Candidates will be able to:

1. **Assess the purpose of ‘Information Systems’ within different types of organisation and differentiate between ‘Operational’ and ‘Strategic’ management.**
   
   1.1 Describe the various influences that are likely to determine the culture and structure of an organisation.
   
   1.2 Identify the generic types of information system that are most commonly used in organisations and suggest what benefits might have been anticipated from using such systems.
   
   1.3 Suggest reasons for the failure of some technology based information system solutions to achieve their anticipated benefits.
   
   1.4 Explain the key differences between ‘operational’ management and ‘strategic’ management and how this might be reflected within an organisational structure.

2. **Critically evaluate the contribution that ‘Strategic Management’ makes to the development and continuing success of an enterprise.**
   
   2.1 Understand and describe the relationship between business goals and the development of policies that are needed to achieve these goals.
   
   2.2 Identify and discuss the environmental and technological influences that might affect an organisation’s strategy.
   
   2.3 Describe the major elements of strategic management and the appropriate areas on which to focus.
   
   2.4 Explain the importance of relevant information systems in decision support.

3. **Compare and contrast a range of techniques used in ‘strategic analysis’ and explain the value of this analysis in relation to the development of a strategic plan.**
   
   3.1 Use SWOT Analysis (Strengths, Weaknesses, Opportunities and Threats) to gain insights into an organisation.
   
   3.2 Describe how Critical Success Factor (CSF) analysis can influence strategic planning.
   
   3.3 Discuss the nature and relevance of PESTLE (Political, Economic, Social, Technological, Legal and Environmental) analysis in developing a business strategy.
   
   3.4 Explain how Porter’s ‘Five Forces’ model is used to identify external factors that determine the formulation of a strategy.
   
   3.5 Suggest how Scenario Planning might contribute to strategic planning.
### 4. Make recommendations on the formulation of strategy at Operational, Business Unit, and Corporate levels.

4.1 Explain the term ‘Benchmarking’ and how this might be used in the context of strategic planning.
4.2 Use appropriate techniques to identify the forces and factors that determine the formulation of a strategy.
4.3 Discuss the differences between high level and detailed level analysis.
4.4 Carry out high level and detailed level analyses for given case studies to identify and classify the type of industry and the type of trading involved.

### 5. Identify the role of Strategic Information Systems in organisations.

5.1 Explain the role of Strategic Information Systems in shaping, moulding and changing goals, operations, products, services and environmental relationships.
5.2 Explain the significance of ‘Value Chain’ analysis in assessing the importance of information within an organisation.
5.3 Discuss how Strategic Information Systems might help an organisation gain and sustain competitive advantage.
5.4 Discuss the role of management control for the performance of operational units and the effective and efficient use of resources.

### 6. Assess the strategic importance of Information Systems Project Management.

6.1 Demonstrate an understanding of the main stages of Information Systems Project Planning.
6.2 Describe the key elements associated with identifying and mitigating the risks linked to the implementation of strategic information systems.
6.3 Explain the security implications of maintaining strategic information systems and discuss the associated legal and regulatory issues.
6.4 Understand the significance of aligning the information system strategy, organisational strategy and overall business strategy.
6.5 Explain how this might be achieved using the balanced scorecard approach.

### 7. Consider the extent to which strategic information systems can affect business processes and impose changes to organisational structure.

7.1 Explain the impact that the growth of eCommerce has had on some traditional business processes and identify some of the new business models that have developed as a consequence.
7.2 Discuss the human and organisational issues that are associated with process change enabled by information and communications technology (ICT).

7.3 Describe in detail how ICT and the Internet have influenced Supply Chain Management and explain the risks that are inherent in the evolved business processes.

7.4 Understand the major elements and stages in a controlled Change Management process and the various techniques used to ensure a successful transition.

8. Consider the importance of knowledge management for achieving competitive advantage.

8.1 Explain why knowledge management is an essential element of strategic management.

8.2 Discuss the reasons for which knowledge management in organisations needs to be improved in the era of global connectivity and proliferated information systems.

8.3 Recognise and describe some of the current Knowledge Management technologies.

8.4 Demonstrate an understanding of the Knowledge Management Cycle (create, capture, refine, store, manage, disseminate).

9. Critically evaluate Business Process Re-engineering (BPR) and Enterprise Resource Planning (ERP) within the context of Strategic Management.

9.1 Explain the objectives of Business Process Re-Engineering (BPR) and describe a suitable methodology.

9.2 Identify and understand the application of appropriate tools to support Business Process Re-Engineering.

9.3 Recognise the risks of BPR in contrast to cross-functional enterprise-wide resource planning (ERP).

9.4 Discuss ERP implementation issues in building a supportive IT infrastructure and adopting ERP solutions.

10. Assess the techniques and issues associated with strategy implementation.

10.1 Identify the main reasons why a strategy may fail to deliver the anticipated benefits.

10.2 Describe the major factors that contribute to the successful implementation of a management strategy.

10.3 Use case studies to illustrate and compare both successful and failed strategy implementation processes.

Assessment Criteria:

- Assessment method: written examination
- Length of examination: three hours
• Candidates should answer four questions from a choice of eight, each question carrying equal marks.

Recommended Reading

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