

THIS PAPER IS NOT TO BE REMOVED FROM THE EXAMINATION HALLS

UNIVERSITY OF LONDON

CO3318 ZB

BSc Examination

**COMPUTING AND INFORMATION SYSTEMS, CREATIVE COMPUTING
and COMBINED DEGREE SCHEME**

Information Systems Management

Monday 14 May 2018: 14.30 – 16.45

Time allowed: 2 hours and 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.

No calculators should be used.

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Question 1

- a) Successful supply chain management is increasingly seen as a source of competitive advantage for firms operating in the e-business arena. Despite the many advances in managing these chains, the Bullwhip effect remains a problem.

Write a report in which you define this effect and identify **THREE** factors that might contribute to the occurrence of this effect. Illustrate your answer with an example.

[13 marks]

- b) A major role for information systems within an organisation is to support the business processes. However, over prolonged periods of time, organisations change the way in which they work. The result is that some processes become redundant, some are altered and some new ones are added. It is therefore necessary from time to time for organisations to take a fresh look at the way in which they undertake their processes and consider whether their processes need re-engineering.

Discuss the major steps that need to be taken in undertaking a business process re-engineering initiative and apply these steps to an example of your choice.

[12 marks]

Question 2

- a) You have recently been appointed as an Information Systems Manager to a small legal firm which employs 300 people. At the present time, they have some basic information systems in place, but these are fragmented and scattered throughout the organisation.

Describe the information systems planning method or methods you would use in this situation.

[17 marks]

- b) Describe the difficulties which this legal firm might encounter in conducting this planning exercise.

[8 marks]

Question 3

- a) The abundance of data in the modern business world places pressures on organisations to analyse this data in meaningful ways. This has resulted in an increasing number of Business Intelligence Tools. One such tool which is widely used is the Balanced Scorecard.

Discuss the concept of the Balanced Scorecard.

[12 marks]

- b) The PROTECT organisation has been the victim of a number of security breaches in the past twelve months. As the CIO, you are advising the organisation that they need to develop and implement a rigorous defence strategy for their information systems.

Write a report for PROTECT outlining the key objectives for them in determining their new IS defence strategy.

[13 marks]

Question 4

- a) *"Despite the enormous investment in IT in recent years, it is difficult to demonstrate that these investments really improve overall productivity"*

Discuss this statement, giving examples to support your answer.

[12 marks]

- b) The concept of control in information systems deals with both external control and internal control activities. Discuss, with examples, what is meant by external and internal control activities.

[13 marks]

Question 5

- a) **'End user development'** refers to the development and use of Information Systems by people outside the information systems department.

Discuss what you see as the risks and limitations of 'end user development'.

[13 marks]

- b) Given the risks and limitations you have discussed in your answer to question 5a), write a report discussing ways to improve collaboration between the IS department and end users.

[12 marks]

END OF PAPER