UNIVERSITY OF SWAZILAND

FACULTY OF COMMERCE

DEPARTMENT OF BUSINESS ADMINISTRATION

MAIN EXAMINATION 2015

TITLE OF PAPER: MANAGEMENT INFORMATION SYSTEMS II

PROGRAM: BCOM 2 (FULL TIME)

                         BCOM 3 (IDE- NP)

                         DIP COM 4 (IDE)

COURSE CODE: BA216/ BA318

TIME ALLOWED: THREE (3) HOURS

INSTRUCTIONS:

1. THIS PAPER CONSISTS OF SECTIONS (A) AND (B)
2. THE CASE STUDY SECTION (A) IS COMPULSORY
3. ANSWER ANY THREE QUESTIONS FROM SECTION B

NOTE:

MARKS WILL BE AWARDED FOR GOOD COMMUNICATION IN ENGLISH AND FOR ORDERLY PRESENTATION OF WORK.

THIS EXAMINATION PAPER SHOULD NOT BE OPENED UNTIL PERMISSION HAS BEEN GRANTED BY THE INVIGILATOR.

SECTION A

This section is compulsory.

A new program at Signal Enterprises was supposed to track customer calls. Unfortunately, it took 20 minutes to load on a PC, and it crashed frequently. Management hired a new consultant to fix the application, but after three months the project was discontinued after E200,000 had been spent.

The project did not have a traditional reporting structure. For this project, it appeared that no one was actually in charge. The lead project manager quit halfway through, the in-house programmers were reassigned to other projects or let go, and the two other layers of management loosely supervised the systems analyst.

Worse yet, the company did not check the references of the consulting firm it had hired to write the program for the new system. The outside consultants, who were located outside the SADC region made many programming errors. Although the systems analyst caught some of the programmers' mistakes the programming consultants grew increasingly distant and difficult to work with. They would not even furnish the source code to the project manager for fear of revealing their incompetence.

Required:

a) Identify the potential causes for the system implementation failure.   (20)
b) What steps should Signal have taken to successfully design and implement the call tracking system   (20)

SECTION B

Answer any three questions from this section.

Question 1

The following notice was posted in the employee cafeteria on Monday morning:

TO: All Accounting and Clerical Employees

From: T.S. Mdluli- CEO

Subject: Termination of Employee Positions.

Effective this Friday, all accounting and clerical employees not otherwise contacted will be terminated. Our new computer system eliminates the need for most of these jobs. We're grateful for the loyal service you've rendered as employees and wish you success. You may wish to pick up your final cheques on Friday before you go.

Discuss the CEO's approach to human resource management. What are the possible repercussions of this episode? Assuming that job termination is the best alternative available, how would you approach the situation?   (20)

Question 2

Discuss the main issues for consideration when deciding on the appropriate change over method from an old to a new system.   (20)

Question 3

Discuss how rushing the systems requirements may delay or even result in the failure of a systems development process. Conversely, discuss how spending too long in this stage may result in "analysis paralysis".   (20)

Question 4

Discuss four threats to information systems that arise as a result of doing business via the internet. How can these risks be mitigated?   (20)