

THIS PAPER IS NOT TO BE REMOVED FROM THE EXAMINATION HALLS
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UNIVERSITY OF LONDON

CO3318 ZA

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) You are the Chief Information Officer in a medium-sized pharmaceutical organisation. It has come to your attention that there is some confusion about the organisation's policy in relation to sending private emails from the office during working hours. You have also heard that a member of your staff who has a serious medical condition has been sending emails to their doctor during working hours.

- (i) As Chief Information Officer, discuss the steps you would take in order to address this issue.

[5 marks]

- (ii) Discuss the various ethical principles you could explore to help guide you in your decision.

[8 marks]

- b) Global competition and a series of financial crises have impacted on organisations throughout the world. As a result of this situation, managing performance has become an increasingly important concept in business. There are a number of tools, techniques and frameworks which exist with the specific purpose of helping organisations improve their performance management.

Select and discuss in depth an example of one such tool, technique or framework.

[12 marks]

Question 2

- a) The WILES organisation was established in London over 50 years ago. WILES started out as a nanny agency and employed five recruitment staff. Since then, the organisation has grown exponentially and now employs over 40 staff members dealing with both recruitment and placement of nannies. Many of the applications for the nanny posts in London come from outside the UK. Despite these changes, WILES have never updated the processes in their business. They feel that as they are now becoming more involved in international recruitment, they need to review their existing way of conducting business before investing in more advanced systems to support their processes.

Advise WILES on some of the key management steps that they would need to undertake in order to ensure the success of this initiative.

[15 marks]

- b) Explain to WILES the potential benefits which might accrue from this initiative.

[10 marks]

Question 3

- a) In the past three years, the RINK organisation has moved from being a purely retail store to an online enterprise. As a result of this change in business direction, they have invested heavily in their information systems, focusing their budget on getting the correct technology. They have purchased the most up-to-date hardware and software, and made sure they spared no expense in ensuring that these are of high quality. However, to date, they have not seen the return on investment that they anticipated.

Discuss why RINK needs to consider whether they have invested sufficiently in their resources and capabilities.

[13 marks]

- b) You are a student in the final year of your computing degree, and have been asked by your academic institution to develop a business case for them to put to the President of the University for a new student database. Discuss the essential elements that you would include in making this case.

[12 marks]

Question 4

- a) A law firm has decided to build a suite of new information systems to bring them up-to-date in their legal practice. The firm is unsure whether they should build these systems using their own in-house IT capability or whether they should outsource the development.

Write a report discussing the various types of outsourcing which are available to the firm.

[8 marks]

- b) Write a detailed report providing a critical assessment of outsourcing.

[17 marks]

Question 5

- a) The Internet provides major opportunities for businesses to operate in a completely new way. Identify some of the major opportunities and drawbacks for an organisation operating an e-business. Illustrate your answer with examples.

[12 marks]

- b) In undertaking an information systems planning exercise, the planning team will frequently consider the organisation's critical success factors. Discuss what is meant by the term '**critical success factors**' and illustrate how the use of information systems might assist the organisation to achieve these critical success factors.

[13 marks]

END OF PAPER