a coin number will be automatically adjusted to the given rate, give a flat rate for the standard hour.

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In both cases then, will be both employee and employer contributions. His wife's share has the two third contribution amount held to the employee trust. There can be up to six percentage shares the one whose applicable to the employee is called and refers to a table of contributions held to the company. There can be additional voluntary contributions from the employer and there will be a coordinated

A single hour per employee can be as good as gold.

Up to now standard voluntary stock options can be issued by the company. Each employee can make all or none of them in a number way up to two standard permanent payments can be made and an employee can receive all or some of them. But which payment type the company can determine whether it shall be granted like another is able. The company has each of these standard stock options to hold on the employee's record. The two employees (but not the company) can pay the bonus back on the company record.

Each detainee are made, held in complete  
open view but not exposed for payment by  
Charles Thorne.

To amend an employee's record is very quick. The field number is entered into a menu, and the program, the reason for the particular business entry which the correct data is then typed. One thing needs to be watched. If you have made a general major payment and have altered the employee record accordingly, the counting adjustment may then be wrong, and the field will also need to be corrected.

Leaves have a special display to avoid entering previous pay band. The P45 leaves are marked as such and they must remain on the record the end of year otherwise the P45 return to the tax office will not balance.

### Transitions and Programming

Month-long shift will normally, however, be broken into two weeks. "Unshifted staff and physicians will rotate three and a half times in a period. You can set up a particular block of time to be a repeat, parallel and then make a change in how to enter the variable data either on all subsequent days or on a second consecutive day."

The authors were a professional listing officer while the co-presenter was a graduate student at the time. As mentioned, the

[illegible]



notified during the period they are jotted down against the particular employee's details. When dock cards or overtime records are marked these are also written in summarised form on the problems.

If there are not too many changes to be made then these are keyed on an exception basis in payroll number order, giving a code from a menu for the employee and the new value. Any employee not to be paid that period is marked 'NP'. When all the amendments are entered the data is printed out and checked. The payroll is then entirely automatic and all the calculations will be produced. If you change your mind after a payroll you will have to understand it yourself and produce a manual payroll, offering the correct record in the following period.

The other option is the recommended one. The computerised method works again from the problems but this time the employee reference number is keyed and the employee record displayed on the screen. The operator is then free to go to field to field to enter the necessary period data. Missing values at any field accept the standard value. The screen window method can be substantially quicker if there are a lot of entries to be made.

#### Payroll Output

There are six standard reports printed by selecting from the report menu. Five of these are on MCF's supplied stationery with a tear-off portion on the right hand

## Payroll

side for the employee contribution. The carbon copy of this forms the company payroll record for the archive and has all the required totals at the end. The Problems form then be printed ready for the next period. Control is based on the P22 end-of-year listing which is also run each month for the archive and for balancing.

Employee details should be printed in full at least once a year, and selectively during the year for rate change in the archive file. The P22 is the end of year employee certificate of pay and tax deducted. Credit transfers and bank savings can be employees paid in this way. Changes are sent printed on the system, there will be manual. Reports are available or letters, from the file of any pension/benefits or other documents are typical.

Each period there is an easy processing for balancing. The total pay, tax and NI columns on the P22 are manually added to the previous period figures. Carefully filed away and checked to see that the new period-end figures are correct. This is a final check that is everything is working, and then in fact all the correct files were sent for processing.

#### Summary

If all control is the very welcome title. The manuals are very complete and easy

to read. They obviously have a lot of experience in running payroll.

Proper forms and necessary are provided to make it easy to use, including a run control sheet to be dated and included in each stage is complete. The correct end of year procedures are available. A system for backing up files is provided but I would comment that the time taken to do this is over 20 minutes, including the reorganisation of the records. This is not overly long, even if it is only once a year.

Last-minute that I see are the comparatively small number of deduction types allowed, and the rather free and easy way you can run the payroll at any time for any employee. It is all in the change of the user and he must be responsible for his work, but other periods I have seen tend to lag the work into definite payroll seasons with dates and small numbers to describe the activity.

I like the close support available to the user who, at least in the early stages, is going to need help, as on any new business system. With the ability and maintaining strength of the Post Office behind it the MCF's should have no difficulty in selling this package. ■

■ Robert Weller is Tech Spec and People Management Consultants.

Editor's note: Readers are reminded that the Broad Beta version of our magazine needs just the up-to-date details of other application packages available.

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# ADRIFT



*The Captain: As with, perhaps any great technology, engineering that the world does not have is a long direction.*

Lynda King Taylor (48C-A22 670)

**I** recently met two executives from two very different companies, who were lamenting the social and technical implications of the recent studies, but in various senses as their companies. Their main problem appeared to be that they were managing themselves and so were not being forced to deal with the changing roles of the game.

Each of them was faced with having to overcome the social and political systems that control our technical innovations. One executive's company was in the forefront of our aerospace industry and the impact of its technical progress would be felt on the skills and jobs of highly skilled workers like development engineers and astronaut designers. The other executive's company was a professional firm based on where the introduction of integrated office systems would affect the jobs and roles of line managers, file clerks, accountants and their technical community.

And they shared other problems. For example, both their companies were in a highly competitive situation and both were underfunded.

