



**JARAMOGI OGINGA ODINGA UNIVERSITY OF SCIENCE AND TECHNOLOGY**

**SCHOOL OF INFORMATICS AND INNOVATIVE SYSTEMS**

**UNIVERSITY EXAMINATION FOR THE MASTERS OF SCIENCE IN BUSINESS**

**ADMINISTRATION**

**1<sup>ST</sup> YEAR 1<sup>ST</sup> SEMESTER 2019/2020 ACADEMIC YEAR**

**MAIN / KISUMU CAMPUS / NAMBALE**

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**COURSE CODE: MBA 801**

**COURSE TITLE: MANAGEMENT INFORMATION SYSTEMS**

**EXAM VENUE: KISUMU CAMPUS                      STREAM:**

**DATE: 10/12/19**

**EXAM SESSION: 9.00 – 12.00NOON**

**TIME: 3.00 HOURS**

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**INSTRUCTIONS:**

- 1. Answer Question 1 (Compulsory) and ANY other three questions**
- 2. Candidates are advised not to write on the question paper**
- 3. Candidates must hand in their answer booklets to the invigilator while in the examination room**

## QUESTION ONE 20 MARKS

A leading UK-based systems house has around 330 employees, based in 3 locations – Swindon, Manchester and Norwich. 280 of these are systems professionals (analysis, design, programming, etc), assigned to project teams, working on systems development projects for customers, which include both private sector companies and government departments. There are around 20 specialists (database, networks and comms, security, quality, etc) on whom project teams can call for advice as necessary. There is an administration department of 15 people spread across the 3 sites – reception, clerical support, etc).

The company is very much sales-oriented – the Sales Director is widely regarded as the most influential member of the top management team, and has a full-time sales team of 15 who meet prospective clients, identify high-level requirements, put together proposals and cost schedules, and if successful in winning the business, agree and sign contracts with clients. Many contracts are repeat business from existing clients.

Once work on a project begins, there are strong pressures on the team to meet challenging delivery dates, and to meet the costs schedule estimated by the sales person. Teams tend to be stable from start to finish, but occasionally staff released from a finished project may join a new team part way through the project, or in cases of emergency, extra people are drafted in to increase productivity rates. Project managers frequently complain that they bear the responsibility for missing deadlines or exceeding budgets set by sales staff, while sales staff point out they have to make competitive bids to win contracts, and anyway they don't have a full understanding of current development approaches used by project teams.

Many employees have been with the company for years, and the company does invest in both in-house training and mentoring, and external training courses. Advancement and financial rewards for development staff (e.g. bonuses) are heavily driven by past performance, both individual and as part of teams. Sales staff receive a small percentage of the value of contracts won as commission, as well as a base salary and a company car, and typically earn significantly more than development staff.

### Required

- a) Using *either* Garvin's model, or Pedler and Pearn's approach to organisational learning, analyse the scenario above, and make recommendations as to how they might improve organisational learning in this organisation.  
(8 marks)
- b) What are the changes in the business environment brought about by technology in the last five years?  
(4marks)
- c) Discuss the difference between structured knowledge systems and semi-structured knowledge systems  
(4 marks)
- d) Describe how an organization can use groupware, team ware, and intranets to enhance the three Cs: communication, collaboration, and coordination in an organisation  
(4marks)

**QUESTION TWO 20 MARKS**

- a) Discuss the construction and monitoring of an SLA.  
(6 marks)
- b) Explain the importance of availability management and outline an approach to designing the availability process.  
(8 marks)
- c) Identify the processes required for designing capacity requirements and maintaining the right level of technical and human resources.  
(6 marks)

**QUESTION THREE 20 MARKS**

- a) Describe a process of designing an IT service offering.  
(10 marks)
- a) Use appropriate diagrams to develop a model for a service.  
(10 marks)

**QUESTION FOUR 20 MARKS**

- a) Discuss how the People Capability Maturity Model (P-CMM) could be used to develop the capabilities and performance of IS/IT staff, illustrating your answer with reference to 2 process area threads.  
(15 marks)
- b) Describe the particular problems of managing very large projects, and discuss how these can be managed.  
(5 marks)

**QUESTION FIVE 20 MARKS**

- a) Define the information requirements for managing IT.  
(6 marks)
- b) Identify the management problems and issues associated with serving customers.  
(8 marks)
- c) Identify the value of customer profiles and customer relationship management  
(6 marks)