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UNIVERSITY OF LONDON   **CO3318 ZA**

BSc Examination

COMPUTING AND INFORMATION SYSTEMS, CREATIVE COMPUTING and COMBINED DEGREE SCHEME

Information Systems Management

Date and Time: Friday 12 May 2017: 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.

No calculators may be used.

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Question 1

The BALLYHOO organisation is a manufacturer of ballpoint pens. BALLYHOO was established in 1990 when there was still a significant demand for ballpoint pens. However, in recent years, as a result of advancements in technology, the demand for pens has diminished. The competitive environment has become far more aggressive as a result of this drop in demand. BALLYHOO is now considering what opportunities are available to them to make them more competitive in their environment.

a) Discuss **THREE** competitive thrusts that BALLYHOO may consider and explain to them how information systems may play a role in assisting them to achieve each of these competitive thrusts.

[12 marks]

b) If BALLYHOO is intending to use technology to assist them in achieving these competitive thrusts they are going to need to consider how this will impact on their existing IT department. Outline to BALLYHOO how traditional views of IT departments have changed in recent years and how this might impact on their view of their IT department in the future.

[13 marks]

Question 2

It is suggested that a major predictor for successful Information Systems projects is for the organisational strategy and the information systems strategy to be aligned. Frequently, however, before an organisational strategy can be finalised, the organisation needs to consider its existing processes and whether these processes are appropriate to achieving the organisation's objectives or whether they should be re-engineered in some way. The term frequently used for conducting such an analysis is called business process re-engineering.

a) Discuss the major steps in undertaking a business process re-engineering initiative.

[13 marks]

b) Explain how the Venkatraman model of IT-induced transformation may be used to consider the benefits which might be experienced through undertaking a business process re-engineering initiative.

[12 marks]

Question 3

The MANA organisation sells a wide range of furniture – including sofas, chairs, coffee tables, *etc*. It sells these products throughout the world and its business is heavily dependent on the reliability of its Information Systems. As Information Systems are central to MANA they will need to conduct computer systems audits from time to time.

a) Discuss the importance of doing these audits.

[4 marks]

b) Discuss how these audits should be undertaken.

[9 marks]

c) MANA is also aware that such dependency on their Information Systems might put their business at risk. Identify the major components that MANA would need to include in an Information Systems risk strategy for the organisation.

[12 marks]

Question 4

"It is difficult to predict in advance whether the implementation of an information system will be successful".

a) Discuss the extent to which you believe this statement to be true and if so discuss the reasons why this might be the case.

[5 marks]

b) Suggest ways in which you might measure whether the project has been successful.

[8 marks]

c) It is suggested that one way to improve the chances of the success of an IT project is to draw up Service Level Agreements. What is meant by a Service Level Agreement?

[2 marks]

d) Discuss criteria which you would include to derive added value in such an agreement.

[10 marks]

Question 5

a) Define what is meant by the concept of computer forensics and illustrate your answer with at least one example.

[12 marks]

b) Discuss the extent to which you think it is important for an Information Systems manager to be aware of this field.

[13 marks]

END OF PAPER