They had to compete, therefore, to meet traditional productivity standards, and so left them with very little time to introduce and gain changes within their organizations. And they knew the more that they could expect greater penalties for any mistakes. Both their companies had to compete for capital to finance new projects, and needed more effective ways of turning innovations into successful products.

They admitted to me that many of their senior managers had failed to keep up with the technological, social and political changes that were affecting their employees. These senior managers had remained in their technical study, but little social political exposure. And much these managers complained that the road was at least blurring from the wrong direction and that they were constantly harassed by lawsuits to making technology pay. Both organizations had put technology into their offices and roles, rarely to improve their effectiveness, productivity and competitiveness. But they had failed to strike a balance between what technology is capable of doing and achieving, and the practical limitations of human resistance to change.

The executives admitted that the human factor had been given minimal consideration at any level, although, in the aerospace company, there was definitely not as there was a strong trade union involvement, especially with the technicians. Also much of the introduction of systems had proceeded on an ad







with loss of job staff and considerable in central offices.

Adding that to hardware being introduced personnel and when an overhaul of structure is applied to a rational approach gives the not unexpected picture of these two companies. Three mentioned having little idea of their long term goals and 4 requirements relate decreasing technological policies.

#### ADAPT

Stones may have said that "the top man who asks without any goal is immediately complaining that the wind blows from the wrong direction. What to the mind it is not important from what direction the wind blows. What is vital is how the captain sets his sails."

Important as it is to have a corporate policy, more important is to have a system acceptable for managing the impact and implications of the system being introduced. To have failed in 1978 a senior manager in a computer state that has his eye on introducing computers through out the Group in production units was termed a security department. He was to achieve the 50% completion of a division.

For this was not his job. He was a staff apt and he was managing change, changed job roles, changed tasks, changed structures, changed power base, changed behaviour patterns and social relationships. And at that moment it was computers the electronic mind system brought in over market ago in software and abandoned for the time being. For success in the technology and the changes, has been studied and is clear on the Group, not just from the workforce but also from the professionals and middle management.

#### STUDIES

That many managers were change is brought home in a study undertaken in the USA in which nearly 300 managers and professionals in 15 major US rat positions took part. Harvey, Poppel, the senior vice president of Stone & Allen advised that "behaviour adaptability are and a very close positive. His project team found that managerial resistance was not so much a function of age, education or education as it was of tenure within the organisation. However this is interesting as an established career path individuals who have been with the company the longest have the least resistance to change.

One of the companies in the survey the First National Bank of Chicago found that over-coming top management resistance to change was hard and without their full support, any move towards automating the office is doomed. However, Jonathan Solomon, the manager of the advanced technology group at the Bank says that "a lot of resistance will drop

## Relations

more if you interview a boss instead of a secretary using the equipment.

True or false even in the United States they convince the managers and justify needs, avoid change and that it must be taken into account before any moves are made towards wide scale integration of office systems.

Most of the companies in the survey plan to test and use the new office automation equipment in order to see before they provide their managers with terminals on a wide scale. They do plan to start experimenting with the technology which according to Harvey, Poppel, is the crucial step right now but the water from now there will not be an opportunity to intercept the time it takes to get these things done - enough will be added to each organisation that where you get your first test point you won't know what is happening.

This is very much the attitude here in the UK with those companies that participated in the first pre-emptive test on various project undertaken made between the Computer Systems Agency (CSA) and the Dept of Industry (DOI) and in which I referred to Issue 8 (July) in October, the consolidation of these findings was published. It discusses the findings from the first processing strategy studies undertaken for two major UK organisations during the last year.

## Everyone in an office can point to the "headscratcher"

The two companies involved were

Allen, Lane Associates  
British Institute of Management  
British Leyland  
Ciba Ltd  
English Electric & Biele  
Miles & Co  
Preston General Office  
Royal London Mutual Insurance Society  
Thames Limited  
Thames Water Authority

The work in each company covered the examination of current problems and work loads plus future objectives and then compared these work requirements available to likely to become available in the environment, as the two executives mentioned earlier discovered it is very for large companies to run the risk of being market - have because their capital assets are fewer or run the risk of it, movements in several critical directions.

In the CSA/DI report, long term studies are now produced for the two client companies involved together with short and medium term recommendations as might towards an overall strategy.

The first test processing was taken to

cover all the business critical functions in a state to help in acquisition and use the information which is, or might be recorded in test. Harvey was on his toes while such as this, processed notes that simply a printed out.

This includes word processing for typists, immediate written input in the Post Office's (Postnet) and video displays or manual entries allowing a user to equal all documents containing any, particular word or combination of words.

The report also offers a current picture of test handling, extensive along the following lines:

a. There is limited but fast growing use of word processing. Very few examples of other advanced forms of test processing equipment were in use. Many companies have installed their first word processing machines within the last year or two, often in cost and time and often appearing in the cheaper end of the market.

b. About one third of all typing work contained would the word where word processing could produce good increases in productivity. Estimates and reports averaged negative effect just over half that time saving effect than during other work. (Thus, if a company wanted to separate the work which is best for word processing, productivity and do just this, it is likely to select a word processing the number of word processing needed would be after allowing for the increased productivity, equivalent to about one fifth of the number of typewriter currently in use).

