

TITLE OF PAPER : STRATEGIC INFORMATION SYSTEMS

COURSE CODE : BA 402/502 IDE

TIME ALLOWED : THREE (3) HOURS

- INSTRUCTIONS:**
- 1. THE NUMBER OF QUESTIONS IN THIS PAPER FIVE (5)**
 - 2. SECTION A IS COMPULSORY.**
 - 3. ANSWER ANY THREE (3) QUESTIONS IN SECTION B**
 - 4. THE MARKS TO BE AWARDED FOR EACH QUESTION ARE INDICATED ALONGSIDE THE QUESTION.**

NOTE: MARKS WILL BE AWARDED FOR GOOD COMMUNICATION IN ENGLISH, AS WELL AS FOR ORDERLY AND NEAT PRESENTATION OF WORK. FURTHER MARKS WILL BE AWARDED FOR USE OF RELEVANT EXAMPLES.

SPECIAL REQUIREMENTS: NONE

THIS PAPER IS NOT TO BE OPENED UNTIL PERMISSION HAS BEEN GRANTED BY THE INVIGILATOR.

that you got a job offer from one of your clients—Great Lakes Boat and Marine. You had managed the conversion from a mainframe to client/server architecture so well that Sue Rankin, the president, offered you the position of CIO. The previous CIO decided to retire after the client/server project was completed. Sue told you that the next step was to reengineer the MIS so that it consisted of strong set of functional information systems. She recognizes the synergistic effect when all areas together.

During your first day on the job, you meet with Rankin to learn more about her expectations. She tells you that she has formed an MIS committee consisting of Ric Guenther (vice president of manufacturing), Don Lehnert (vice president of marketing), Cheryl Mitchell (vice president of finance), and you. Rankin wants you to get to know each member and then make arrangements for the first planning meeting. You already know Mitchell, having worked with her on the client/ server project. You know that she is extremely computer literate and anxious to expand the scope of the computer applications. You have met Guenther and Lehnert, but you don't know them very well. As you leave Rankin's office, you ask, "Aren't you going to be on the MIS committee?" "No," Rankin replies, "I' too busy planning our entry into the New England market. I just don't have time." Smiling, she says, "That's why I hired you," and then she waves you on your way.

Your first stop is Guenther's office. You find him extremely likable—a warm handshake, boundless energy, contagious optimism, and a great sense of humor. You spend two hours in his office, learning about him and his area and talking about computers. Guenther wants to get started immediately, "We've just been waiting for someone like you," he says. "We've known about MIS and how it can help us in manufacturing but haven't had anyone to get things moving. I want data collection terminals in every work area. I need good data to establish production standards. I want all manufacturing managers not only to have their own computers but to use them every day. I'm willing for each manager to take the time out of their busy schedules to attend a computer course designed to give them the skills they need. I've seen what a good MIS can do in manufacturing and I can't wait to get started."

Neither can you. You are so excited after talking with Guenther that you almost run down the hall to Lehnert's office. When his secretary ushers you into his office and his greeting is "Well, what do you what?" you expect rough sailing. You introduced yourself and explain Rankin's charge of developing an information system for marketing, which you describe as an MKIS. You feel uncomfortable when Lehnert nervously jingles coins in his pocket as you talk. When you pause to catch your breath, he says, "Listen, I don't have time to get involved with Sue's project. We're planning on expanding into New England, and I have to find eight new distributors. I can't do that by sitting around talking about computers.

1) Do we have a problem here? If so, discuss?

15 marks

2) Assume that Rankin continues to promote strong information systems for each functional area. What would you suggest to her as a strategy for ensuring that she gets her wish?

10 marks

Question 2

Discuss the business model strategy audit in relation to business context analysis and business network analysis. 25 marks

Question 3

Can IT change the nature of relationship and the balance of power in buyer-seller relationship? 25 marks

Question 4

Discuss the leadership approaches to the role of IT at the support stage. 25 marks