PEPERIKSAAN AKHIR
SEMESTER KEDUA SESI 2007/2008

KOD/NAMA KURSUS : KAS3103 / PERANCANGAN STRATEGIK SISTEM MAKLUMAT
TARIKH : 15 MEI 2008
MASA : 9.00 A.M – 12.00 P.M (3 JAM)
TEMPAT : DP 2/4

ARAHAN:
1. Kertas soalan ini disediakan dalam Bahasa Malaysia dan Bahasa Inggeris.
2. Kertas soalan ini mengandungi EMPAT (4) soalan di dalam SEBELAS (11) muka surat bercetak tidak termasuk kuit hadapan.
3. Anda dikehendaki menjawab SEMUA soalan.
4. Semua jawapan hendaklah ditulis di dalam kertas jawapan yang disediakan.
5. Jika terdapat sebarang kekeliruan, soalan versi Bahasa Inggeris akan diterima pakai.

INSTRUCTION:
1. This question paper is prepared in Bahasa Malaysia and in the English Language.
2. This paper contains FOUR (4) questions on ELEVEN (11) printed pages.
3. You are required to answer ALL questions.
4. All answers are to be written on the answer sheets provided.
5. Any discrepancy between questions in English and in Bahasa, the English version will be assumed.

NO. MATRIK :

(dengan perkataan) (dengan angka)

NO. KAD PENGENALAN :

NAMA PENSYARAH :

KUMPULAN :

JANGAN BUKA KERTAS SOALAN INI
SEHINGGA DIBERI ARAHAN

SULIT

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QUESTION 1 (30 MARKS : 60 MINUTES)

CMM Engineering (CMME) is a large multi-national with most of its business within the heavy process industries. Until recently the structure of the firm has not revolved around specific business units as such, and has instead reflected the main production functions, such as specific operating plants; the supporting functions, such as information technology (IT); and the regional operating areas. Following rapid growth in the centralized IT function, there was recognition that business managers in the firm were unhappy with procedures for IT systems development. These were seen as driven too much by traditional functional requirements identified by the central IT department, rather than business needs. Consequently the firm began a slow process of decentralizing its IT management, which it was felt would increase user involvement and user ownership of systems. According to employees, these moves were partly influenced by research emerging in the world at that time on management strategies for IT such as information management.

In response to several years of worse-than-expected financial performance, a new Chief Executive Officer began to implement a strategy for corporate re-structuring and cultural change. The strategy was directed at short term performance improvement, alleviating some perceived problems with management structures, and identifying and supporting the most globally competitive business. This involved a gradual shift away from a functional orientation within the firm, and towards a much greater focus on business units and “tubes” of business processes. This shift in approach was also seen as being enabled by the existing IT infrastructures, as the extensive IT networks had the potential for rapid communications and decisions across functions and regions. In addition, as the specific business processes running across functions and regions gradually became identified, they were to be supported by new IT systems owned by those new business units. The strategy therefore required, in a sense, a “hardening” into discrete business units of some productive activities which had previously shared many functionally organized services, including IT.

This strategic re-shaping has since taken a new dimension, however, because factors external to the firm have been interpreted as requiring a constant focus on cost reduction throughout the firm, in all its activities. Cost reduction has become ‘part of the woodwork’. In terms of IT systems development the main activity at present involves the identification, modeling and redesign of business processes and considerable satisfaction was expressed with their success at reducing costs and improving performance. However, as mentioned above the strategy originally involved supporting and developing the most globally competitive businesses, for instance by improving links between the marketing and R&D activities to encourage new product development, and improving links between business units to create growth-promoting synergies. But considerable doubt was expressed by the employees over the ability of the standard business process modeling and redesign techniques to enhance communication and knowledge transfer, and they were unaware of a number of available tools and techniques directed specifically towards these goals.