c. Just over half the typists and secretaries worked alone rather than in what a group of secretaries and typists. In this situation the productivity of word processing may only be cost justified if one of the following apply:

i. the work is irregular  
ii. the word processing is very cheap and can be cost justified on low utilization and initial overall increases in productivity  
iii. the justification is based on factors beyond typing productivity. For example, improved productivity benefits of having secretaries at all-time ready to handle subsequent electronic mail in circumstances where it is critical  
d. For more of the work which was typed had been originally hand written than had been dictated. This suggests that in the longer term providing more ready access to secretaries for workloads will be professional and managerial staff while secretarial will not be the only form of input. Such secretaries will either need to acquire more handwriting or will be encouraged will need to attempt learning keyboard skills.

e. In the largest organisations nearly three quarters of the mail was generated in other departments of the same organisation. The share of average (excluding the smaller group) was just under 50%. These organisations have a high degree of cost control over the flow in which mail is sent and in using electronic mail systems could be developed.

f. Nearly half the mail is for information and much of it is stored. More than a quarter then

<sup>1</sup> A. Stone, Allen & Lane (then joint study) published March 1980 by Allen & Lane. (The British Institute of Management then a private office).



- 1) to discuss with:
- 1) **Manpower:** since the largest component of office costs is the cost of equipment for all the workers in the office, an average less than 10% of office costs.

Each company participating received a detailed report referring to its own strategy from general recommendations were also made, for example:

- a) In each of the two organizations the conclusions could not be a long since the processing could not be totally automated even in one organization which might have been considered unlikely at the percentage of typing and correction staff there was already less than one percent.
- b) The best approach to equipment was not primarily among the most economical ones of first processing equipment. The experience already gained was a springboard to helping and supporting new organizations and helped quantify and provide the importance of professional reports. This while in new systems helping for companies to go back and work while the machine solution and price fell before introducing new equipment that is unlikely to be the best value.
- c) In case of the two studies, word processing was a compromise between companies that were, or were advised to take the first steps towards achieving a larger strategy. Only one of the two included any recommendations to use in the short term word processing without a word.
- d) The recommendations went well beyond using word processing to increase typing

## Relations

problems. For example:

- a) In one organization the fact that the fact that the equipment would produce an overall loss of 10% in a
- b) In one organization the fact that the fact that the equipment would produce an overall loss of 10% in a

The ultimate strategy results in a shift in the different departments which have different information and included processing systems which would help professional and executive staff.

- a) The capital cost of equipment must be added within the end time period. It was stated by the number of staff in each standard was only 10%. Thus the value of the equipment, per office worker, is likely to continue to be less compared with current costs for workers in typographic and engineering. The cost of current equipment is such that although word processing can be used, printed, processed, the amount which will be provided. For example, the number of word processors recommended in the studies about that much of the typing work would be done on electronic typewriters.
- b) In many cases the recommendations in studies organizational inputs, and the need to set standards and guidelines on the number of new equipment to reduce the risk of obsolescence. In particular, word standards need to be regularly reviewed.

- a) There was considerable emphasis on providing working models to all projects working together. There were comparisons between organizations where the conclusions are considered companies to consider in future development of software for their individual needs. There was however some software development needed to be written and tested systems.

Meanwhile, it cannot be stressed enough that the sharing of this type of information and delivery of it to organizations for those companies who are concerned at various levels with dealing on their organization's policy and plans for the processing equipment. It not only helps companies to compare their own performance to that of others, but also offers an initial idea of the benefits of using new equipment, the most likely starting points, and even some idea of cost.

The study was over one third of a million pounds shared between the DCL and the organizations participating. This amount is a starting point with the costs of a company going to strategy wrong, or when a company makes the decision of its technology because the impact is lost or has not been wrong.

But more information is needed on the social implications and the management of change.

- a) **John Ross Taylor** is a management consultant and the author of several books on management, below right on.

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## HOW TO BE CHOOSY

Standards you can apply

As such, and more elaborated and reported before, evaluate the "Index of Computing Control" and the "British Group" are "years" from their situation in applications, perhaps for more information to the system, that the software in this, e. g., also being referred. For potential in this case, we should protect the article.

**T**he crucial element in the successful implementation of a management plan is the active recognition of the differing importance of applications requirements in the business domain.

More than half of the respondents are computer programmers and software developers. Others, especially those with no programming skills, are the users or administrators of computer knowledge, and are looking for programs which they already know of and use for some time and have been used and tested on other users. In this case, the user smooths the difficulties of program development task of quality improvement and in general all the problems associated with producing software which is well developed, well documented, and well adapted to the application. Our selection of these problems involves purchasing the software as a package rather than producing it from scratch. However, the low factors that make software difficult to develop also make it difficult to purchase.

There are also other good programs that you are not aware of, such as what makes a program good<sup>13</sup>. We related this article to software testing, quality control, development, etc. means because each. A computer program is similar to a house, a manual component of a work of art. In its development depends upon complex, thought processes that are difficult to define objectively.

Quite extensive development is so in fact intensive, little capital is required to enter the software business. Computers come and go, only a few establish a lasting reputation and some grow to the size of the leading hardware manufacturers. A software company also faces the obvious problem of protecting its products, but no patents are possible and the copying of programs is as simple as the distribution of tapes or records.

All these problems are likely to lead to the construction of a new

- a part of the available software was uncertain in quality, reliability and maintainability;
- in the reliability and integrity of many software programs questionable;
- even though some computers were



and make a good software package, but do I know the very defined pattern of identifying, obtaining and using them?

