



Agility and Virtualization: What's the Connection?

by Chuck Combs, Director of Business Development

Almost any technical, supply chain or IT magazine you read today contains articles about agility and virtualization. If an article talks about Hewlett Packard, it probably mentions the Adaptive Enterprise. In this overview I will attempt to explain how all of this works together, beginning with the definitions from some marketing literature.

Virtualization is the process of presenting computing resources in ways that users and applications can easily get value from, rather than presenting them in a way dictated by their implementation, geographic location, or physical packaging. In other words, virtualization provides a logical rather than physical view of data, computing power, storage capacity, and other resources.

A Virtual Machine is software that creates a virtualized environment between the computer platform and the end user in which the end user can operate software. VMware, HP VSE, and other providers let you, for instance, run Windows, HP-UX and Linux on the same server.

An Adaptive Enterprise is an organization in which the demand and supply of goods or services are being matched and synchronized at all times. Such an organization optimizes the use of its resources (including its information technology resources), always using only those it needs and paying only for what it uses, yet ensuring that the supply is adequate to meet demand. Agility is the ability of an organization to respond quickly to demands or opportunities.

(See Virtualization, page 6)

Trusted Advisor Homesteading AND Migrating

The theme of this year's CAMUS Conference in San Francisco will be "Homesteading AND Migrating." The capital 'AND' is supposed to impart some information to you about the importance of covering both topics. Different MANMAN and MK users have different ideas about when they will be leaving the platform they've used for many years.

I finished last issues' Trusted Advisor article with these lines (after spending way too much time describing my volunteer involvement with WCIT2006): "The point: Volunteers learn important lessons just by trying to be helpful. When you've finished your job, ask what else you can do; that's when you learn the most." Unlike the WCIT work described last issue, which was very satisfying in many ways, my volunteer efforts for CAMUS during the last year have been both personally rewarding and deeply frustrating.

(See Trusted Advisor, page 5)

Victoria's Secrets

by Bill Langenbahn, Sales Support Facilitator

I was eight years old when she came bounding into my life. Her tongue could absolutely drench your face from one ear to the other with a single swipe, and her tail sounded like a drumstick hitting an empty bucket and felt like a willow switch when it hit your bare leg. She was one hundred pounds of boundless energy wrapped in a snow-white coat with coal black polka dots. She was a two-year-old registered female Dalmatian already named, "Victoria's Joy of Farenright." Far too fancy for us, so we called her Dotty.

To our added joy, Dad explained that his plan was for Dotty to have puppies to be gifted to selected friends. Because she was a large dog, he told us, she could be expected to have a sizeable litter. And that a male dog would be required somewhere in this process. Little did we know that these few facts were the alpha and the omega of Dad's dog breeding knowledge.

For an eight-year-old boy, the good thing about a two-year-old dog is that you do not have to wait for a puppy to grow into a dog, sort of like "instant dog." The bad thing about this two year old dog was that she came with an accumulation of bad habits. Dottie's most undesirable trait was her penchant to escape the confines of our yard and race wildly through our neighborhood stopping only to overturn every garbage can along the way and hurriedly examine its contents. As I was the only boy in our family, mine was the task of corralling her and reloading each neighbor's garbage can. Dottie's meanderings were sufficiently worrisome to cause Dad to have a pen of chicken wire (not too secure) built for her behind the garage. Her escapes and what she might do while she was gone became of greater concern as the time for her to fulfill her maternal destiny approached. She could not be expected to be as impressed with maintaining the purity of the Farenright bloodline as was my father.

In time, Dad sought out a dog breeder, just in time. He located a great one named Mrs. Spatz. The owner of a large ranch, she had many horses and more importantly a male Dalmatian named Mr. Chips who in short order struck up a relationship with Victoria's Joy, as Mrs. Spatz was wont to call Dotty. We visited Dotty daily and Mrs. Spatz was kind enough to entertain us with performances from her trained horses. One could add and multiply (but no better than Mrs. Spatz herself) and another could catch an apple or a carrot in mid air and dispose of it in a single gulp. Victoria's Joy and Mr. Chips were friendly, but not romantic. And finally, after what seemed an eternity, we got the call from Mrs. Spatz. We could come and get Dotty!

