

**FACULTY OF SCIENCE AND TECHNOLOGY  
END OF SEMESTER EXAMINATIONS - MAY 2024/2025**

**PROGRAMME: BIT**

**YEAR/SEM: YEAR 3/SEMESTER 2**

**COURSE CODE: BIT3201**

**NAME: STRATEGIC IT & MANAGEMENT**

**DATE: 2025-08-07**

**TIME: 2:00-5:00PM**

**INSTRUCTIONS TO CANDIDATES:**

1. Read the instructions very carefully
2. The time allowed for this examination is STRICTLY three hours
3. Read each question carefully before you attempt and allocate your time equally between all the Sections
4. Write clearly and legibly. Illegible handwriting cannot be marked
5. Number the questions you have attempted
6. Use of appropriate workplace examples to illustrate your answers will earn you bonus marks
7. Any examination malpractice detected will lead to automatic disqualification.

**DO NOT WRITE ANYTHING ON THE QUESTION PAPER**

## Section A Attempt All Questions

### Question 1:

**Busoga Courier Services**, a delivery company based in Jinja, Uganda, has recently lost many customers to digital competitors like **SafeBoda** and **Glovo**. Their operations are still manual, they lack real-time tracking systems, and their website frequently crashes. The company admits it never had a formal Information Systems/IT strategy and only buys technology when problems occur. You have been hired as a consultant to help them understand the importance of a good IS/IT strategy and how to fix their mistakes. **Answer the following questions:**

- a. What is an IS/IT strategy? (2 marks)
- b. List and explain **three** key components of a good IS/IT strategy. (3 marks)
- c. Why is it important for a company like Busoga Courier to have an IS/IT strategy? (2 marks)
- d. How can Busoga Courier use IT to improve customer service and delivery speed? (3 marks)
- e. Mention **two internal** reasons (within the company) that may have led to poor IT planning at Busoga Courier. (2 marks)
- f. Mention **two external** reasons (from outside the company) that may have affected their IT strategy. (2 marks)
- g. Why do some managers in Ugandan companies avoid investing in IT strategy? (3 marks)
- h. How can poor communication between departments lead to a weak IT strategy? (3 marks)
- i. What are the main business goals of Busoga Courier Services? (2 marks)
- j. Suggest **three ways** that Busoga Courier can align its IT investments with its business goals. (3 marks)
- k. What role should top management play in supporting IT strategy? (3 marks)
- l. What are **two short-term** effects of a poor IT strategy on a company's operations? (2 marks)
- m. What are **two long-term** effects of not having a clear IT strategy? (2 marks)
- n. How can customer trust be affected by weak digital systems? (2 marks)
- o. Name a Ugandan or East African company that failed due to poor IT or digital planning. (1 mark)
- p. Briefly explain what happened to that company. (2 marks)
- q. What **two lessons** should Busoga Courier learn from that company's mistake? (3 marks)

## Section B Choose any Three(3) Questions

### Question 1:

**MTN Uganda**, a leading telecommunications provider, is expanding its services across East Africa with a focus on digital transformation. As part of its strategic IT planning, the company is prioritizing **technical standardization** to improve system interoperability, ensure efficient service delivery, and manage IT innovations. However, regional offices are using different technologies, and there's inconsistency in data exchange formats and software platforms. The CIO has directed the IT team to develop and communicate a

unified **technical standardization blueprint** to support this growth and innovation strategy. **Questions:**  
**a.** Define technical standardization and explain its scope within strategic IT planning.

(3 marks) **b.** Identify and explain **three objectives** of technical standardization in an organization like MTN Uganda.

(3 marks) **c.** Describe the **contribution** of technical standardization to the success of strategic IT planning.

(3 marks) **d.** Outline the **standardization process** that MTN Uganda should follow when implementing new IT systems across regional offices.

(3 marks) **e.** What is a **technical blueprint** in the context of IT standardization, and how should it be maintained and communicated in a growing company?

(3 marks) **f.** Differentiate between **'black-box' standardization** and **'white-box' standardization**. Give one advantage of each.

(3 marks) **g.** How can MTN Uganda use **IT innovation management** alongside technical standardization to stay competitive in the telecom sector?

(2 marks)

## Question 2:

You are an IT strategy consultant working with *SwiftDrop*, a Ugandan startup preparing to launch an app-based delivery service targeting urban and peri-urban areas. The founders are eager to ensure that their investment in IT infrastructure and product development results in long-term success and sustainability. They have limited experience with IT planning and need help understanding how the product lifecycle affects their strategy.

**a)** Explain two critical components of IT infrastructure that SwiftDrop should prioritize before launching the app. (4 marks)

**b)** Identify the current stage of the product lifecycle for the SwiftDrop delivery app and justify your answer. (4 marks)

**c)** Describe two challenges that startups typically face in the introduction stage of the product lifecycle and how these can affect IT planning. (4 marks)

**d)** Suggest one IT-based strategy that could help extend the lifecycle of the app and explain how it would be implemented. (4 marks)

**e)** Outline two reasons why aligning IT planning with the product lifecycle is important for a startup's long-term sustainability. (4 marks)

## Question 3:

*AgriSmart Technologies Ltd* is a Kenyan agricultural technology company that provides digital tools and smart sensors to smallholder farmers. Recently, AgriSmart has been facing increasing competition from both local startups and international agri-tech firms. To remain competitive, the management team is reviewing its strategic options for building a strong competitive advantage using information technology (IT), pricing, and product differentiation. **Answer the following questions based on the scenario above:**  
**a.** Define *competitive advantage* and explain why it is critical for AgriSmart Technologies Ltd in today's competitive environment.