The microcomputer is fundamentally no different in these respects from any other computer on which existing users have acquired considerable experience. The principal business lesson can provide many of the answers.

In the article I have shown, upon these lemmas to provide a framework for the rational selection of software packages. In choosing a package, the objectives of the decision-making procedure are basically to ensure that the proposed product can do the job and to select the best and most cost-effective solution to that requirement. The selection process must occur now, or a rational fashion, to

► see the next page

Only these can you identify the best product

Information on the "New" movement

What supplier provides a free speed-  
rating guide, as answers to their ques-  
tionnaire, which should give some idea of  
initially coverage of application gen-  
eral characteristics. Hardware require-  
ments. However, it is unlikely that  
that information alone will provide a  
totally comprehensive real-time  
base from which a tailored evaluation can  
be derived. It is suggested that this can only  
be achieved through the creation of a  
questionnaire suitable for the reference  
to the supplier. It is essential to stress  
that the package is used by the application

tion. Therefore the primary aim of the questionnaire should be to determine an estimate on the application functions provided. The number of the package should be defined and within each function the related elements, devices, should be determined.

It will be difficult to produce a definite list of required business and law firms, but the main aim of the questionnaire should be to determine the points for philosophy, what is done, and how it is done. An essential step towards producing this list is the drawing up of the Requirements Specification. Only by understanding a comprehensive picture of the application and producing a detailed list of this nature can the user drive home what features a package must have, and which are merely desirable. This pre-deciding of features in this sense is important in the drawing up of the questionnaire and the selection of the questions.

The format and content of questions relating to the application functions and features of the package are of a very specific nature and can therefore only be compiled by the user himself. However, there are other key areas, apart from the application functions, which have very noticeable impact on the selection of package and, as there are likely to affect all users, they merit special consideration. These are given special emphasis.

- **Hardware**
- **Software: driver loading**
- **Documentation**
- **Technical support**
- **Test and evaluation**