Now behind our home lived the world's best neighbor, by the name of Francis Lee. One of the finest men to grace my life, he was the town mortician and ambulance driver, (I guess that I was the only one who wondered about that), and Boy Scout leader. Francis was quick to care, volunteer, laugh and to propose a wager with my Dad. As a potential puppy recipient and family confidant, Frances was well aware of Dotty's progress toward motherhood. One day while he and my Dad were talking, he became very somber and told Dad that he had seen a large, white, neighborhood canine rascal, whom Francis called Romeo, and Dotty "locked in a romantic embrace." Dad refused to believe that Dotty could have fallen victim to Romeo, but Francis insisted that he saw what he saw, and he proposed a wager. He said, "I'll bet you a twenty dollar bill that all of her puppies will be born snow white, the image of Romeo." They sealed their bet with a handshake.

After another eternity, Dotty whelped. Eleven all white puppies! She couldn't have! And there stood the smug Francis grinning from ear to ear but pretending to share my father's disappointment, rubbing his chin with one hand with the other outstretched to collect his winnings. Grudgingly, Dad paid up and Frances, through fits of uncontrollable laughter, informed Dad that Dalmatian puppies are born white and do not get their spots for two or three weeks. But, a bet is a bet, and Dad had been had. Even Romeo smiled.

(See Secrets, page 7)



Standard Cost Roll-up

by Rob Gentry

The standard costing process is one of those ever-present issues within the manufacturing system that spans multiple departments and includes cross-functional management teams. Its final responsibility usually rests with accounting. This process is usually done very near or at the end of the organization's fiscal year, but may be required on demand if one or more of the key elements (labor, material, or burden rates) change dramatically. Recently some of our clients have been asking questions on this issue which I feel deserves a refresher for all of us.

The standard cost system in MANMAN is defined in the description tab section of the manuals. This article is not intended to repeat what has already been documented. Its purpose is to review a method for a basic, full cost update used by many of our clients. COMIN Variable (CV) #130 is assumed to be set to 1, a declaration that the system is being used as a 'Standard Cost' system. This will NOT allow the standard costs to be set or modified directly unless the part is a new part, without any on-hand inventory and no existing file entries, such as work orders, purchase orders or sales orders.

The actual roll-up process is relatively simple and straightforward. It is the preliminary setup and final verification efforts that are the most important and consume most of the time and energy in costing.

It starts with understanding Manufacturing CV #21. This CV controls how the material cost is handled for purchased parts (source code 'B' or 'P') throughout the year. Option '0' will maintain costs with no changes, a good idea while doing cost analysis. The remaining options use the PO Unit Cost to make Item Master File (IM) material cost updates when the part goes to stock or to a work order (Subcontracted parts). Option '1' performs a 'weighted averaging' calculation on the standard material cost. Option '2' replaces the standard material cost directly with the purchase order unit cost. It is our opinion that the standard cost options ('1' and '2') should never be used. Options '3', weighted, usually the best, and '4', replace last cost, do the same thing as Options 1 and 2, except they are applied to the current material cost field, not the standard cost.

It should be noted that MG,UT,248, Move Standard Costs to Current, can be used to set or initialize current costs. Option 7 will replace the current material cost with the last price paid (Buy parts only). This little known command has one nasty problem; if the Last Price Paid field is '0.0', the system uses zero, even if the current material cost is populated. Our experienced opinion is that zero as a result is usually not helpful. As a side note, we would be happy to modify MG,UT,248 for you and add an option for you that will correct this condition. Just give us a call.

The accountants should review the material cost of all 'P' and 'B' parts as a preliminary step to a full cost roll-up. The Cost Report (MG,RE,120) or a simple QUIZ or UDMS program, can be used that will select and compare the standard with the current cost for these parts in a single report, and subsequently print it in class code or buyer/planner sequence for a more efficient analysis.