So in practice the employees found it relatively difficult to progress towards the long-term strategic goal of developing the infrastructures and capabilities that would support the new business units. By contrast, the focus on cost reduction was seen to
be a very real concern and one which exercised a considerable and powerful influence on process redesign and systems development. The business process change activities therefore struggled to embrace the two discrete trends of cost reduction and strategic re-shaping.

REQUIRED:

(a) Analyze the above case study and describe FOUR (4) themes that portray the inefficiency of the CMME's business process change project.  
(8 Marks)

(b) From your answers in (a), describe THREE (3) distinguishing features that if they are pulling together it seems plausible to suggest that the company is witnessing the emergence in some quarters of 'soft' business process change. 
(6 Marks)

(c) From your answers in (b), explain FOUR (4) humanistic strategies that can be used as a basis for enabling 'soft' business process change. 
(8 Marks)

(d) Describe FOUR (4) features of 'soft systems thinking' that make it relevant in CMME's information system development. 
(6 Marks)

(e) Why it is hard to enable knowledge transfer amongst staff members within the organization? 
(2 Marks)
SOALAN 1 (30 MARKAH : 60 MINTIT)


Secara tidak langsung terbukti keadilan yang tidak stabil, ketua pegawai eksekutif syarikat mengaruhkan supaya struktur dan budaya syarikat disusun semula. Keadilan ini adalah bagi menperbaiki proses yang pended dan bagi mengurangkan kerugian struktur pengurusan syarikat. Selain itu ia juga bagi membentuk syarikat menjadi peluang perniagaan yang berkembang maju. Akhirnya asas operasi syarikat telah dibahagai daripada berasaskan fungsi kepada berasaskan unit dan proses. Sekali lagi TM dijauhkan asas dalam menyusun unit operasi memang berulasan di keadaan yang dicapai oleh keadaan itu di mana proses komunikasi dan pembentuk keputusan di kelangkaan pengurusan belah dilaksanakan walaupun mereka berada di tempat yang berbeza. Dalam hal ini kita sahaja perlu berikan peluang bagi takadakan masa TM akan digunakan oleh unit terbabit bagi menyolong perubahan tersebut. Penetapan ini menyebabkan aktiviti perniagaan yang produktif diawal di unit yang berkaitan dan berakibat kepada unit yang berjuba dalam syarikat tersebut.

Ragaman fakta lain telah menyebabkan semua aktiviti di atas memerlukan pengurusan yang rapi supaya makanan pengurusan kos dapat dicapai. Dalam lain perkara, pengurusan kos dianggap sebagai faktor penentu dalam pembangunan sistem makanan syarikat terutamanya sekiranya dalam proses menganalisis, membuat model dan melaksanakan sistem. Suatu projek pembangunan sistem dianggap berguna apabila kos yang dilikhatkan adalah rendah dan proses syarikat berjalan baik. Dalam hal ini, strategi pembangunan sistem yang dilaksanakan perlu memastikan pengurusan kos dan mengendalikan pengurusan, seperti dapat memperbaiki pembangunan di antara bahagian pemasaran dan bahagian pengurusan dan pembangunan, supaya dapat menjadi syarikat sentiasa berada dalam keadaan baik. Dalam ini perkara, TM membantu proses menghasilkan produk yang dapat memenuhi kebutuhan pengguna mengurakan proses komunikasi yang cekap dan berkesan. Komunikasi yang cekap dan berkesan ini pada membolehkan semua unit perniagaan disusun dan seterusnya membuat skinkes ke atas pengurusan organisasi. Tetapi beberapa orang pekerja syarikat merasa sangat terhadap keupayaan pilihan bagi memodelkan proses perniagaan dan teknik-teknik rekakentuk semula bagi menghantar komunikasi dan
pengorangan ilmu dalam syarikat. Selain itu mereka juga tidak tahu tezang bilangan alat-alat dan teknik-teknik yang secara langsung disadarkan secara klasus bagi mencapai matlamat tersebut.

