UNIVERSITY OF LONDON   **CO3318 ZB**

BSc Examination

COMPUTING AND INFORMATION SYSTEMS, CREATIVE COMPUTING and COMBINED DEGREE SCHEME

Information Systems Management

Date and Time: Thursday 12 May 2016: 10.00 – 12.15

Duration: 2 hours 15 minutes

There are FIVE questions on this paper. Candidates should answer **THREE** questions. All questions carry equal marks and full marks can be obtained for complete answers to **THREE** questions. The marks for each part of a question are indicated at the end of the part in (.) brackets.

Only your first **THREE** answers, in the order that they appear in your answer book, will be marked.

There are 75 marks available on this paper.

Questions involving a description or explanation should, wherever possible, be accompanied by an appropriate example. Full referencing of sources is not necessary; an indication of nature of the source is all that is required.

Calculators are NOT allowed.

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Question 1a)

Recent research estimates that the figures for global expenditure on Information Systems are in excess of 3 trillion US dollars. However it is suggested that Information Systems do not in fact contribute to national or organisational productivity. Despite these suggestions, organisations throughout the world continue to invest in their information systems. Many argue that whether these systems contribute to productivity or not the drivers to invest in information systems are too compelling to ignore.

Discuss what you perceive as the major drivers that contribute to this on-going investment in Information Systems.   13 marks

Question 1b)

In the past 3 years, the NAP organisation has invested heavily in their information systems. During this time period they have focussed their budget on getting the correct technology. They have purchased the most up to date hardware and software and made sure that they have spared no expense in ensuring that these are of high quality. However, they have not to date seen the return on investment that they anticipated. They now wonder whether they may not have invested sufficiently in resources and capabilities.

Discuss why investment in resources and capabilities is such an important part of the investment in an Information Systems project.   12 marks

Question 2a)

The X-tem organisation is considering introducing a new information system. As the CIO of the organisation you have suggested that a planning meeting should be set up to discuss the future strategy for their Information Systems. This strategy meeting will initially be a high level meeting and will require all five of the Directors of X-tem to be in attendance. However, you are experiencing some resistance to holding this meeting. Two of the Directors of X-Tem have suggested that Information Systems planning is a waste of time as the field changes too quickly.

As the CIO you are required to write a report to the Directors of X-tem in which you discuss why this meeting should go ahead and the importance of their developing an Information Systems strategy.   13 marks

Question 2b)

The Gramps firm has been in existence since 1981. The organisation has prided itself on the fact that it has undertaken its processes in a very standardised way. For example, the taking of orders from customers follows a pre-defined set of steps that are always adhered to. However, technological

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advances have made Gramps aware that new technologies might enable them to re-engineer their processes so as to improve the efficiency with which they undertake these processes. They are keen to undertake a process re-engineering initiative.

Imagine you are a management consultant who has been called in by Gramps to assist them with this task. Write a report to Gramps in which you advise on how they might proceed with this initiative.   12 marks

Question 3a)

It is said that the changes in technology are so rapid that laws which determine issues such as privacy and property rights are unable to keep pace. In other words, Information Systems advance at such a fast rate that managers will frequently find themselves having to make a decision that is based on their individual ethical belief of what is right and wrong rather than being based on a legal consideration.

Discuss your views on the advances in technology in recent years that give raise to ethical concerns.   13 marks

Question 3b)

You are a consultant who has been called in by the Chief Information Officer of a large pharmaceutical company to develop the business case for a new IT database.

Discuss the essential elements that you would include in making this case to the Board.   12 marks

Question 4a)

The MISS organisation has a number of competing objectives to fulfil. These objectives are those which arise from the organisation's financial, customer and internal processes as well as objectives for growth and learning.

Identify and discuss a framework that might help the organisation in translating these objectives into a set of actionable initiatives.   13 marks

Question 4b)

The MODEST organisation is a table manufacturer situated in North London. The MODEST organisation has decided that they are going to introduce a new customer relationship management system to the organisation as well as an automated ordering system. The organisation has not yet decided whether the development of these systems should be carried out within the organisation or whether they should outsource the work. MODEST is not sure

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what types of outsourcing options are available to them for the development of these systems.

Write a report for MODEST in which you discuss the various types of outsourcing which are available to the organisation   12 marks

Question 5a)

Recent years have seen an increase in the number of attacks on information systems throughout the world. These attacks can prove very harmful to an organisation, in some instances resulting in the organisation going out of business. It is thus becoming increasingly clear that every organisation requires a defence strategy.

Discuss some of the objectives that a defence strategy should include.

      13 marks

Question 5b)

In the early years of information systems, organisations would typically have an information systems' department that was isolated from the rest of the organisation and operated as an independent entity. With the technological advances in recent years the role of the information systems' department has altered.

Discuss your views on how the role of the IS department has changed in recent years.   12 marks

END OF PAPER