



**JARAMOGI OGINGA ODINGA UNIVERSITY OF SCIENCE AND TECHNOLOGY**  
**SCHOOL OF INFORMATICS AND INNOVATIVE SYSTEMS**  
**UNIVERSITY EXAMINATION FOR THE DEGREE OF BACHELOR OF SCIENCE IN**  
**BUSINESS INFORMATION SYSTEMS**  
**4<sup>TH</sup> YEAR 1<sup>ST</sup> SEMESTER 2021/2022 ACADEMIC YEAR**  
**MAIN CAMPUS**

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**COURSE CODE: ITB 2415**

**COURSE TITLE: Strategic Management Information Systems**

**DATE:**

**TIME:**

**TIME: 2 HOURS**

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**Instructions:**

1. Attempt **ALL Question ONE and any other TWO Questions**
2. Select the most correct alternative in Question One

## QUESTION ONE

1. The fundamental purpose for the existence of any organization is described by its
    - a. policies
    - b. mission
    - c. procedures
    - d. strategy
  2. The fundamental purpose of an organization's mission statement is to
    - a. create a good human relations climate in the organization
    - b. define the organization's purpose in society
    - c. define the operational structure of the organization
    - d. generate good public relations for the organization
  3. The acronym SWOT stands for
    - a. Special Weapons for Operations Timeliness
    - b. Services, Worldwide Optimization, and Transport
    - c. Strengths Worldwide Overcome Threats
    - d. Strengths, Weaknesses, Opportunities, and Threats
  4. Which of the following is not a characteristic of strategic management that makes it different from other types of management?
    - a. It is interdisciplinary.
    - b. It has an external focus.
    - c. It has an internal focus.
    - d. It concerns the present direction of the organization.
  5. Which of the following is an issue considered in developing corporate strategies?
    - a. What business(es) are we in?
    - b. What direction are we going?
    - c. What resources do we have to implement our strategies?
    - d. What businesses are we in and what to do with those businesses?
  6. Which of the following is NOT a major element of the strategic management process?
    - a. Formulating strategy
    - b. Implementing strategy
    - c. Evaluating strategy
    - c. Assigning administrative tasks
  7. Competitive advantage can best be described as:
    - a. increased efficiency.
    - b. what sets an organization apart.
    - c. a strength of the organization.
    - d. intangible resources.
- Ans. a
8. \_\_\_\_\_ is the foundation of blue ocean strategy.
    - a. Innovation
    - b. Value creation
    - c. Value innovation
    - d. value cost trade-off
  9. The various organizational routines and processes that determine how efficiently and effectively the organization transforms its inputs into outputs are called:

- a. strengths.
  - b. core competencies.
  - c. capabilities.
  - d. customer value.
10. When defining strategic management the most important thing to remember is that it is:
- a. Not as easy as you think
  - b. Mainly the province of senior managers
  - c. A living evolving process
  - d. More conceptual than practical
11. An organisation's strategy:
- a. remains set in place longer than the mission and objectives
  - b. generally forms over a period of time as events unfold
  - c. tends to be formed at the same time the mission is developed and objectives are formulated
  - d. is usually conceived at a single time when managers sit down and work out a comprehensive strategic plan for the next 3-5 years
12. The primary focus of strategic management is:
- a. strategic analysis
  - b. the total organisation
  - c. strategy formulation
  - d. strategy implementation.
13. Which of the following is not an advantage of strategic management?
- a. It provides organisations with a clearer sense of direction and purpose
  - b. It helps improve the political, economic, social and technological environment of the organisation
  - c. It helps orientate management decisions to relevant environmental conditions
  - d. It helps organisations be proactive rather than reactive
14. Which of the following defines what business or businesses the firm is in or should be in?
- a. Business strategy
  - b. Corporate strategy
  - c. Functional strategy
  - d. National strategy
15. Which of the following defines how each individual business unit will attempt to achieve its mission?
- a. Business strategy
  - b. Corporate strategy
  - c. Functional strategy
  - d. National strategy
16. Which of the following focuses on supporting the corporate and business strategies?
- a. Competitive strategy
  - b. Corporate strategy
  - c. Operational strategy
  - d. National strategy
  - e. Mission strategy
17. Which one of the following is not a primary task of strategic managers?
- a. Establishing strategic objectives
  - b. Developing the steps to follow in implementing operational level plans