Jadi dalam amalan sebaran, pekerja menghadapi kesukaran untuk mencapai strategi matlamat jangka panjang iaitu dalam membangunkan infrastruktur dan keperluan yang boleh menyokong unit perniagaan yang baru. Sebaliknya fokus pengorangan kos diletak sebagai kepentingan yang utama dan menunjukkan pengorangan yang besar di dalam proses rekabentuk semula dan pembangunan sistem. Oleh kerana itu aktiviti-aktiviti perubahan proses perniagaan cuba untuk mencerahkan diri arah aliran yang berbeza iaitu pengorangan kos dan pembentukan semula strategi.

DIKEHENDAKI:

(a) Analisa kes di atas dan jawakan EMPAT (4) tema yang menggambarkan keseluruhankaun pengorangan projek perubahan proses perniagaan CAMME.

(8 Markah)

(b) Daripada jawapan anda di (a), bancikan TIGA (3) ciri-ciri yang menunjukkan gubah yang apabila digubahkan sekali maka agak manusiak untuk mengatasi bahawa syarikat scinda menyokong skil semula semula kemuncak pendek perubahan proses perniagaan 'lambat'.

(6 Markah)

(c) Datapada jawapan anda di (b), terangkan EMPAT (4) strategi kemuncak yang boleh digunakan sebagai asas untuk merealisasikan perubahan proses perniagaan secara 'lambat'.

(8 Markah)

(d) Hurakan EMPAT (4) ciri-ciri pemikiran sistem komput yang menjawarkan relevan dalam pembangunan sistem maklumat CAMME.

(6 Markah)

(e) Terangkan kenapa nak baik sahur untuk berkongsi ilmu di dalam organisasi.

(2 Markah)
QUESTION 2 (30 MARKS : 45 MINUTES)

You are a management consultant for a large public accounting firm. One of your firm’s clients is the FnHot Corporation (FHC), a medium-sized manufacturer of karaoke machines and other audio equipment. You have been hired to advise on the following problems:

- Customer order fulfillment has declined from 90% to 50% during the past year.
- Production costs have risen dramatically because of increased charges for overtime and rework. In addition, idle time due to materials shortages and machine downtime has increased.

REQUIRED:

(a) Develop FOUR (4) questions that could be used to interview the controller and obtain a better understanding of the above problems and their potential causes, together with an explanation of why each question is significant. (6 Marks)

(b) For FHC to answer the questions in (a), the information flowing through the industry – the external value chain – needs to be analyzed before the information processes can be optimized inside the business – by considering the internal value chain. Describe THREE (3) components of the external value chain and NINE (9) components of the internal value chain that you should share with FHC. (18 Marks)

(c) To relate the above value chain analysis in information system strategic planning, FHC need to understand FOUR (4) key applications portfolio and FIVE (5): generic management strategies. Draw a figure to illustrate the relationship between both of them. (6 Marks)
SOALAN 2 (20 MARKAH : 45 MINTI)

Anda merupakan seorang jurawat atau pengurus dalam sebuah firma perekaunon bersaiz besar. Salah satu daripada pelanggan anda adalah Pintar Corporation iaitu pengeluar mesin karaoke dan peralatan audio. Anda telah diminta untuk menubuhkan sesuatu

- Penyempurnaan pesanan pelanggan telah jatuh daripada 90% kepada 50% sejak beberapa tahun terakhir.
- Kas pengeluaran mengeluar secara mendadak disebabkan oleh peningkatan dalam bahan kerja lebih dari masa dan kerja semula. Selain itu, masa tiada kerja juga meningkat disebabkan oleh kekurangan bahan mentah dan kerosakan mesin.

DIKEHENDAKI:

(a) Rina EMPAT (4) soalan yang anda boleh kemukakan kepada pegawai berkaitan sesuatu sesi terhadap isu ini bagi memahami permasalahan di atas serta pencapaian bersama dengan pencapaian bagi setiap satunya.

