

**OLLSCOIL NA hÉIREANN, GAILLIMH
THE NATIONAL UNIVERSITY OF IRELAND, GALWAY**

SUMMER EXAMINATIONS 2000

First Examination in Masters of IT (Information Technology)

IT STRATEGY (CT503)

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Time Allowed: TWO HOURS

Answer **Question 1** and any **two** other questions of your choice.
All questions carry equal marks.

Question 1

Today's competitive environment means that increasingly management is willing to question current practices at all levels to achieve competitive advantage, improve productivity, reduce costs, and improve services. What is reengineering? Distinguish between each of the following:

Process Re-engineering
Business Re-engineering
Corporate Re-engineering

Give examples of each of the above. Discuss the importance of "Discontinuous Thinking", and the need to identify "High Impact Areas" in relation to reengineering.

Question 2

Strategic information systems are applications of IT which have a significant impact on the organizations' competitive strategy by changing the nature and or conduct of its business. Provide two examples of strategic information systems.

One framework for describing the main issues affecting the degree of success organizations may achieve with strategic information systems includes the following phases:

Planning	Evaluation
Implementation	Benefit realization

For any two of the above phases, set out the main factors that should be considered. Then discuss the key factors that are deemed to be important in relation to degree of success with strategic information systems.

Question 3

In re-engineering business processes a central area of contention centres around the role that existing processes should play in a project.

- Should existing processes be the basis for the new redesigned processes?
- To what extent should the existing processes be understood?
- Should the organization start with a clean sheet?

Discuss the advantages and disadvantages of approaches a. and c. Explain the role of process maps in gaining an understanding of existing processes. In your explanation describe, with an example, the use of either the IDEF0 mapping standard, or the ASME mapping standard.

Question 4

What is strategic information systems planning- SISP? Why is it important? Outline the main steps required to develop a SISP. What are the deliverables that would typically emerge from SISP? How does SISP differ from traditional IS planning? What characteristics should an organization have before it contemplates using SISP?

Question 5

In analyzing the impact of IS strategy on a firm's ability to use IS strategically, it is useful to categorize IS activities in terms of the strategic importance of existing operational systems, and the strategic impact of future IS. This classification reveals four groups of IS activities as follows:

Strategic systems
Factory systems

Turnaround systems
Support systems

Describe with examples each of above. For any two activities set out the implications they have for level of investment, IS staff skills, equipment requirements, and management decision making.