FACULTY OF SCIENCE

ACADEMY OF COMPUTER SCIENCE AND SOFTWARE ENGINEERING	
MODULE	IT00300/IT08X30 SOFTWARE FACTORIES
CAMPUS	APK
EXAM	JANUARY 2017

DATE: January 2017

SESSION: 8:00 – 10:00

ASSESSOR(S)

Prof JJ Langerman

INTERNAL MODERATOR

EXTERNAL MODERATOR

Prof AJ van der Merwe (UP)

DURATION: 2 Hours

MARKS: 100

THIS PAPER CONSISTS OF 3 PAGES INCLUDING THE COVER PAGE

<u>INSTRUCTIONS</u>:
  1. Answer <u>ALL</u> the questions.
  2. Write neatly and legibly.
  3. Read the questions thoroughly.
  4. Ensure that all questions are clearly marked on the answer sheet.

Question 1

Strategy is important as it sets the direction for any company. Different strategies drive different outcomes.
   a) Contrast Blue Oceans Strategies with Red Ocean strategies. (10)
   b) Discuss the propositions on which a strategy's success hinges. (6)
                                                                                [16]

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.
                                                                        [7 x 3 = 21]

Question 3

Using Lax and Sebenius' (3D Negotiation, HBR, 2003) 3D model for negotiation as a framework, describe how you will go about negotiating a deal for procuring a software package. Incorporate streetwise tactical ploys and concepts from Fisher's "Getting to Yes" into your answer.
                                                                                [14]

Question 4

In the South African context females are unrepresented when it comes to senior IT Positions. One reason that get cited is a lack of ambition. What according to Fels (2004) can be done to further women's ambitions.
                                                                                [10]

Question 5

Service Management is a critical component of any Software Factory. The ITIL Framework provides a framework for IT Service Delivery Best Practice.
   • List the different stages of the ITIL Service Life Cycle. (5)
   • List two of the benefits of ITIL. (9)
                                                                                [7]

Question 6

Leaderships skills are just as important, if not more than technical skills for a CIO. The Global Executive Leadership Inventory outlines the critical components needed for leadership (Ibarra, 2009). Discuss these components.
                                                                                [20]

Question 7

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).

[12]

TOTAL: [100]