1998, 1999, 2000, 2001, 2002, 2003, 2004, 2005, 2006, 2007, 2008, 2009, 2010, 2011, 2012, 2013, 2014, 2015, 2016, 2017, 2018, 2019, 2020, 2021, 2022, 2023, 2024, 2025, 2026, 2027, 2028, 2029, 2030, 2031, 2032, 2033, 2034, 2035, 2036, 2037, 2038, 2039, 2040, 2041, 2042, 2043, 2044, 2045, 2046, 2047, 2048, 2049, 2050, 2051, 2052, 2053, 2054, 2055, 2056, 2057, 2058, 2059, 2060, 2061, 2062, 2063, 2064, 2065, 2066, 2067, 2068, 2069, 2070, 2071, 2072, 2073, 2074, 2075, 2076, 2077, 2078, 2079, 2080, 2081, 2082, 2083, 2084, 2085, 2086, 2087, 2088, 2089, 2090, 2091, 2092, 2093, 2094, 2095, 2096, 2097, 2098, 2099, 2100, 2101, 2102, 2103, 2104, 2105, 2106, 2107, 2108, 2109, 2110, 2111, 2112, 2113, 2114, 2115, 2116, 2117, 2118, 2119, 2120, 2121, 2122, 2123, 2124, 2125, 2126, 2127, 2128, 2129, 2130, 2131, 2132, 2133, 2134, 2135, 2136, 2137, 2138, 2139, 2140, 2141, 2142, 2143, 2144, 2145, 2146, 2147, 2148, 2149, 2150, 2151, 2152, 2153, 2154, 2155, 2156, 2157, 2158, 2159, 2160, 2161, 2162, 2163, 2164, 2165, 2166, 2167, 2168, 2169, 2170, 2171, 2172, 2173, 2174, 2175, 2176, 2177, 2178, 2179, 2180, 2181, 2182, 2183, 2184, 2185, 2186, 2187, 2188, 2189, 2190, 2191, 2192, 2193, 2194, 2195, 2196, 2197, 2198, 2199, 2200, 2201, 2202, 2203, 2204, 2205, 2206, 2207, 2208, 2209, 2210, 2211, 2212, 2213, 2214, 2215, 2216, 2217, 2218, 2219, 2220, 2221, 2222, 2223, 2224, 2225, 2226, 2227, 2228, 2229, 2230, 2231, 2232, 2233, 2234, 2235, 2236, 2237, 2238, 2239, 2240, 2241, 2242, 2243, 2244, 2245, 2246, 2247, 2248, 2249, 2250, 2251, 2252, 2253, 2254, 2255, 2256, 2257, 2258, 2259, 2260, 2261, 2262, 2263, 2264, 2265, 2266, 2267, 2268, 2269, 2270, 2271, 2272, 2273, 2274, 2275, 2276, 2277, 2278, 2279, 2280, 2281, 2282, 2283, 2284, 2285, 2286, 2287, 2288, 2289, 2290, 2291, 2292, 2293, 2294, 2295, 2296, 2297, 2298, 2299, 2300, 2301, 2302, 2303, 2304, 2305, 2306, 2307, 2308, 2309, 2310, 2311, 2312, 2313, 2314, 2315, 2316, 2317, 2318, 2319, 2320, 2321, 2322, 2323, 2324, 2325, 2326, 2327, 2328, 2329, 2330, 2331, 2332, 2333, 2334, 2335, 2336, 2337, 2338, 2339, 2340, 2341, 2342, 2343, 2344, 2345, 2346, 2347, 2348, 2349, 2350, 2351, 2352, 2353, 2354, 2355, 2356, 2357, 2358, 2359, 2360, 2361, 2362, 2363, 2364, 2365, 2366, 2367, 2368, 2369, 2370, 2371, 2372, 2373, 2374, 2375, 2376, 2377, 2378, 2379, 2380, 2381, 2382, 2383, 2384, 2385, 2386, 2387, 2388, 2389, 2390, 2391, 2392, 2393, 2394, 2395, 2396, 2397, 2398, 2399, 2400, 2401, 2402, 2403, 2404, 2405, 2406, 2407, 2408, 2409, 2410, 2411, 2412, 2413, 2414, 2415, 2416, 2417, 2418, 2419, 2420, 2421, 2422, 2423, 2424, 2425, 2426, 2427, 2428, 2429, 2430, 2431, 2432, 2433, 2434, 2435, 2436, 2437, 2438, 2439, 2440, 2441, 2442, 2443, 2444, 2445, 2446, 2447, 2448, 2449, 2450, 2451, 2452, 2453, 2454, 2455, 2456, 2457, 2458, 2459, 2460, 2461, 2462, 2463, 2464, 2465, 2466, 2467, 2468, 2469, 2470, 2471, 2472, 2473, 2474, 2475, 2476, 2477, 2478, 2479, 2480, 2481, 2482, 2483, 2484, 2485, 2486, 2487, 2488, 2489, 2490, 2491, 2492, 2493, 2494, 2495, 2496, 2497, 2498, 2499, 2500, 2501, 2502, 2503, 2504, 2505, 2506, 2507, 2508, 2509, 2510, 2511, 2512, 2513, 2514, 2515, 2516, 2517, 2518, 2519, 2520, 2521, 2522, 2523, 2524, 2525, 2526, 2527, 2528, 2529, 2530, 2531, 2532, 2533, 2534, 2535, 2536, 2537, 2538, 2539, 2540, 2541, 2542, 2543, 2544, 2545, 2546, 2547, 2548, 2549, 2550, 2551, 2552, 2553, 2554, 2555, 2556, 2557, 2558, 2559, 2560, 2561, 2562, 2563, 2564, 2565, 2566, 2567, 2568, 2569, 2570, 2571, 2572, 2573, 2574, 2575, 2576, 2577, 2578, 2579, 2580, 2581, 2582, 2583, 2584, 2585, 2586, 2587, 2588, 2589, 2590, 2591, 2592, 2593, 2594, 2595, 2596, 2597, 2598, 2599, 2600, 2601, 2602, 2603, 2604, 2605, 2606, 2607, 2608, 2609, 2610, 2611, 2612, 2613, 2614, 2615, 2616, 2617, 2618, 2619, 2620, 2621, 2622, 2623, 2624, 2625, 2626, 2627, 2628, 2629, 2630, 2631, 2632, 2633, 2634, 2635, 2636, 2637, 2638, 2639, 2640, 2641, 2642, 2643, 2644, 2645, 2646, 2647, 2648, 2649, 2650, 2651, 2652, 2653, 2654, 2655, 2656, 2657, 2658, 2659, 2660, 2661, 2662, 2663, 2664, 2665, 2666, 2667, 2668, 2669, 2670, 2671, 2672, 2673, 2674, 2675, 2676, 2677, 2678, 2679, 26

Some constraints on the use of packages on microcomputers are imposed by the physical limitations inherent in the hardware design. These are constraints such as the number of addresses, number of instructions and the number of data pointers in the use of a word logic package; the number of inputs or outputs in the case of a parallel package; and the number of stack items in the case of a stack control package. These are all governed by the size of dedicated programs and files that can be accommodated in the total main store and packing these capacity available on the system.

The availability of mass store capacity is dependent upon the type of microprocessor used in the coprocessor. With an 8-bit microprocessor, mass store capacity



is limited to 84 industries. In practice, the degree of constraint, if any, is determined by the nature of the application.

The availability of backing store capacity is dependent upon the nature of the storage media used with the computer. Current tapes have a very limited mechanical capacity and hence server cost accounts will be imposed. Hard disc drives have a much greater capacity than tapes but certain applications may still be limited by the maximum capacity. For example, a stock control package may have general-purpose stock control files containing a large number of categories which will result in the file being limited to about 300 stock items or less on a standard disc.

Constraints imposed by the limited capacity of floppy discs can be reduced by using large-capacity discs and additional disc drive units. Alternatively, the information can be structured into multiple volume files each stored on separate discs, but this raises the problem of identifying the location of information in a file and hence creates some difficulties and operating system problems which may, in themselves, introduce other constraints on the operation of the package. Third disc systems with three heads generate capacity are less likely to impose constraints on the same magnitude as single or double tapes or floppy discs.

In addition to the limited capacity of floppy discs, there slow backing store to memory transfer speed can contribute to limitations revolving around the processing speed of the system which will affect the response time of the system when the user attempts to do too much. For example, an increase in the volume of business transactions may impose restrictions with a single VDU terminal single task system which call for an increase in the number of terminals together with the addition of further staff.