Accounts Payable should also be reviewed using the Parts Voucher Detail Report (AP,RE,380) to show vouchers for a part and the P.O./Invoice Cost Variance Report (AP,RE,375) to find any big issues.

The assembly material side of the equation is primarily dependent upon the bills of material, specifically the quantity per assembly (QPA) as well as effectivity and obsolete dates on components. If you have an active feedback loop between the kitting process and Engineering, your BOM accuracy is being constantly monitored and improved. If not, these items should be reviewed for accuracy before costing is to be done.

Accountants should look at the reasons for any miscellaneous issues and returns on work orders to analyze BOM accuracy.

(See Standard Cost, page 8)



HOW DO I COMPILE A STANDALONE IN MANMAN?

by Sanda Walsh, tSGi Support Counselor

Wow! It's been a long time since someone called in with this question.

Recently we got a call from a long-time customer who needed his memory refreshed on just how to do this. He was having a hard time locating the information in the manuals—go figure. Rather than try to explain this over the phone, we prepared a step-by-step instruction guide for him.

Since others of you out there may occasionally need a refresher, or have newbies on staff that need some help (and you can hand them this article), we decided to publish these instructions for your use. (Just remember, Sarbanes Oxley requires you to have one person create/modify a program and another person put it into production. More on that in the next issue, so stay tuned!)

COMPILING/LOADING STANDALONES

To compile and load commands that are standalone processes (that is, Reports, Utilities, and standalone exceptions, refer to Chapter 2 of the System Manager's Manual for a list of these commands.), log onto the group in the source account (xPUB.MMVxxx group) where the particular executable program resides. Then type:

:RENAME prog,progz *(The Manual says to purge, but we find it's safer to rename.)*

Use one of the UDC's below depending on which command you're recompiling. *(To make sure your system has these UDC's loaded, type HELP MD at the colon prompt. Ensure you use the correct UDC.)*

PRODUCT	UDC
AP and AP-Currencies commands	PD
Currencies	CD
DATAPORT	XD
DecisionMaker	DD
ENGINEER	ED
FA	AD
GL and CONSOLIDATIONS	GD
HR	HD
MFG, REPETITIVE, MFG-Currencies, and BARSCAN commands	MD
OMAR and OMAR-Currencies commands	FD
PAYROLL	PYD
PLANMAN/GL	PGD
PLANMAN/MFG	PMD
PROJECTS	JD
QUALITY	QD
SERVICEMAN	ZD
SYSTEM SD TRACKER	TD

(See Standalone, page 10)

Trusted Advisor

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As I stated in some of my writing in the recent CAMUS Flash for July, it's a lot of work to help create a conference. It's not very satisfying when users cannot justify the cost of attendance. I understand the importance of ROI in my own business and in yours, so the problem in many cases is cost justification of three days away from work and the cost of airlines and hotels. The conference itself, at \$350 (for CAMUS members), is not a significant part of the ROI equation for justifying a trip to San Francisco on August 23-25, 2006

Homesteading AND Migration are definitely important issues to Blanket Enterprises, which is the holding company I own for managing the Support Group, inc. (tSGi), Entsgo, Inc., and asp4edi.com, inc. The very reason for the existence of Blanket Enterprises and Entsgo is the dichotomy of Homesteading and Migrating. In 1995 we declared in this newsletter that there was no viable alternative to replace MANMAN. No package was "amazingly better" than MANMAN back then. In 1998, however, tSGi partnered with IFS to sell a replacement ERP system for MANMAN and MK. We began writing articles in this newsletter about software components and objects orientation, and IFS Applications™, and got an immediate negative reaction from our MANMAN customers. They only wanted to read about MANMAN and how to keep it running forever. That was four years before HP surprised everyone and announced the end of the HP3000.

In 1999, I began thinking about splitting off a separate company to handle migrations from MANMAN so that the Support Group could focus only on MANMAN. I decided to start Entsgo to focus on migrations around that time. It took longer than I had thought it would, but Blanket Enterprises, Entsgo, and asp4edi were incorporated on the first day of the millennium: 1/1/2001. asp4edi is platform agnostic, so I decided I might as well start a separate technology-focused company for Business Integration (extract files and exchange documents) while I was at it; the low incremental cost for attorneys was part of that decision.

