



OXFORD BROOKES UNIVERSITY
BACHELOR OF SCIENCE (HONOURS)

AUGUST 2008 EXAMINATION

14th AUGUST 2008

U51020: MANAGEMENT INFORMATION SYSTEMS

TIME : 2 Hours + 10 Minutes Reading

NUMBER OF PAGES : 1 Cover Sheet and 3 Pages of Questions

☞ INSTRUCTIONS:

- ☐ Question 1 in **SECTION A** is **COMPULSORY**.
- ☐ Choose any TWO questions in **SECTION B**.
- ☐ Section A carries 40 marks.
- ☐ All questions in Section B carry 30 marks each.
- ☐ Please start every question on a new page.
- ☐ Answers will not be marked if they are illegible.
- ☐ Enter the question numbers (in the order you have attempted) in the boxes provided in the answer script.
- ☐ Write your **INDEX NUMBER** and **MODULE NUMBER** on the cover page of the answer script.

SECTION A

(Answer this Question)

QUESTION 1

- a) As discussed by McNurlin and Sprague (2006), ...“the technological environment enables advances in organizational performance and the two have a mutually beneficial relationship; Information Technology (IT) and organizational improvements coevolved.” IT evolution can be described by using four traditional areas of hardware, software, data and communication. Discuss FIVE changes that have taken place in the software development in the last 10 years.

[20 marks]

- b) “From Supply-Push to Demand Pull” and “Team-Based Working” are the two changes discussed by McNurlin and Sprague (2006) as having taken place in the internal business environment. For each of the above, explain TWO changes and discuss the challenges faced by managers in dealing with these changes.

[20 marks]

[TOTAL MARKS FOR QUESTION 1: 40 MARKS]

SECTION B

(Answer any TWO Questions)

QUESTION 2

- a) Michael Porter proposed the competitive forces model to describe the strategic use of IT in a company.

Describe each of the 5 forces that Porter believes companies must contend with, particularly with reference to Internet Technology. Support your answer with examples describing the situation where each of these forces may be applied.

[20 marks]

- b) *Fine bakery* distributes breads while *Bread Supplement* specializes in bread spreads such as jam and peanut butter. *Fine Bakery* and *Bread Supplement* are co-suppliers to the local retailers such as Supermarkets and Provision stores. As an IT consultant, you are required to suggest;

- how the co-suppliers can collaborate to reduce their operational cost;
- how IT can be used strategically to improve their standing in the market;

What precautions should be taken to ensure successful collaboration?

[10 marks]

[TOTAL MARKS FOR QUESTION 2: 30 MARKS]

QUESTION 3

- a) With declining hardware cost, user friendly software and knowledgeable users, End User Computing has become a natural solution to many business problems. From the perspective of an Information System (IS) Executive, compare the advantages and disadvantages of End User Computing against the need for a centralized IS Department. Describe FOUR situations when a centralized IS Department is needed.

[20 marks]

- b) Explain legacy systems. Describe the TWO approaches 'refurbishment' and 'rejuvenate', for improving legacy systems. Differentiate between these two approaches.

[10 marks]

[TOTAL MARKS FOR QUESTION 3: 30 MARKS]

QUESTION 4

- a) Companies today prefer to engage external service providers to perform some of their internal operations through outsourcing. Provide FIVE views on outsourcing and its impact on organizations.

[15 marks]

- b) Explain the key features of "Business Process Outsourcing" and "Best-of-Breed Outsourcing". Discuss a situation under which each of the outsourcing types can be applied.

[15 marks]

[TOTAL MARKS FOR QUESTION 4: 30 MARKS]

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