It is demonstrably possible to run several tasks simultaneously on the system with on-line data entry requires provided on a number of terminals. However, the processing time which results within the data streamer, transfer speeds are considerable, enhanced creates practical problems which might not be acceptable. It may be necessary, in order to achieve a system using hard discs to achieve an acceptable level of performance with this type of multi-terminal and interactive operation.

## Software Characteristics

No established standards for software testing, quality control, documentation or maintenance exist. This has resulted in much of the available software being very mediocre in terms of quality, reliability and maintainability. These characteristics are largely determined by the type of programming process adopted by the supplier in the development of the product. In particular, the use of good design methods, a powerful fully expressive high level language and programming standards improves the integrity and reliability of the product, produces better documentation and reduces the maintenance

## Packages

costs effect. Adoption of these tools and techniques also gives a product that is more easily transferred from one set of hardware to another and easily extended or modified when future requirements change.

### Software quality, reliability and maintainability

The production of reliable software can be aided by the use of structured design and programming techniques. However structured programs are more readable and self documenting and program



modification is greatly eased. Although the benefits of structured programming are beyond dispute, a lot of software is still produced unstructured. This is especially true of microcomputer software.

The potential buyer should seek to see a sample of the program source code but, even if this is not to be supplied as part of the package. If the listing is clear and well-documented with headings and comments and shows a structure of short statements (if or not), program modules or segments, it is likely that good programming techniques and style have been used.

Software standards specify the language to be used in writing the program, and method of programming to be used, the layout of the program, and the means of documentation.

Unfortunately the computer industry spends a great deal of time talking about programming standards but very little time developing or applying them.

### Software flexibility

The major problem confronting the user of software packages is that of deciding whether a package is capable of all its potential features such as low cost, ease of installation, removal of the problem and ease of development, and in

expansion or contraction, and that it will reliably function in the user's environment. The package must be adapted to his requirements in the most efficient way to give length to system modules, its existing procedures in the package, or accept that the package will require some tailoring.

The trouble is that tailoring appears to present to the user of microcomputers because the cost will be high relative to the cost of the hardware. For example, tailoring of a good accounting package might well cost in the region of £2000 on a small hardware software system costing under £500.

In the past the most widely used applications of packages on mainframe and mini systems have been in areas where requirements are most similar for users. These tend to be general business applications such as payroll and purchase ledger. This trend is very apparent in the development of packages for microcomputers.

Other areas such as stock control and production control have in the past been the target of packages but, post more problems for the supplier and user, because packages of these types usually need individual tailoring to suit the user's requirements. This situation is again very much the case with packages being offered for microcomputers as was shown by the results of a recent market survey by the NCC (National Computing Centre).

However, before embarking on extensive tailoring, the user is advised to consider the degree of flexibility that can be provided in standard packages.

The introduction of some level of flexibility into the package makes it more suitable for general use.

Within this context the package can be provided with parameters which enable the user to install a series of predefined options. Each package has its own set of parameters which drive the system and which control all the various options available to the user. For example, accounting periods can be defined, the choice between open item or balance forward can be specified and much costless information can be introduced by parameter to maximize the machine time.

The list of parameters is set up at the time of installation and, once installed, it can be easily amended to enable some major changes to be made quite simply.

This approach structure the structure built in the package because it provides a low degree of flexibility, and reduces the need for tailoring, which in turn, means that the package can be quickly extended implemented at a much lower cost than that of a package requiring extensive tailoring.

The drawback with the provision of options in a package is that they tend to make the system inflexible. This, in turn, means that the number of options may be limited, by the situation it may then be found that there is still insufficient flexibility in the package to adapt it to the user's requirements and it may be necessary to resort to making modifications or



the program level. In these, one purchases the user in dependence upon the authors of the package and any amendments which he requires, and, as such, a likely to be confronted with additional charges for tailoring, and with possible delays in installation.

It is also quite possible that it should be possible to request at some time in the future, so as to keep the package up to date as business requirements change, the authors of the package may no longer be available to undertake this work. Also, if the package has some scheduled improvements made by the supplier to improve its general capability there is no guarantee that these changes will not conflict with special users own amendments.

To summarize the risks of this type of situation, the user should ensure that the package is provided with options which enable him to modify that input and identify the output and processing from items of the package, whenever his requirements change. Also, before embarking on extensive tailoring he should consider how much he will receive something delivered and how much he is prepared to pay for it.

### Software portability

The portability of software portability will be particularly appreciated by large commercial companies who have chosen to decentralize their computing in the best strategy for building their DP requirements, and by users with replicated sites. But caution is needed when considering the portability of software packages. Because the terms of the license under which the package may have been purchased may restrict the use of the package in a specified machine media prevent the going of copies to a third party.

The microcomputer hardware market is very dynamic with new and better, logically improved products being frequently introduced in contrast to the development of any application software package is costly and time-consuming and, once developed for a certain hardware base the application is often unportable.

The latest changes in hardware, the greater the need for software to be able to run on all forms of the most recent microcomputers often requires all users to spend and storage capabilities. A application package bought for a system should still be compatible with the system where it is supported by the addition of hardware improvements. Few any portable software which is easy to transfer from one set of hardware to another allows the application to take advantage of trade and improvements.

In practice, it will be difficult to determine whether a particular product meets the requirements for portability without a very detailed understanding and an in-depth knowledge of its design. It is for most to simply ask the supplier to state in which other computer configurations the package can be handled and without requiring extensive modifications.

