



FACULTY OF MANAGEMENT

Examination – July 2016

DEPARTMENT

Business Management

<u>MODULE</u>	Information Technology Management
<u>CODE</u>	BMI9X05
<u>DATE</u>	JULY 2016
<u>DURATION</u>	2 HOURS
<u>TOTAL MARKS</u>	100

<u>EXAMINER</u>	Prof. Langerman (UJ)
<u>EXTERNAL MODERATOR</u>	Prof. Backhouse (Wits)
<u>NUMBER OF PAGES</u>	3 Pages

INSTRUCTIONS TO CANDIDATES:

- All the questions need to be answered.
- Refer in your answer to examples of application and linkage to your field of study and/or work environment.
- Question papers need not be handed in.
- This is a closed book assessment.
- Read the questions carefully and answer only what is **asked**.
- Number your answers clearly. Indicate the questions answered on the cover page of your first exam book.
- Write neatly and legibly.
- Structure your answers by using appropriate headings and sub-headings.
- The general University of Johannesburg policies, procedures and rules pertaining to written assessments apply to this assessment.

Cont...

Question 1

The role of Chief Information Officer of an organisation is generally riddled with ambiguity. It is therefore critical to clarify the role and expectations of the role.

- a) Discuss the different types of CIO roles and the scope of the role. (15)
 - b) If you get employed as a Utility type of CIO, how will your performance be measured? (4)
- [19]

Question 2

Controlling costs is an essential part of value driven IT Management. Discuss the different cost management activities that will help with cost control. [21]

Question 3

During the global economic downturn focus in the IT Industry has shifted to cost pressures. One mechanism to reduce costs is process optimisation. Discuss the principles of Lean Management as set out by Staats and Upton (Lean Knowledge Work, HBR, 2011). [18]

Question 4

It is important when one considers Enterprise Architecture to align with the operating model of the enterprise. Use a diagram to discuss the four different types of operating models as defined by Ross (Enterprise Architecture: Driving benefits from IT, MIT Sloan, 2006). [18]

Question 5

Discuss the approaches that can help your negotiating team transition from a deal maker mentality to an implementation mind-set. [10]

Question 6

Discuss the individual competencies needed for the IT leadership roles in the von Urff Kauffield Model (Critical Success Factors for Effective IT Leadership, The Electronic Journal Information Systems Evaluation, 2009).

[14]