(6 Markah)

(b) Bagi membantu FHC menjawab persooalan di (a), maklumat berkaitan industri – rantau nilai luasan – perlu dianalisis iaitu sebelum proses-proses maklumat boleh disimpan dan dalam aragografi – dengan mempertimbangkan rantau nilai luasan. Huraian TIGA (3) komponen rantau nilai luasan dan SEMBILAN (9) komponen rantau nilai luasan yang perlu analisis kongsi dengan FHC.

(18 Markah)

(c) Bagi mengkalkulasi analisis rantau nilai di (b) dalam perancangan strategik sistem maklumat, FHC perlu memahami EMPAT (4) portofolio aplikasi dan LMA (5) strategi pengurusan generik. Lukis satu diagram bagi menunjukkan perhubungan di antara kedua-dua syarikat FHC dapat memahami dengan mudah.

(6 Markah)
QUESTION 3 (15 MARKS : 30 MINUTES)

Saiful Burger Restaurant (SBR) started business in 1980’s after Saiful bought the restaurant from the previous owner, Khalid. The restaurant is medium in size and has a kitchen, dining room, counter, storage area, and office. Currently all paperwork are done by hand. Saiful is interested in purchasing a computer system due to its considerable benefits to the business operation. However, he understands that an in-depth analysis is required and therefore hires a consultant to help him.

Perishable food items such as beef patties, buns and vegetable are delivered daily to the restaurant. Other items, such as napkins, straws, and cups are ordered and delivered as needed. Saiful receives deliveries at the restaurant’s back entrance and then updates a stock log form. The stock log form helps Saiful to track the inventory items. The stock log form is updated when deliveries are received and in the night after matching daily sales.

Customers will order foods at the counter whereby the orders are written on an order ticket, totaled on the cash register and then passed to the kitchen to be prepared. The current cash register is not capable of capturing point-of-sale information. Once the order is delivered, its ticket is placed in the order ticket box. Saiful reviews these order tickets in the night and makes adjustments to the inventory.

During peak period, customers need to wait for 10 minutes before can make an order and another 15 minutes before can receive the ordered meal. Low-in-stock inventory items are often not reordered in a timely fashion. This results in the problems in preparing the food. Saiful, however, has expressed his feelings that a new system will be beneficial in the areas of inventory management, marketing, customer service and food preparation.

In the past several months, Saiful has noticed several problems with SBR current information system. Saiful comes to you to seek for an advice. As a consultant that has been appointed by him, you are required to make a proper planning for the new system and give recommendation to the management in terms of budgeting, data and information, information technology and other related resources for SBR new system.

REQUIRED:

(a) Describe TWO (2) weaknesses of the current SBR system that drive Saiful to develop a new one.

(4 Marks)

(b) From the financial (inventory) and customer perspectives, develop a consolidated output of Balanced Scorecard work and Critical Success Factor analysis that can assist SBR in understanding the inventory and customer relationship management problems.

(8 Marks)

(c) Explain TWO (2) reasons why it is of paramount importance for SBR to have an effective information system.

(3 Marks)
SOALAN 3 (15 MARKAH : 30 MINT)


Pada waktu kemenakan, pelanggan terpaksa menunggu selama 10 minit untuk membuat temuduan dan 15 minit untuk mendapatkannya. Selaksa itu, item inventori yang perlu dipesan tidak dipesan semula pada waktu itu. Kerabat ini memerlukan peralatan dalam penyediaan maklumat. Sajid berpendapat bahawa sistem baru mungkin relevan dalam pengurusan inventori, penjualan, perkiraan pelanggan dan penyediaan maklumat.

Secelah beberapa bulan berbelanja, Sajid mendapat bahawa terdapat beberapa masalah dengan sistem maklumat SBR. Sajid terus menghabiskan anda untuk mendapatkan nafkah tentang perkara ini. Sebagian penjualan yang telah dililit oleh beliau, anda telah diterima untuk menyediakan peralatan untuk pengurusan sistem yang baru dan memberi cadangan tentang pengurusan sistem yang baru seperti belianewar, data dan maklumat teknologi maklumat yang akan digunakan dan sumber-sumber yang berhak yang diperlukan oleh SBR.