(3 marks) **b.** Briefly describe Michael Porter's model of competitive advantage.

(3 marks) **c.** Explain how AgriSmart could apply the **cost leadership strategy** in its operations and give one relevant example.

(3 marks) **d.** Outline **three key ways** AgriSmart can achieve **low-cost leadership** without compromising quality.

(3 marks) **e.** Discuss how AgriSmart could use a **differentiation strategy** to stand out from its competitors. Give one example relevant to its agri-tech services.

(3 marks) **f.** Identify **two major drivers of differentiation** that AgriSmart could focus on and justify your choice.

(2 marks) **g.** Explain how the use of **IT systems** (e.g., mobile platforms, data analytics, cloud services) can contribute to AgriSmart's competitive advantage.

(3 marks)

## Question 4:

You have been appointed as a junior strategic analyst at **FreshTech Ltd**, a Ugandan company that develops agricultural technology solutions for smallholder farmers. The company is facing stiff competition from foreign brands entering the Ugandan market, and there is growing concern over rising input costs, shifting customer

demands, and regulatory changes related to digital agriculture. The management has asked your team to conduct a strategic analysis and provide recommendations on how the company can improve its position in the market.

**Based on the scenario above, answer the following questions:**  
**a.** Define **strategic analysis** and explain its purpose in organizational planning. (2 marks)

**b.** Identify and briefly describe any **three strategic analysis tools** that could be used to analyze FreshTech Ltd's internal and external environment. (3 marks)

**c.** Using the scenario, complete a **SWOT analysis** for FreshTech Ltd by listing one point under each of the following:

- Strength
- Weakness
- Opportunity
- Threat

(4 marks)

**d.** Explain how the **SWOT matrix** can help FreshTech Ltd align its internal strengths with external opportunities. (3 marks)

**e.** Conduct a **PEST analysis** by identifying one relevant Political, Economic, Social, and Technological factor that could affect FreshTech Ltd. (4 marks)

**f.** Briefly describe how **Porter's Five Forces Analysis** could help FreshTech Ltd understand its industry competition. (2 marks)

**g.** What are **early warning systems** in strategic analysis, and how might FreshTech Ltd benefit from using them? (1 mark)

**h.** Suggest one **future strategic recommendation** for FreshTech Ltd based on your analysis. (1 mark)

## Question 5:

Kivu Retail Group, a fast-growing Congolese retail and distribution company headquartered in Goma, is expanding its operations across Central and East Africa. With rising customer demand for digital services and regional supply chain coordination, management is evaluating how to strengthen collaboration between business and IT teams. Currently, IT decisions are made centrally at the head office, but branch offices in Bukavu, Kinshasa, and Lubumbashi are requesting more autonomy to respond to local market needs. The company is also exploring outsourcing parts of its IT services to optimize costs and service delivery. As the newly appointed IT Strategy Consultant, you are tasked with evaluating and recommending the best organizational and IT governance structure for Kivu Retail Group.

**a)**  
i. What does collaboration between business and IT involve in an organization like Kivu Retail Group? (1 mark)  
ii. Identify and explain two ways poor collaboration might negatively affect the company's growth. (1 mark)  
iii. Suggest two benefits of establishing a strong collaborative framework between the business and IT units. (2 marks)

**b)**  
i. Briefly describe two possible organizational structures suitable for IT departments. (1 mark)  
ii. Which structure is most appropriate for a company with multiple regional branches? (1 mark)  
iii. Justify your recommendation with two specific reasons tailored to Kivu Retail Group's situation. (2 marks)

**c)**  
i. Define centralized and decentralized IT structures. (1 mark)  
ii. List two advantages and two disadvantages of a centralized IT model for Kivu Retail Group. (2 marks)  
iii. Why might decentralization be more appropriate for some functions as the company expands? (1 mark)

**d)**  
i. Define IT sourcing and explain the difference between insourcing and outsourcing. (1 mark)  
ii. Recommend a suitable sourcing model for Kivu Retail Group (e.g., full outsourcing, selective outsourcing, co-sourcing). (1 mark)

iii. Mention two key criteria that should guide the company's decision to outsource certain IT functions. (1 mark)

**e)**  
iv. Give one example of an IT function that could be outsourced and explain why. (1 mark)

**f)**  
i. What is an IT decision-making structure, and why is it critical for digital transformation? (1 mark)

ii. Outline three steps the company should follow in developing a suitable decision-making framework. (2 marks)

iii. How can the company ensure that the structure remains effective as it continues to grow? (1 mark)

## Question 6:

An effective IT strategy must not only align with an organization's business goals but also address cybersecurity to protect digital assets and ensure long-term sustainability. Answer the following questions to demonstrate your understanding of how cybersecurity fits within IT strategic planning: **a)** Define **IT strategy** and explain its importance in guiding organizational goals and technology use. (4 marks)

**b)** Explain how **cybersecurity** supports a successful IT strategy. Why must cybersecurity be considered a strategic priority rather than just a technical issue? (4 marks)

**c)** Identify and describe any **three key components** of an IT strategy that directly or indirectly relate to cybersecurity. (6 marks)

**d)** List **two common cybersecurity threats** and describe one strategic approach an organization can use to prevent or respond to each. (6 marks)