



*"Investing in Africa's Future"*

**COLLEGE OF BUSINESS PEACE LEADERSHIP AND GOVERNANCE**

**MANAGEMENT INFORMATION SYSTEMS-MMS 501**

**END OF SECOND SEMESTER EXAMINATIONS**

**APRIL/MAY 2017**

**LECTURER: Mr.T Makambwa**

**DURATION: 3 HOURS**

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### ***INSTRUCTIONS***

Answer **ALL** the questions in **Section A** and any **Three** questions from **Section B** and each question has **20** marks. Total possible mark is **100**.

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Start **each** question on a new page on your answer sheet.

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The marks allocated to **each** question are shown at the end of the section.

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**Section A – (Compulsory 40 Marks)**

**Question One**

a) How does Porter's competitive forces model help companies develop competitive strategies using information systems?

- I. Define Porter's competitive forces model and explain how it works.
  - II. Describe what the competitive forces model explains about competitive advantage.
  - III. List and describe four competitive strategies enabled by information systems that firms can pursue.
  - IV. Describe how information systems can support each of these competitive strategies and give examples.
  - V. Explain why aligning IT with business objectives is essential for strategic use of systems
- (20 marks)**

b) People in different management levels have different information needs and the information needed by different managerial and operational levels varies in time span covered, level of detail, source, data scope, degree of structure and purpose.

- I. Identify and describe the major tasks of managers in the 3 levels of management in the organizational hierarchy. What types of information systems serve each level?
- (10 marks)**
- II. Outline the information needs of the different organizational levels (clerical, operational management, tactical and strategic management) in terms of the broad spectrum of characteristics such as time span covered, level of detail, source, data scope, degree of structure and purpose.
- (10marks)**



## Section B (60 Marks)

Answer *Any Three* questions

### Question Two

The activities of management comprise planning, monitoring, controlling and decision making.

- a) Provide a definition for **EACH** of these four management activities. (10 marks)
- b) Explain what is meant by a Knowledge Based System (KBS), and assess the extent of support KBS could provide for these four management activities. Support your answer with appropriate real life examples, wherever possible. (10 marks)

### Question Three

- a) What special security measures must be taken by organizations linking to the Internet? (10 marks)
- b) With the aid of examples clearly define malicious software (10 marks)

### Question Four

- a) What is the difference between a strategic information system and a strategic-level information system? Describe the various ways that information systems can be used to support business and firm level strategies. (10 marks)
- b) Define the following and give two examples of each of the following:
  - a. Application software
  - b. Anti-virus software
  - c. Utility Program
  - d. Operating System
  - e. Network

(10 marks)



### **Question Five**

Home Maintenance Direct, a mail order hardware organization, has been able to expand its business by mailing details of special offers to selected customers and, by using a call centre, keeping them updated with telephone calls and emails. Although the organization provides building supplies to private individuals at low prices, additional discounts are provided to registered builders. Whilst this approach has been successful, poor record keeping has resulted in staff becoming confused between the two types of customer and occasionally registered builders are charged the non-discounted price and become angry and complain.

a) Describe a type of package solution that could manage and store details of the various communications made with the customers. **(10 marks)**

b) Discuss the possible implications this package would have on other systems that store customer information. **(5 marks)**

c) Outline the management information that could be provided by such a package. **(5 marks)**

### **Question Six**

Organisations are not always able to perform their own business information systems functions and some businesses prefer not to do so for various reasons. The solution for some is outsourcing.

a) Briefly explain the concept of information systems outsourcing. **(10 marks)**

b) Critically discuss the main factors in making information systems outsourcing successful. **(10 marks)**

### **Question Seven**

The Internet has had a significant impact on business processes and led some organisations to consider developing a business strategy more appropriate to an e-business environment.

a) Explain what is meant by an e-business strategy. **(10 marks)**

b) Discuss the impact on the business information systems function if the organisation decided to develop an e-business strategy. **(10 marks)**

### **Question Eight**

Discuss, with examples, what a strategic information system is and comment on how organisational actors (people) shape the strategic value of such systems.

**(20 marks)**

**END OF PAPER**