I'm sure some of you are still confused about why we have a presence at CAMUS for both tSGi and for

Entsgo, but the Conference theme and this article will hopefully help clear that up. tSGi is for homesteaders who find no reason to leave MANMAN. Entsgo is for migrators who already know they are leaving MANMAN or MK. Of course, eventually almost every company using MANMAN or MK will migrate, so it's important for Homesteaders to pay attention to what Migrators are doing and learn from their mistakes. Keep score. Try to keep up to date. Keep up with the ERP business.

It is difficult to keep track of businesses primarily because of mergers, acquisitions, and spin-offs. We have trouble keeping track of everyone using MAMAN and MK because of these issues. I'm sure your company has trouble keeping track of the changing relationships among your customers and your suppliers. It is important to try to stay on top of the shifting names and alliances of everyone your company works with or might compete with in the future. That's one reason I'm taking your time to explain our situation.

If you think you can be confused by the differences between tSGi and Entsgo, then you are in for a jolt when you start looking at new systems to replace MANMAN or MK. MANMAN/HP in particular is a relatively simple environment, so I'll use it as my example: Hewlett Packard: 3000/MPE Fundamental OS with IMAGE Database; ASK: MANMAN application. You could run the original MANMAN with products from just two vendors! Of course, it would be smart to have MPEX (VeSoft's eXtensions to MPE) and Adager, the IMAGE Adapter Manager. These two products are on almost every HP3000 on earth. If you do not use Adager, then you probably use DBGeneral. There are not many layered products required to run a good MPE shop to support MANMAN on the HP3000. I'd say FORTRAN is required, but there were companies running MANMAN who had no FORTRAN compiler (we found that out when we did so many Y2K fixes).

In contrast, even MANMAN/VMS usually has layered products from different vendors. But the folks using MK (formerly MANMAN/X) are well aware of the many vendors they must use to run a tight ship. Robust Backup is not even a standard part of Unix, Linux, and Windows operating systems! And whose database does the new application which is replacing MANMAN use? Oracle? DB2? SQL Server? Progress?



Informix? Open source Ingres or MySQL? Proprietary? Get used to it; having many computer-related vendors will only get more ubiquitous and more complicated. It's part of the outsourcing a small shop can consider. How can one person wear all those hats and keep track of all the vendor relationships too?

Another simple and obvious point: Come to the CAMUS conference August 23-25 to talk to people who follow technology and the ERP industry closely. We know about Homesteading AND about Migrating and so do a lot of the others who will attend the CAMUS Conference this summer. We do keep track of the changing alliances and acquisitions and mergers.

If head-to-head competitors like IFS and Oracle Applications can cooperate as they did recently to defeat SAP in a huge deal for a U.S. Air Force contract worth more than \$50M, maybe there's a chance that tSGi can work with the new owners of MAN-MAN. Third time's the charm or three strikes and you're out? —Terry H. Floyd, CEO

Virtualization

(Continued from page 1)

How quickly can your business identify and respond to change? The answer lies in moving toward being a more adaptive enterprise—breaking away from the inflexible, silo-like architectures of the past, such as monolithic ERP applications, to deliver more business value. In other words, to users, IT can become a business partner, rather than an obstacle to change. We've been told for years that business users should select software without concern for which platform it requires. The ability to swap operating systems or run them in parallel on the same server is going to have a big impact on IT's ability to provision systems for such user-directed requirements.

Virtualization is a critical step toward realizing HP's Adaptive Enterprise. It is an approach to IT that pools and shares resources so utilization is optimized and computing power supply automatically meets users' performance demands. Virtualization lets you balance two seemingly contradictory areas—reducing cost and increasing agility. We've all seen it, organizations trying to balance two conflicting goals: reduce cost (through consolidations) and achieve

faster reaction to business needs (through decentralization). Virtualization can help you achieve both goals simultaneously.