- c. Defining the business and developing a mission
  - d. Developing a strategy
  - e. Implementing and evaluating the chosen strategy
18. The task of strategy choice involves:
- a. developing plans and activities which will improve the organisation's performance and competitive position
  - b. determining how the organisation can be more market and efficiency oriented
  - c. monitoring whether the organisation is achieving good financial performance
  - d. keeping the organisation free of debt
19. Which one of the following is at the core of strategic management?
- a. Choosing which organisational objectives to focus on
  - b. Being alert for opportunities to change work responsibilities
  - c. Adapting the organisation to a changing external environment
  - d. Choosing whether to make decisions autocratically or on the basis of participation
20. The corporate level is where top management directs:
- a. all employees for orientation
  - b. its efforts to stabilize recruitment needs
  - c. overall strategy for the entire organization
  - d. overall sales projections
21. The three organizational levels are:
- a. corporate level, business level, functional level
  - b. corporate level, business unit level, functional level
  - c. corporate strategy level, business unit level, functional level
  - d. corporate strategy level, business level, specialist level
22. Which of the following is an example of competing on quick response?
- a. a firm produces its product with less raw material waste than its competitors
  - b. a firm offers more reliable products than its competitors
  - c. a firm's products are introduced into the market faster than its competitors'
  - d. a firm's research and development department generates many ideas for new products
23. Which one of the following is NOT included in the Porter's Five Forces model:
- a. Potential development of substitute products
  - b. Bargaining power of suppliers
  - c. Rivalry among stockholders
  - d. Rivalry among competing firms
24. What is meant by the term 'Stakeholder'?
- a. A person who is not related with a business.
  - b. A person who is related with a business.
  - c. A person who owns a business.
  - d. A person who purchases the shares of a business.
25. Of the following, which one would NOT be considered one of the components of a mission statement?
- a. The target market for XYZ is oil and gas producers as well as producers of chemicals.
  - b. XYZ shall hire only those individuals who have with sufficient educational levels so as to be of benefit to our customers
  - c. The customers of XYZ shall include global and local consumers of gas and oil products and domestic users of nontoxic chemicals

d. The technologies utilized by XYZ shall focus upon development of alternative sources of gas and oil so as to remain competitive within the industry

26. The strategic management process is

- a. a set of activities that will assure a temporary advantage and average returns for the firm.
- b. a decision-making activity concerned with a firm's internal resources, capabilities, and competencies, independent of the conditions in its external environment.
- c. a process directed by top-management with input from other stakeholders that seeks to achieve above-average returns for investors through effective use of the organization's resources.
- d. the full set of commitments, decisions, and actions required for the firm to achieve above-average returns and strategic competitiveness.

27. The goal of the organization's \_\_\_\_\_ is to capture the hearts and minds of employees, challenge them, and evoke their emotions and dreams.

- a. vision
- b. mission
- c. culture
- d. strategy

28. A firm's mission

- a. is a statement of a firm's business in which it intends to compete and the customers which it intends to serve.
- b. is an internally-focused affirmation of the organization's financial, social, and ethical goals.
- c. is mainly intended to emotionally inspire employees and other stakeholders.
- d. is developed by a firm before the firm develops its vision.

29. The environmental segments that comprise the general environment typically will NOT include

- a. demographic factors.
- b. sociocultural factors.
- c. substitute products or services.
- d. technological factors.

30. An analysis of the economic segment of the external environment would include all of the following EXCEPT

- a. interest rates.
- b. international trade.
- c. the strength of the U.S. dollar.
- d. the move toward a contingent workforce.

## QUESTION TWO

a) Suppose you are starting up a company and inventing a product of 'Smart Robotic Vacuum Cleaner' that can detect and captures insects. It is can also be activated through your phone. What are the physical resources and financial resources needed for putting forward your ideas at different stages? (8 Marks)

b) A strategic plan is a carefully crafted set of steps that a firm intends to follow in order to be successful. The business model is a central element of a firm's strategic plan and describes the process whereby a company hopes to earn profits and outperform the competition. Using ICT firm as example. Explain the concept of strategic plan and enumerate on any Two business models that can support strategy planning (12 Marks)

### **QUESTION THREE**

a) Deliberate on the impact of convergence (fusion) of the fields of computing and telecommunications with regards to revolutionizing the way business operations are currently conducted and the impact on social economics. (10 Marks)

b) Discuss the impact of the introduction of the mobile platform or mobile devices on business strategies as they seek to leverage themselves strategically and/ or competitively. In your discussion, you are required to make inferences to known cases, or examples we made in class or any industry related cases. (10 Marks)

### **QUESTION FOUR**

a) You are an IT manager for a leading manufacturing company. The Board of directors of your organization has requested you to come up with suggestions on whether to outsource the IT services to IT solutions Co. LTD

i. Cite any TWO reasons that support the outsourcing of IT services in organizations (2 Marks)

ii. If you were to outsource the IT services, what relevant factors would you consider before deciding to engage IT solutions Co. Ltd? (8 Marks)

b) The shifting wheels of Information Technology paradigm has revolutionized or changed the way we consume information technology, or the traditional information technology implementations. Given this scenario discuss:

- i. At least one disruptive utility from any information technology utilities you can identify; explaining what has that utility introduced or changed. (2 Marks)
- ii. At least one disruptive process (or operation) from any information technology processes you can identify; explaining what has that process introduced or changed. (2 Marks)
- iii. At least one disruptive service from any information technology services you can identify; explaining what has that service introduced or changed. (2 Marks)
- iv. At least one disruptive product from any information technology products you can identify; explaining what has that product introduced or changed. (2 Marks)
- v. At least one information technology implementation or architecture that take cognizance of any of the examples you have given above, clearly indicating which example you are relating this architecture or implementation to. (2 Marks)

## **QUESTION FIVE**

Briefly describe any FIVE generic information system strategies, linking the strategy with the role of the IS function and the user. (10 Marks)

To use Information Systems as competitive weapon, one must first understand where strategic opportunities for business are likely to be found. Explain how the competitive forces model has helped organizations to appreciate and respond to competition (10 Marks)