HIGHER COLLEGES OF TECHNOLOGY
Computer and Information Science Faculty
Exam Based Assessment
Cover Sheet

Course Name	**IT Strategy & Governance**	**Course Code**	**CIS4203**
Date		**Time Allowed**	**1hour**
Maximum Marks	**10%**	**Percentage of Final Grade**	**10**
Permitted Student Materials			
Instructions to Invigilators			

This assessment will assess the following Course learning outcomes:

	CLO1	CLO2	CLO3	CLO4	CLO5	CLO6
Question No.	1,4,5	2,3				

Student Name			
Student ID		**Student Section**	
Instructions to Students	1. Mobile phones and unauthorized electronic devices are NOT ALLOWED in exams. لا يسمح بأجهزة الهواتف النقالة و الأجهزة الالكترونية الغير مصرح بها داخل قاعات الامتحان. 2. Having or using unauthorized mobile or electronic devices during the exam is considered an act of CHEATING and leads to disciplinary actions. يعتبر وجود و استعمال الهواتف النقالة و الأجهزة الالكترونية الغير مصرح بها داخل قاعات الامتحان غشا و يؤدي الى عقوبة صارمة.		

I understand that if I cheat or try to cheat, or if I help another person to cheat, I may be dismissed from the College.

Student Signature: ***Date:***

For Examiner's Use Only

Question Number	1	2	3	4	5	Total
Marks Allocated	1.5	1.5	3	2	2	10
Marks Obtained						

Assessment Reviewed by…… ***Date……***

Read the following case study and then answer the questions

ERP implementation strategy at CISCO

BACKGROUND

At Cisco Systems®, the Everest project was the final phase of a multiyear series of important software releases relating to the move from Oracle 10.7 to Oracle 11i software. The Everest project, like the other Oracle upgrades and migration efforts, resulted from a combination of challenges and issues. In response to market changes, Cisco experienced:

- Growing recognition of the power of cross-functional collaboration, and internal demand for systems and processes that facilitate better interactions.
- Increasing demand for collaboration with suppliers, distributors, partners, and customers.
- Opportunities for enhancing enterprise resource planning (ERP) systems in support of online business models.

CHALLENGE

The main purpose for the Everest Project was to simplify and standardize customer-facing processes and controls. This included order management, pricing, invoicing, tax, and collections of all the functions that rely upon the Oracle-based ERP systems. However, the outdated technology platform slowed the introduction of enhancements and made it difficult to respond to changing business requirements. A growing base of customized software and tools further complicated support and increased complexity within the infrastructure that handled vital corporate business processes. The technical and business challenges were further complicated by new corporate requirements. These collective forces drove an executive-level decision to upgrade the ERP software foundation.

In general, there is a lack of accountability and not enough shared ownership and clarity of responsibilities for IT services and projects. The communication between customers (IT users) and providers has to improve and be based on joint accountability for IT initiatives. There is a potentially widening gap between what IT departments think the business requires and what the business thinks the IT department is able to deliver. Organisations need to obtain a better understanding of the value delivered by IT, both internally and from external suppliers. Measures are required in business (the customer's) terms to achieve this end. Top management wants to understand "how is my organisation doing with IT in comparison with other peer groups?" Management needs to understand whether the infrastructure underpinning todays and tomorrow's IT (technology, people, processes) is capable of supporting expected business needs. Because organisations are relying more and more on IT, management needs to be more aware of critical IT risks and whether they are being managed. Furthermore, if there is a lack of clarity and transparency when taking significant IT decisions, this can lead to reluctance to take risks and a failure to seize technology opportunities. And finally, there is a realisation that because IT is complex and has its own fast changing and unique conditions, the need to apply sound management disciplines and controls is even greater.

APPROACH

Cisco conducted collaborative workshops, interviewed stakeholders in the IT organization, and facilitated discussions with teams from related business groups to map out the road ahead. The stakeholders included: top level business leaders such as the board, executive, heads of finance, operations and IT, investor and public relations, internal and external auditors and regulators, middle level business and IT management, Key business partners and suppliers, shareholders and customers. The IT team focused on thorough data gathering during the design review process. The team first determined that the Oracle 11i upgrade would affect 37 business processes, and then identified and analyzed the sub-processes. Approximately 1000 questions were posed and discussed with relevant teams and departments. More than 300 points of feedback were captured during the review process, 122 action items identified, documented, and analyzed.

LESSONS LEARNED AND ADVANTAGES

Many lists of lessons learned have been shared in post-event presentations, with some highlights included here:

- Align organizational priorities and initiatives.
- Key stakeholders identified, engaged and actively involved.
- Stakeholders have an understanding of the expectations of the IT Governance initiative.
- Acceptance of the published IT Governance framework by those responsible for implementation.
- Current key IT projects mapped against the IT Governance plan, to look for easy fit/implications.
- Changes are sustainable and institutionalised, i.e. they become Business as Usual practices.

Case Study Questions

1. Based on the case study why must IT align with Business Strategy? **[1.5 marks]**

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2. Why is an Investment Portfolio Management beneficial for information technology (IT) investments? and justify **[1.5 marks]**

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3. What alignment metrics would you use to measure a successful information technology strategy – Justify your answers **[3 marks]**

4. Among the different steps needed to implement Business/IT alignment. Which of these steps, other than IT strategic planning were done if any? **[2 marks]**

5. List the IT governance scope elements, was any of them mentioned in this case? Specify. **[2 marks]**

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[---End of Exam--]