Virtualization lets you pool and share servers, memory, disc storage, networking and other resources (such as software, printers and clients) that comprise the IT infrastructure and re-configure them on-the-fly. Virtualization software allows you to automatically allocate computing resources across your organization's applications and processes to meet the changing demands of your business.

Traditional IT environments are often silos where both technology and human resources are aligned around an application or business function. Capacity is fixed, resources are over-provisioned to meet peak demand, and systems are complex and difficult to change. Costs are based on owning and operating the entire vertical infrastructure. ERP, CRM and Web-based applications may be operating in separate, unintegrated silos.

Two decades ago, a new concept called Just-In-Time (JIT) changed manufacturing paradigms and triggered unprecedented growth in productivity. Every organization that embraced this approach by integrating each step in the manufacturing process gained a competitive advantage. Organizations that resisted change paid an enormous price trying to catch up with their competition.

Today, virtualization is having a similar impact on the deployment and management of IT. Imagine that the servers, storage, networking, and other resources making up your IT assets are your inventory in manufacturing environment. By deploying your inventory just-in-time to meet the demand of applications and business processes, these assets are used far more cost-effectively and efficiently. The business agility that results from the effective allocation of IT resources may prove to be the competitive advantage for the next two decades.

For example, a major manufacturer sees a significant spike in new orders at the end of each quarter, triggering a surge in manufacturing demand at the beginning of the next quarter. Because of the timing of their peak loads, virtualization enables the company to share IT resources between sales and manufacturing during the busy part of the quarter and

release infrastructure during the off-peak part of the quarter. This eliminates over-provisioning, reduces costs, and makes more resources available during peak demands.

Just-In-Time transformed manufacturing from a slow, costly and inefficient business process into a competitive advantage that maximized the utilization of resources across the entire supply chain.

Virtualization is having a similar impact on how we deploy, utilize, and manage IT resources, with significant impact on the economics of doing business altogether. Virtualization lets you do more than one thing with a piece of hardware; in fact, flexibility, adaptability, and agility allow that same hardware to be able to do things we haven't even invented yet.

With a proven ability to reduce cost and increase business agility, virtualization should be a major part of your strategy for becoming an adaptive enterprise.

For more information on how to become an Adaptive Enterprise please visit www.hp.com/go/virtualization. HP's experience with virtualization runs deep. Early breakthroughs with clustering and non-stop architecture led to new ways to manage systems and maintain continuous availability. Recent innovations, such as HP Virtual Server Environment and the HP BladeSystem infrastructure, help IT organizations

Secrets

(Continued from page 2)

Eight of Dotty's eleven pups survived, due in large part to my sisters who saw to it that each got a turn at an insufficient lunch counter. Predictably, my sisters formed an attachment with the runt of the litter, a female they named Stinky (you will have to ask them why) and Stinky became a family member. Time went by and I now had to follow both Dotty and Stinky through the neighborhood as they continued to escape and forage the neighbors' garbage.

I remember that dark day when Dad decided that Stinky was "in heat." Because of Dotty and her ability to get out of the pen, Stinky was now in danger of falling victim to Romeo's charms. Something had to be done. Much to my sorrow, my father's solution was to sell Dotty and her bad habits to Mrs. Spatz. So Dotty, after three short years, exited my life.

As it turned out, it was Dotty rather than Stinky that was in heat and Mr. Chips would again be the sire.

Mrs. Spatz invited us to her ranch to see Victoria's Joy and her litter of seven, three-week-old puppies. I stood next to Dad who wore that all knowing look as he surveyed Dotty and her new puppies. Each puppy was adorned with brown spots instead of black. "She got away from you, did she?" asked my Dad. "Au Contraire," said Mrs. Spatz, "Liver and white Dalmatians are very rare and each will sell for \$1,500." I had not seen that look on my Dad's face since Francis took his twenty dollars. But a deal is a deal, and Dad had been had again.

