UNIVERSITY OF ESWATINI

DEPARTMENT OF BUSINESS ADMINISTRATION

SUPPLEMENTARY EXAMINATION PAPER

JANUARY 2019

===

TITLE OF PAPER   :   STRATEGIC INFORMATION SYSTEMS

COURSE CODE   :   BA 402 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.

SECTION A

Sherwood stores are a retail store chain with a central distribution centre and 14 retail stores in major metropolitan area. Managers at all levels at the head office at the distribution centre and in the retail stores use reports from various information systems. One of the important information systems is the inventory systems that keeps track of physical inventory by product line. Sales information gathered at point of sale checkout terminals, is used to update inventory levels. At the end of each day, the store manager receives a re-order report indicating which items in inventory have reached their re-order point and need to be recorded from the distribution centre. The inventory system also includes a report of items on order by product line prices and expected delivery dates.

Each department manager with each store develops a sales plan that indicates the expected sales volume for each item for the subsequent week. Actual sales for each item are compared with the planned sales activity on a weekly basis and a sales analysis summary report is generated that provides information on planned versus actual sales for each item. Department managers in each store use this report to develop a new weekly inventory item and for estimating shelf-space allocations.

All orders from the local stores are filled from the central distribution centre. The distribution purchases inventory from suppliers and allocates it to the local stores based on a sales forecasting report. If a local store needs to replenish its stock because an item has fallen below a desired inventory level, the store manager can request additional stock from the central distribution centre. At the central distribution centre, a purchasing system is used to generate purchase orders for stock. One by product of this purchasing system is a purchase order due-in report that indicates when shipments are scheduled to arrive, the shipper, and the warehouse location for the shipped merchandise. Another report helps monitor the performance of various suppliers by providing information on planned versus actual shipment dates and the quality of the shipped merchandise. For example, if six cases of eggs are damaged shipment, the damage is indicated on the shipment report. In addition, an accounts payable system keeps track of payment amounts and due dates for Sherwood's suppliers.

Sherwood Stores, Inc. has 24 truck making deliveries to local stores daily. An information system provides drivers with a computerised schedule of stores deliveries. Distribution managers develop standards for truck unloading based on shipment quantity and weight. Actual delivery data are compared with delivery in reports to distribution managers. Finally, planners on the head staff use external market data and demographic data to forecast sales trends in various regions. They build these data into reports that analyse the sales potential of alternative store sites. Store site selection is an important issue for top managers at Sherwood Stores, Inc. because they would like to expand the number of stores from 14 to 24 within the next three to five years. The

information systems at Sherwood Stores Inc. are essential to its ability to control inventories, manage the distribution process, and analyse sales trends affecting various line and store sites.

Questions

1	What information systems are described in the case?	(10 marks)
2	What business objectives are supported by each system?	(15 marks)
3	What levels of decision making does each information system support?	(15 marks)
4	Identify eight (8) distinct projects categories with varying implantation risk in a matrix table.	(10 marks)

Supplementary

SECTION B

CHOOSE ANY 2 QUESTIONS

Question 1

There are three (3) project dimensions that influence implementation risk. Discuss each one of them.   (25 marks)

Question 2

How can IT be used to build barriers to entry and change the basis of competition? (25 marks)

Question 3

Discuss the leadership approaches to the role of IT at the Turnaround stage.   (25 marks)

Question 4

Discuss the business value of IT in relation to corporate governance.   (25 marks)