DIKEHENDAKI:

(a) Harapakah DUA (2) kelemahan yang terdapat pada sistem SBR yang memberang Sajid untuk mendapatkan sistem yang lebih baik.

(4 Markah)
(b) Berdasarkan kepada perspektif keuangan (inventori) dan pelanggan, biaya satu jadual yang menunjukkan gelaran pencapaian kerja seimbang dan analisis faktor kritis yang boleh membantu syarikat memahami masalah-masalah sumber manusia atau pembayaran gaji.

(8 Markah)

(c) Jelaskan secara ringkas DUA (2) sebab kenapa pertlu diwujudkan sistem maklumat yang berkesan bagi SBR.

(3 Markah)
QUESTION 4 (25 MARKS : 45 MINUTES)

Nielsen Marketing Research (NMR), with operations in 29 countries, is the recognized world leader in the production and dissemination of marketing information. Nielsen was a pioneer in the development of the decision support information business and has been the primary supplier for more than 70 years. NMR’s most recognizable product is the Nielsen television ratings.

Nielsen is one of the largest users of computer capacity in the United States of America (USA). Its information system has consistently ranked above average in efficiency for its industry. However, it commissioned IBM’s Integrated Systems Solutions Corporation (ISSC) to evaluate outsourcing NMR’s information processing. NMR wants to know whether outsourcing will allow it to concentrate on giving its customers value-added services and insights and whether outsourcing can increase its flexibility, promote rapid growth, and provide it with more real-time information.

REQUIRED:

(a) Describe FIVE (5) benefits of outsourcing for NMR? (7.5 Marks)

(b) Discuss FIVE (5) steps in the iterative process that are critical in realising the benefits in (a). (7.5 Marks)

(c) The process in (b) is coined as benefits management. What is the definition of benefits management? (2 Marks)

(d) Describe FOUR (4) risks of outsourcing for NMR? (6 Marks)

(e) Do you think the benefits of outsourcing outweigh the risks? Why or why not? (2 Marks)
SOALAN 4 (15 MARKAH : 27 MINIT)

Nielsen Marketing Research (NMR) yang beroperasi di 29 negara merupakan
erupa dalam bidang penghasilan dan penyebaran maklumat pemasaran. Ia
merupakan pelopor dalam membebrah maklumat perniagaan bagi tujuan membuat
keputusan dan telah berkecimpung dalam bidang ini selama lebih 70 tahun. Produk
NMR yang tersohor adalah penaraian televisyen Nielsen.

Nielsen merupakan salah satu pengguna kapasiti komputer terbesar di Amerika
Siaran. Tahap kecepatan sistem maklumannya sentiasa berada di atas purata
industri. Bagaimanapun, ia melantik anak syarikat IBM iaitu Integrated Sistems
Solutions Corporation (ISSC) bagi mendapat penyumberluaran penprosesan maklumat
NMR. NMR ingin menggabungkan semua penyumberluaran akan membolehkan mereka
untuk memberi tumpuan kepada nasehatan nilai perkhidmatan kepada pelanggan,
meningkatkan fleksibiliti, menghasilkan pertumbuhan yang pesat dan menyalurkan
lebih maklumat masa sebenar.

DIKEHENDAKI:

(a) Huraikan LIMA (5) faedah penyumberluaran bagi NMR. (7.5 Markah)

(b) Rincangkan LIMA (5) langkah yang kritikal dalam merealisasikan faedah (a) di
atas. (6 Markah)

(c) Prosed (b) di atas dinamakan sebagai pengorusan faedah. Berikan definsi
pengorusan faedah. (2 Markah)

(d) Huraikan EMPAT (4) risiko penyumberluaran bagi NMR. (6 Markah)

(e) Adakah anda fikir bahawa faedah penyumberluaran sentiasa menggantui
risikonya? Kenapa atau kenapa tidak? (2 Markah)

END OF QUESTION

SOALAN TAMAT