

IMIS HIGHER DIPLOMA QUALIFICATIONS

Information Systems Strategy (H2)

Tuesday 3rd June 2014 10:00hrs – 13:00hrs

DURATION: 3 HOURS

Candidates should answer ALL the questions in Part A and THREE of the five questions in Part B. Part A carries 40% of the marks available and Part B carries 60%. Candidates should allocate their time accordingly.

No reference material of any kind may be taken into the examination.

[Turn over]

PART A. Answer ALL questions in this section.

Question A1

a) Briefly explain what a SWOT analysis is used for.

(1 mark)

b) Using a business such as Microsoft, apply the SWOT model, listing one issue under each heading.

(4 marks)

(Total 5 marks)

a) A SWOT analysis can be a useful way of summarising the relationship between environmental influences and core competencies and hence framing the agenda for developing new strategies. It can be simply understood as the examination of an organisation's or a strategy's internal Strengths and Weaknesses, and its external Opportunities and Threats.

1 mark for something which mentions internal and external issues.

*b) S – brand, size, experience, funds
W – countless amendments to software, figurehead still Gates, unsure in new platforms
O – more platforms
T – open source software, fast developments*

1 mark for each issue (one per heading), maximum 4

LO1 , AC1.4

W3 p102

A2

a) Draw and label the Project Triangle.

(1 mark)

b) Describe the relationship of the elements.

(4 marks)

(Total 5 marks)

Triangle with sides cost, time, scope, with quality in the centre.

Also accept time, cost, scope with risk in the centre or time, cost, quality with risk at centre.

1 mark

To balance triangle:

Scope creep will increase time and cost.

Cutting cost will increase time, increase risk, reduce scope.

Cutting time will increase cost, increase risk, decrease scope.

1 mark each for these, or similar, maximum 4

LO2, AC2.5

T1 Ch 11 p312- 313

A3

Give examples for each of the three ingredients of planning, with an indication of how an IS system can support each of them.

Budgeting

*Example - Annual, divisional, departmental
Supported by sales figures, orders, purchasing*

Scheduling

*Example - Production milestones, delivery dates (in and out)
Supported by project management software*

Resource allocation

*Example - Staff, finance
Supported by inventory, HR, finance*

1 mark under each heading for example, and 1 for each support

Maximum of 5 marks

LO3, AC3.1

T2, Ch9 pp338 - 342

A4

State the title and responsibilities of three of chief officers who report to the CIO.

5 marks

Answers based on T1 Fig 8.1

CTO (Chief Technology Officer or Telecommunications Officer), CKO, CNO, CRO, CISO, CPO

LO4

AC4.1

T1, Ch8 pp222 - 223

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A5

What questions do you need to ask when assessing how IS can support work? You may use the work design framework diagram, or list the questions.

(5 marks)

Draw the diagram or list the questions.

1 mark per question seen from T1 Fig 4.1

LO5, AC5.1

T1, Ch8 pp 101 - 103

A6

What are the goals of information security?

(5 marks)

1 mark per goal

Reduce risk of ceasing operation

Maintain information confidentiality

Ensure integrity and reliability of data

Ensure uninterrupted availability of data resource and on-line operations

Ensure compliance with policies and laws on security and privacy

LO2, AC 2.4

T2, Ch13 p477

A7

What is the PESTLE model, and how should it be used?

(5 marks)

Model is used to analyse the external environment of a business (1 mark) under the five headings:

Political, Economic, Social, Technological, Legal, Environmental (1 mark).

It should note any potential changes (1 mark) that may affect the business in the future (1 mark) and explain in what way. (Up to 2 marks)

LO1, AC1.4

T2, W2

A8

If you are evaluating an information resource, defined as the available data, technology, people or processes, what five questions do you need to ask?

(5 marks)

What makes the information resource valuable?

Who appropriates the value so created?

Is the information resource equally distributed across businesses?

Is the information resource highly mobile?

How quickly does the information resource become obsolete?

1 mark each

LO1, AC1.3

T1 Ch2, pp49-52

PART B. Answer any THREE of the following FIVE questions.

Question B9

- a) Draw Porter's Five Forces model.

(2 marks)

- b) Prepare to analyse the competitive environment of your education institution. What questions will you need to ask to obtain the information to do this?

(18 marks)

Total 20 marks)

1 mark for diagram labelled with all forces (just one word will be acceptable here for each force), with an extra 1 mark for all five arrows.

(2 marks)

Up to four marks for points made for each force, including one mark for their fuller titles, wherever seen.

(18 marks)

LO1, AC1.5

T1 Ch 2 pp 52 – 57 and T2 Ch2 pp 49 - 51

B10

Describe the four Knowledge Management processes. You may use examples from a business (such as a car manufacturer) to clarify your explanation.

(20 marks)

Up to 6 marks per process, with one mark each for the 4 titles.

Knowledge Generation - covering R&D, Adaptation, Buying or renting, Shared problem solving and Communities of Practice.

Knowledge Codification – including 4 principles: Decide goals, Identify existing knowledge, Evaluate this, Appropriate medium

Knowledge Capture – covering Scanning, organising (including 4 classifications), Knowledge maps, Narratives

Knowledge Transfer – including knowledge conversion – Socialisation, Externalisation, Internalisation, Combination

LO2, AC 2.3

T1 pp 356 - 365

B11

Draw and describe the management pyramid, showing the three different levels of management within the organisational hierarchy above the working base.

(4 marks)

At these four different levels, the six characteristics of the information required vary. Describe these characteristics and how the requirements vary at each level.

(16 marks)

(Total 20 marks)

Management pyramid with 4 levels shown, 1 mark, with 1 mark for each management title.

One mark for each named characteristic:

Data scope, Time span, Detail level, Source, Structure, Purpose

and up to 2 marks for each description.

LO3, AC3.2

T2, Ch 9 pp 332 - 338

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B12

Using the Information Systems Strategy Triangle and the Information Systems Strategy matrix, describe Information Systems Strategy and explain how it aligns with that of the business.

Information Systems Strategy triangle drawn or described. Up to 2 marks

Description of each of the three strategies – up to two marks each – 6 marks

Relationship between the three strategies described. Up to 6 marks

Description of the four components of ISS – up to 2 marks each

LO4, AC4.2

T1, Ch 1 pp23 – 24, 37 - 39

B13

As IS manager, you are proposing a major change in the way you work - using the Cloud.

- a) Describe up to 3 benefits are you expecting from this, related to the way you will be using it.

(10 marks)

- b) And what issues – under cost, risk, reliability, security and change management – may you have to deal with?

(10 marks)

You may use examples from industry to explain these.

(Total 20 marks)

Benefits – up to 4 marks for each considered, related to use. Matters such as cost saving, space, backup, web software, collaborative tools. Maximum 10 marks

Issues – up to 3 marks for each considered. Maximum 10 marks

LO5, AC5.1, AC5.2

T1, Ch 4, Ch 6 p183-4

END OF EXAMINATION