

Ollscoil na hEireann, Gaillimh

THE NATIONAL UNIVERSITY OF IRELAND, GALWAY

AUTUMN EXAMINATIONS 2002

B. COMM. DEGREE

Management Decision Systems I (MS303)

Professor Bob O'Keefe

Professor J.F. Collins

Dr. M. J. Fahy

Time Allowed : Two and a Half Hours

Candidates are required to answer three questions. All questions carry equal marks.

Question 1.

The new East Coast Institute of Technology (ECIT) has been recently established following the merger of several smaller educational bodies. As a result of the merger the new ECIT now employs over 1500 staff in three separate centre city locations. Laura Regan is the recently appointed director of human resources for the ECIT and she has the task of implementing a new human resources information system across the organisation. Laura has asked you to advise her on a number of issues pertaining to the proposed HRIS and in particular she has asked for your advice on the following:

- The type of functionality which the proposed system should offer
(15 Marks)
- The issues to be considered when selecting implementation consultants to assist with the project
(10 Marks)
- The potential use of the web/intranet to improve the HR function with particular reference to business to employee type applications.
(8 Marks)

Total: 33 Marks

Question 2

A large semi state body has recently completed the implementation of a well-known ERP system. While the project was completed on time and within budget, members of the executive committee are disappointed at the benefits, which have arisen from the investment in systems and technology. As part of a post implementation review of the project the CEO has asked you to prepare a briefing for the executive committee on the question of benefits realisation from ERP implementations. In particular she has asked you to address the following issues:

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Question 2 cont'd..

- The reasons why benefits are typically not achieved (13 Marks)
- Suggestions on an approach to post implementation benefits realisation (15 Marks)
- Other relevant issues (5 Marks)

Total: 33 Marks

Question 3

A large semi state body is about to embark on the implementation of an ERP system. While the project will allow the organisation to standardise procurement and other processes across the different sites, a number of members of the board are concerned at the substantial cost associated with the project. You have been asked to prepare a short briefing memorandum for the board setting out the arguments for and against the proposed ERP system. Using supporting examples, outline in detail the arguments you would present to the board

(33 Marks)

Question 4

Following the merger of two very large multinational technology organisations your firm has been retained to advise the new Chief Information Officer of the combined firm on ways of combining data from the two firms separate information systems using data warehousing. In particular you have been asked to prepare a report on the following issues:

- The nature of data warehousing and the benefits it might bring to the organisation (15 Marks)
- The technical and organisational issues which the firm needs to overcome as part of the implementation (13 Marks)
- Other relevant issues (8 Marks)

Total: 33 Marks

Question 5

Write a short note on **ONE** of the following:

- Decision Support Systems
- Customer Relationship Management Systems
- Marketing Information Systems (33 Marks)

(End of Question Paper)