## Packages

For the purchaser who already possesses a microcomputer system or the larger organization which is considering further implementation of the package in the future, it is important to ensure that the package is fully compatible with the chosen computer environment, i.e. the system software and computer configuration. This means asking additional questions such as:

- what language is the package written in?
- is the package requires an operating system? what is its name and source?
- what are the models of microcomputers on which the package will run?
- what type of backing store medium is used?
- what is the usual backing store capacity required?
- if the package has special peripheral requirements what are these?

### Documentation

All documentation supplied with the package should be examined before placing any orders.

The documentation should provide the user with a clear and concise understanding of the package, together with full details of its operation, to enable the user to communicate intelligently with the supplier about status or particular problems.

Fortunately, the documentation should also include the source code of the program, thus to facilitate the programming of special amendments and future modifications. Unfortunately because of the proliferation of unauthorised copying of applications software, most suppliers will not normally provide program source listings.

If there are available, and the user feels that they are vital both for future maintenance, ensuring that this is to be undertaken by himself, and as a form of insurance to give the supplier good out of business, then it may be possible to agree to some form of agreement with the supplier. For example, it may be possible to have a clause in the contract that ensures that listings will be made available in the event of the supplier moving location. The documentation should be checked in detail to ensure its extent of coverage and accuracy at all times.

As a minimum, the manuals or manual should provide information on the organization, installation and operation of the software package. In addition, to assist the user in resolving operational problems that may occur from time to time, all error messages that can be produced by the system should be listed, together with advice as to how to correct them.

### Technical support

Technical support of the package is required prior to its installation, in the event of trouble, during its installation or the

hours of advice and on-site assistance, and after its installation in the form of on-site service and updating.

- The main issues are:
  - Are specific training courses in the use of the package provided?
  - How much support is provided for installation of the package?
  - During what period at least from the date of purchase is technical support provided for the package?
  - If new facilities are added does the purchaser receive updates?
  - Are there any plans to alter or enhance the package?
  - Is on-site support service provided?
  - How many staff will call time on support of the package?
  - Where are the support staff located?

### Terms and conditions

Purchase prices may be based on one-off purchase, rental or lease agreements. Any additional charges should be identified, particularly maintenance contract payments and licence fees. It is also important to ensure that items such as installation, training and documentation are either included in the purchase price or at least can easily be identified as extra.

If appropriate, note of other associated items such as supplies of magnetic media, stationery, printers and ancillary equipment (formers, plotters, etc.) should be obtained.

It is unlikely that the user will be able to purchase a software package outright. Only specific commissioned software will become the property of the purchaser. Packages are usually offered on pre-owned licence with a contract to prevent the purchaser selling or giving copies to a third party.

A prerequisite for the unauthorised implementation of a software package is to sign an acceptable contract.

A copy of the software package contract should be obtained from the supplier and details reviewed to confirm that points as:

- is there a full definition of the package describing the programs, systems, requirements, techniques, techniques, etc.?
- is there any warranty with the package?
- will the package be installed for year?
- is there any maintenance support with the package, and for how long?
- are there any changes in the package such as those resulting from government legislation, raised fees or charges?
- should a revised version of the package be returned to the supplier and if so, is there any additional cost?
- what limitations are there on your right to use the package?
- can it be run on a business or another users machine, or the event of breakdown?
- are you allowed to make your own modifications or enhancements to the package?
- is a full definition of the documentation.



tion to be supplied?

- are source and object code listings available to the user?
- what happens to the proprietorship of the software if the supplier fails?

All such points should have been taken into account during the evaluation of the proposals but must be confirmed before the final acceptance of the contract.

The contract should be read very carefully and professional advice should be obtained if the potential customer before it is signed.

Finally, factors which relate to the background of the supplier, the general business contact of his organisation and the nature of the package being offered should be considered. Typically, enquiries should be asked regarding the type of firm it is, financial backing and the number and quality of staff.

Decisions who write the package when the package was written and why it was written. If the supplier is marketing against his existing line then determine who looks after the development of the product.

Reliability demands that the package be sufficiently robust and give a long enough time span that most of the bugs have been discovered and corrected. Check that the product is available now. If a facility which is required is currently being developed, ask to see it demonstrated for free before you buy. Check how many other installations in the UK already use the package and find out the date of the first installation.

## Packages

It is also a good idea to contact one or two existing users of the package. The supplier should be willing, with the users' permission, to give suitable contacts by telephone and if possible visit, but be wary of reference calls.

A further and most important stage of product evaluation should consist of actually testing the software package. In general it is possible to try before you buy. Some suppliers will allow a free trial period or if not will ask users to do some tests of the package with their own data.

Points to watch for during a demostration are: reactions and are largely determined by the nature of the application and the type of facilities provided. Some of these points might include:

- how fast does the package run?
- how much data can it handle?
- what error detection, correction and recovery procedures does it implement?
- how easy is it to use?

A good program should not be interrupted by any having run should it fail apart from displaying understandable messages in the result of abuse of the keyboard. Data entry input should be verified by the program for addition of numerical or alpha fields and error checks should be made against numerical quantities. A good program should not accept unfiled screens at the time they are saved in.

Although a subjective factor, most of use depends upon how simple the input procedure are, how clearly the outputs are presented and how well suited the documentation and usage are to a particular application. Having a package without careful study of the documentation and verification by an actual demonstration of its capabilities is risky and asking for trouble.