My not-very-subtle-message is, "What we don't know can cost us." With this in mind I am reminded of the MANMAN expertise that is contained in the people at the Support Group, inc. In the short time that I have been in Terry's employ, I have seen this expertise yield measurable benefits to our support contract subscribers. As time goes by, and MANMAN expertise becomes more and more scarce, I recommend that you stay in touch. Who knows, Terry could be your Francis Lee.❖

Letters to the Editor

Dear Readers,

There have never been any letters to the editor of this newsletter. That idea really highlights the importance of the immediacy of email and the Web. Who in their right mind would read an article in November and expect to see a response published with an answer in February or March?

Fifty years ago that was a common occurrence. One hundred and fifty years ago most people would have gladly accepted responses from afar in only three months. Now we are frustrated when our emails go unanswered for an hour. I hope you are getting the kind of responsive support from your other providers that you can have from us.

Sincerely,
Terry H. Floyd



Standard Cost

(Continued from page 3)

The labor side of the equation means that routing file accuracy is extremely critical. The recorded hours to complete an operation are extended by the rates defined in the Work Center/Employee Master File (WCFIL) to calculate labor costs. The burden factors, also in the WCFIL, are then applied to the result to extend the cost further. One thing to keep in mind here is that the costing system uses 'effective' records in the RTFIL for each part using only those with the RTCODE equal to 1. No alternative Routing records are used in any of the roll-up processes.

Outside processing costs should also be reviewed. Pay particular attention to COMIN Variable (CV) #101, which identifies how these figures are calculated, either set in the IM record directly (set to 0) or summed into the IM from the Routing Detail File (RTFIL) (set to 1). If you use routings, our recommendation is that it should always be set to 1 in order to provide a method to track its calculation in cases where there is more than one Outside Processing step (Subcontract Work Center) on a single routing. The IM also stores the Outside Processing Burden Factor, which should be reviewed.

When you have made all necessary adjustments and are confident in the results of your review, you are finally ready to "do the deed" and roll up current costs. As with other processes that do mass updates, the recommended first step is to take a back-up (preferable disc-to-disc, i.e. copy everything to another "test" Account) so you'll be able to research problems should something mysterious happen later.

We are not the only ones to recommend that first you report what the inventory value currently is, using MG,RE,102, the Inventory Value Report. This report can be compared with a second running of MG,RE,102 created after the roll-up process is done. It is a good idea to have a list of 'Control Group' parts that span numerous product types that will be reviewed specifically for costs during the process. Costing these parts manually will allow you to verify your expected results with what the system generates. The system report commands to use for this verification are 'List a Costed Bill of Material' (MG,LI,205/MG,LI,206) and the 'Costed Routing Report' command (MG,RE,501).

Work in Process (WIP) values should also be reviewed. To avoid reams of paper, WIP can best be viewed with MG,RE,315 (the Work-In-Process Cost Summary) and MG,RE,316 (the Closed Work Order Variance Summary) can be used to analyze work orders, including the ones closed for material or material and labor. After a few cost runs, it should become apparent that the MANMAN cost system works exactly as advertised and all of these before and after reports may not be needed. Because of rounding errors in MANMAN they don't always tie to the penny and reconciling them can take awhile, but it can be done by posting rounding errors to a G/L Account set up just for that purpose.

The next step is to do the 'Current Cost' roll-up, which is done using two commands. The first is the 'Compute Current Labor Costs' (MG,UT,242) command; the second is the 'Roll-up Current Costs' (MG,UT,244) command. These two commands run only the current portion of the costs, they do not touch the standard costs.

After these are completed, the resultant 'Control Group' costs can be checked with what was expected to occur. Do this by running the noted reports again and comparing this run with the 'before roll-up' reports. Here again, we will note that the MANMAN cost system works and, in a perfect world with no data entry errors, all of these before and after reports would be available just in case detailed research was ever required.

Before running the Copy Current to Standard command (MG,UT,252), closing all possible work orders for accounting and running MG,RE,316 for variance reporting is recommended. This is done because the system revalues all work orders that are not closed for accounting. Just for reference, three step work order closing was introduced into the system with the 8.x release.

