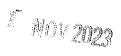BINDURA UNIVERSITY OF SCIENCE EDUCATION

FACULTY OF COMMERCE

GRADUATE SCHOOL OF BUSINESS

MASTER OF BUSINESS LEADERSHIP

EXECUTIVE MASTER OF BUSINESS LEADERSHIP

MASTER OF SCIENCE IN ENTREPRENEURSHIP AND INNOVATION

MANAGEMENT INFORMATION SYSTEMS & E-BUSINESS (EMB509)

EXAMINATION PAPER

DURATION: 3 HOURS 30 MINUTES

<u>Instructions and Information to Candidates</u>

1.   Section A is compulsory and carries 40 marks.

2.   Answer 'Question 1' from Section A and any three (3) questions from Section B.

3.   The paper carries six questions.

4.   All Questions in Section B carry equal marks of 20 each.

5.   The use of cell phones is not allowed in the examination.

SECTION A: [COMPULSORY]

QUESTION 1

CASE STUDY: NEW ON-LINE TELLER SYSTEM

A new on-line teller system design for a medium size bank was approved by the president, signaling the beginning of implementation. The project leader devised a master plan to specify who is to perform each task and in what order. New deposit slips and withdrawers were ordered and delivered three weeks before implementation. In the interim, copies of the user manual were prepared for the lobby and drive-in-tellers. Soon after the terminals were installed, the tellers begin to learn how to enter various transactions. After training sessions were over, they had a chance to ask questions and enquire about the new system. Once completed, the telephone company and the computer service representative hooked up the terminal on-line with the master system. The following Monday (a week before actual conversion), the analyst asked the head teller whether the tellers would come in on Saturday to catch up on their work and run test data to reinforce recent training. The head teller agreed to overtime, but on Saturday, only 12 of 17 tellers showed up. During that time, the entire system was checked out and functioned as expected. The bank opened the following Monday, the online system operated normally. Customers were greeted at the door by the president. Coffee and cake were served in the lobby. At the end of the day, the analyst sent a report to the board directors informing them that the system was now in operation and all user requirements had been met. Three weeks later the analyst was called to the board meeting. The chairman criticized the analyst for exceeding the budgeted amount approved by the board. Furthermore the authorization the analyst gave the terminal vendor to bring in two CRT screens to expedite information retrieval exceeded his authority to implement the system. The bank's auditor also estimated that it would take 3.8 years rather than the initial estimate of 2.1 years to break even on the total cost of the installation. Not knowing what to say, the analyst left the board room with a feeling of total failure.

Required

a) What are the major problems in the case? Who is to blame? Why?   **(10 marks)**

b) Was the board chairman justified in his criticism of the analyst? Explain.   **(10 marks)**

c) Discuss whether the analyst succeeded in implementation of the system.   **(20 marks)**

[Total 40 marks]

SECTION B: *Answer any <u>three</u> (3) questions from this Section.*

QUESTION 2

You are the MIS Manager for a medium-sized manufacturing firm. The Head of IT for the organization is planning to move the data storage infrastructure of the firm from an in-house server farm to a cloud-based solution.

Describe in detail **FIVE** questions which you would ask the Head of IT before giving your support to this project. You should explain the relevance of your questions in terms of the MIS function. **[20 marks]**

QUESTION 3

For each of the following emerging technologies, provide a suitable definition and discuss how it impacts on the provision of corporate MIS. Illustrate your answer with supporting real-life examples wherever possible.

i.	Big data.	**(5 marks)**
ii.	Artificial Intelligence (AI).	**(5 marks)**
iii.	Mobile Computing.	**(5 marks)**
iv.	Internet of Things (IOT).	**(5 marks)**

[Total: 20 marks]

QUESTION 4

a) Discuss the impact of Social Media on the future development of corporate Management Information Systems (MIS). **(10 marks)**

b) Describe a possible scenario in which a poorly implemented solution integrating MIS and Social Media could put corporate information at risk. **(10 marks)**

[Total: 20 marks]

QUESTION 5

'Allowing access to our MIS from mobile systems will inevitably lead to disaster'. Describe **FIVE** aspects of MIS design or implementation which will have to be considered to prevent this comment from becoming true when allowing access from mobile devices. You should state any assumptions which you make. **[20 marks]**

QUESTION 6

a) Discuss any **FOUR** E-Business models clearly highlighting how enterprises can use the models to gain competitive advantage. **(12 marks)**

b) Though there are few truly digital firms extant today, there is an emerging sense of what is required to create one. Discuss any **FOUR** of the ways in which a digital firm is different from a traditional one, using an existing company you consider close to being a fully-digital firm as an example. **(8 marks)**

[Total: 20 marks]

END OF EXAMINATION PAPER