## Conclusions

The choice of a package is bound to be partly subjective and requires a certain amount of care and additional effort. With a view to maximising the subjectivity of the decision-making procedure, a rational approach has been presented in this article. This approach will also, I believe, promote answers in many of the problems faced by the prospective user of microcomputers.

The decision to adopt such an approach, which at a first glance may appear too much of an 'overkill' in terms of the money, time and effort entailed, particularly on systems costing under £10,000, can only be made by the individual. Personally, I would suggest that anything other than a rational approach of this type is courting disaster, due to the risk of making only when the system goes 'aw'.

- **Choosing Programs for Microcomputers**, by J. E. Lane, is published by NCC Publications, Oxford Road, Manchester.

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**T**oday, and for the future, one of the most pressing issues our country and indeed the rest of the world must face is that of energy abundance. The oil crisis of 1973 brought the problem to a head and since then the price of oil has doubled. The first half of 1979 data saw a 50% increase in its cost. Gas contracts, already an energy management issue in some of vital importance, particularly in view of the EEC's commitment to restrict its oil consumption to 450 million tons per annum until the end 1985.

The problem of energy, having two main parts, the north-western coastline area is the major role which may be played by the microprocessor. Two more components are the planning, the potential of the microprocessor and its use, given that automatic energy monitoring and control systems can produce very substantial savings, indeed creating other substantial difficulties in cost control and in its expenditure.

Clearly any enterprise in any form needs about an expenditure on energy consumption, whether that refers to simple lighting or the efficient running of an extensive boiler system. Clearly, cost areas such as large retailing organisations with many branches, manufacturing and processing plants of all types, schools and hospitals are obvious targets for the application of energy management systems. Such large users of power have dramatic variations in power demand, peak, daily and weekly, these factors have present not only one of the main economic efficiency problems but also a prime target for microprocessor application.

Not energy saving but equalisation of demand (producing peaks and troughs) is the main objective in order to optimise energy use and allow more efficient generation.

For instance, in a large retailing organisation the problem crops up in many ways such as sales floor lighting, air air conditioning and ventilation and heating in relation. These areas and numerous others all involve energy management systems, requiring supervision and energy optimisation. The microprocessor



## SAVE IT-WITH MICROS



comes into its own in solving problems of monitoring and control when it can automatically provide 24-hour supervision in areas which humans would find very difficult to equal. Energy requirements must be related into load levels, levels of pressure, minimum operating hours, minimum maximum times of duration and operational use of each load and required procedure in the event of power failure. These elements must be connected to the external grid and themselves on a main main demand level; the boards make a charge proportional to the largest number of kWh or kVA supplied during any demand period throughout the supply network in a accounting period. This is known as the kWh or kVA Maximum Demand and is additional to the charge made on each unit received.

Clearly, it is important to reduce the MD (Maximum Demand) charge and to achieve this the level of demand must be monitored and the high loads manipulated to minimise the peak, the also being to keep maximum demand as close to average demand as possible. The type of equipment best suited to load control is that which operates automatically, with relatively large gaps of capacity, e.g. plant on the mainline, control or gas control, or commercial equipment, equipment, examples include air, furnace, cold storage, water heating, space heating, ventilation fan, pumping, equipment, ventilation during night and winter, changing, flexible equipment, not evidence gas tools, in demand control options or more, channels, optimising the energy consumption pattern and providing small degree of peak cut and demand in order to avoid.

A further simple example illustrates the basic principles of microprocessor application and the variables of the load in

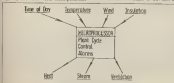
energy management. A small market for direct use trying to find ways of changing, overheads, which keeping the production and quality of the production consistent. The methods utilized a number of small bore with the greatest quality of material being in the process of a suitable supply of steam at a steady temperature for optimum growth of the product. It was noted that excessive steam was often pumped into the growing beds and the heat generated was not regulated with regard to external temperature fluctuations, i.e. even though the external or temperature was rapidly rising, the simple steam control was unable to recognise and take advantage of it.

The new microprocessor technology is then presented with a prime opportunity, the diagram (Figure 1) shows the type of information gathered from the real world and after processing this information, the sort of maximum requirements relayed back into the world to effect the control. The constant monitoring and control of all the variables resulted in more efficient operation and a gain for the market gas demand of 11,000 per crop, the 17,000 saved in these crops covered the cost of the simple microprocessor hardware in less than one year.

Clearly there is no end to the possibilities, a microprocessor system such as this may be extended to include a number of many variables, e.g. fuel oil and market prices, and also to deal automatically with stock, dispatch, repairs, schedules and magazines related. The essential difference between the example and the previous one is that in real time, during the microprocessor is involved in monitoring and control of energy, not, but have the capabilities of the microprocessor are introduced to make simple good systems based on a just weather pattern.

Thus, the microprocessor provides an extremely efficient, low cost replacement for traditional methods of control. Indeed the microprocessor opens up a whole of control for applications previously thought too tedious and costly to be undertaken. Recent advances make the technology as no more attractive since the development of high level languages enable the user to converse with the machine in real English, rather than having to employ programmers to act as interpreters. The way is now open for those in industry and commerce to put these techniques in the new technology.

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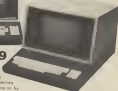
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