Assuming that there were no unexpected surprises, that all corrections have been completed, and that accounting has approved the results, the next step is to copy the Current Cost data to the Standard Cost fields. This is done with the MG,UT,252 command. When it is executed for all parts, it closes the current Transaction Log File (T-Log) and opens a new one that will record the revalued cost difference in inventory value for all parts. It offers an option to revalue



the Work-in-Process costs, which will also be recorded in the T-Log if selected. After the process is completed, it closes this T-Log and opens a new one for the continuation of standard day-to-day operations.

A helpful little trick should be noted here. Use separate mnemonics for WIP revaluation and stores revaluation. They should not be pointed to the same inventory accounts to which your parts and work orders are recorded. Then, running MG,UT,809, the Detail Costs by Account, becomes a good report for analyzing the impact of the cost rollup.

The next command should be MG,UT,250 to 'Move the Current Work Center Rates to the Standard Rates.' The standard cost update process is basically completed at this point.

Rerunning the MG,RE,102, Inventory Value Report, can provide an audit cross-foot reconciliation check when it is compared to the 'before' roll-up MG,RE,102 and the differences are checked against the T-Log created by the MG,UT,252 update. Again, please note that reconciliation for rounding (penny) errors is pointless to some but mandatory to others who actually post to rounding accounts in G/L.

The OMAR Product Master File (PROMAS) and the backlogged Sales Order data (SOEFIL and SODFIL) can also be updated with the new standard costs using the OMAR command OM,UT,200.

Now that the 'Standard' costs have been set, a 'current' cost roll-up using MG,UT,242 and MG,UT,244 can be regularly scheduled throughout the year. This allows the analysis of 'current costs' in an ongoing environment to the 'standard' that was set for the year. Again, understanding how CV #21 is being used is important to this analysis, as is the time period between current cost roll-up runs. If this time frame is every two weeks, the analysis will always be within two weeks of reality.

This is but one method of product costing available with MANMAN. It's not the only method. All of them mandate that you have knowledge of your product and the business procedures and practices promoted at your facilities. If you need help with any of the procedures, or a review of your current process contact Rob Gentry at 800-798-9862.❖

A Brief History of ASK's MANMAN, MAXCIM & MK

by Terry H. Floyd

- Early 1970's:** Sandra Kurtzig founded ASK and began writing MANMAN in FORTRAN on the HP1000/HP2000 RTE system (after initial work in BASIC on GE and IBM systems)
- 1978:** MANMAN on the HP/3000 MPE system
- 1980:** Failed attempt to port MANMAN to Honeywell minicomputer
- 1981:** MANMAN on the DEC VAX system
- 1982:** Failed attempt to port MANMAN to IBM 4300 mainframe
- 1986:** Successful migration to HP/3000 MPE/iX RISC
- 1987:** Purchase of NCA for Maxcim MRP application
- 1990:** Successful migration to DEC Alpha
- 1991:** ASK "Advance" re-write of MANMAN
- 1993:** Purchase of BAAN Triton ERP application; renamed to MANMAN/X
- 1994:** Sale of ASK to Computer Associates
- 1996:** MANMAN/X renamed to Manufacturing Knowledge (MK)
- 2001:** HP kills the 3000 and MPE
- 2002:** Sale of MANMAN, Maxcim, and MK (called InterBiz) to SSA Global
- 2006:** Sale of SSA Global to Infor

My apologies if I've gotten a year wrong, but these dates are in the ballpark and it's a brief overview, not a thirty-five year story. I've read Sandra Kurtzig's book *CEO* but didn't take the time to look up each of these events. I'd like to see an update to that book.



Standalone

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The general format is: :MD obj,src

where: obj is the program name file
 src is the source file to be compiled

For example:

Make sure you're logged into the MPUB.MMVxxx

:RENAME RE100, RE100Z

:MD RE100,RE100S.MSOURCE

This UDC purges the program file, compiles the source, RELINKs the program, and creates a new program file in the MPUB group. Since the file has been renamed, there will be a warning message that there's no file to purge. Keeping the old version is safest in the event some error occurs with the new program.

COMPILING AND LOADING SUBROUTINES in Relocatable Libraries

We recommend that you always, always, always save a copy of the RL before you do anything to modify or possibly corrupt the existing RL—the one that works right now!

