UNIVERSITY OF ESWATINI

FACULTY OF COMMERCE

DEPARTMENT OF BUSINESS ADMINISTRATION

RE-SIT EXAMINATION 2019

TITLE OF PAPER: STRATEGIC INFORMATION SYSTEMS

PROGRAM: BCOM 4 (FULL TIME)

COURSE CODE: BUS412/BA402

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: Case Study

This section is compulsory

One unhappy government agency spent almost E1 million on a development contract for an integrated human resources/payroll system that produced no usable software. The original contract was for E445.158 and 15 months. The agency terminated the contract after 28 months and E970.000. The agency had not fully developed user requirements or system specifications for the proposed software when it issued the RFP. There were a number of problems:

- The contractor did not understand the software systems desired.
- User requirements were never adequately defined and frozen. Changes delayed completion schedules and caused disagreements about whether new requirements were included in the original scope of work.
- The contract did not specify systems requirements or performance criteria and the terminology was vague. The contract was amended 13 times to add or delete requirements and reimburse the contractor for the extra cost resulting from agency-caused delays. The amendments increased the cost of the contract to E1,037,448.
- The contractor complained of inexcusable agency delays, such as taking too much time to review items submitted for approval. The agency blamed the delays on the poor quality of the documentation under review.
- The agency did not require each separate development phase to be approved before work continued. When the agency rejected the general system design, the contractor had to scrap work already completed.

The agency eventually became convinced that the contractor could not deliver the software at an acceptable time and cost; the agency then cancelled the contract and tried to withhold payment for poor performance. A negotiated settlement price of E97,000 was agreed on. None of the software was ever used by the agency.

Required

a. Who is to blame for the agency's problems? How could the agency have done a better job of managing the systems development project? What could the contractor have done differently? (15 marks)

b. Can we generalize from this case that organizations and government agencies should not engage in outsourcing arrangements? Explain your answer. (10 marks)

SECTION B

Answer any three questions from this section.

Question 1

Fully explain, under five headings, the role of IT in transforming business model capabilities, providing two metrics for each case. (25 marks)

Question 2

Discuss the challenges associated with managing legacy systems, and suggest strategies for managing these challenges. (25 marks)

Question 3

Give an account of the major factors that affect project implementation risk, suggesting ways to deal with these as well. (25 marks)

Question 4

Explain in detail the five themes of IT governance. (25 marks)