:COPY RL.pubgroup, RLZ.pubgroup

To compile subroutines into the RL:

:FTNXL source.sourcegroup,RL.pubgroup

where: Source is the name of the source file for the program being compiled (typically the program name followed by an S).
 Sourcegroup is the group where the source file resides.
 Pubgroup is the group in which the RL and program reside (MPUB, FPUB, PPUB, GPUB, etc., or PUB).

For example: :FTNXL AD100S.MSOURCE,RL.MPUB

This will compile the MFG subroutine AD100 into the MFG RL.

LINKING THE DISPATCHER FOR MPE/IX (THE CONSOLIDATED DISPATCHER)

If you are on MANMAN Release 6.x or later, the MFG, OMAR, AP, GL and REPETITIVE products are combined into a single consolidated dispatcher called SYSMAN. To relink any of the products listed in the previous sentence, you need to execute a command file called LINKMAN.COMMAND.MMVxxx; this combines all of the major MANMAN products that you have on your system (Core Four plus REPETITIVE) and creates the single dispatcher SYSMAN. Don't ask why—it used to be a big performance issue (and still may be if you are on an older HP3000).

If you are making changes to the dispatcher source (that is, MANMANS.MSOURCE, PURMANS.MSOURCE, PHYMANS.MSOURCE, FINMANS.FSOURCE, PAYABLES.PSOURCE, GLEDGERS.GSOURCE, CONSOLIDS.GSOURCE, ARMMANS.RMSOURCE), you first need to execute the appropriate UDC, which creates

the object file for the dispatcher. If an object file already exists, you need to rename the object module and then recompile the source for the object file.

For example:

```
:RENAME MANMANO.MPUB,MANMANOZ.MPUB
:RENAME PHYMANO.MPUB,PHYMANOZ.MPUB
:RENAME PURMANO.MPUB,PURMANOZ.MPUB
:FTNXL MANMANS.MSOURCE,MANMANO.MPUB
:FTNXL PHYMANS.MSOURCE,PHYMANO.MPUB
:FTNXL PURMANS.MSOURCE,PURMANO.MPUB
```

Next, execute the LINKMAN command file. If you happen to make changes to more than one dispatcher, you need only execute LINKMAN once (at the end), not after each change to the dispatcher. Unless you are a POSIX whiz, a new dispatcher may not be put into place while users are accessing the system, so create the new dispatcher with a different name, test it and if it tests satisfactorily, rename both when the users are off the system.

To create the dispatcher and name it something other than SYSMAN, modify the LINKMAN command file and save the new file under another name. For example. modify LINKMAN, changing SYSMAN to SYSNEW, and then keep the new file (unnumbered) as LINKNEW. Then run LINKNEW to create the test dispatcher.

Here's an example to test the new programs you've just recompiled,

```
:RUN SYSNEW.PUB.MMV###;INFO="MG" or "GL" or "OM", etc.
```

If okay, then when the users are off the system:

```
:RENAME SYSMAN.PUB,SYSMANZ.PUB
:RENAME SYSNEW.PUB,SYSMAN.PUB
```

If you are on a Release prior to 6.x, please contact us for instructions. There are individual dispatchers and a little different sequence of steps you'll have to take.

Of course, if you need someone to create a new program for you or to modify an existing program, or if you just need help putting a new program into production, please give us a call at **800-798-9863**. We have a wide range of standard MANMAN programming services we offer. We can also help with MPE scripts and assist with Job Scheduling, whether you use third party products or not. And if you need a third party product, we can help you get a better price on it!❖

The End of an Era: Volume Twelve!

Anybody who doesn't think we've published 48 issues of this newsletter will have to prove it by showing me the entire collection. I'm confident that I'm the only person with all 48.

Although it's been interesting, it's also a drag to meet the quarterly deadline. As a result, I've declared a cease-fire: no more newsletter deadlines at the Support Group. We'll publish and mail a couple of issues a year, but we really need to put a lot more effort into our Web sites and spend our time bombarding you with weekly spam like everyone else.

—Terry H. Floyd, CEO



The End
of an Era

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