INTERNATIONAL UNIVERSITY OF EAST AFRICA
'Learning to Succeed'

FACULTY OF BUSINESS MANAGEMENT

END OF SEMESTER EXAMINATIONS - DECEMBER 2025

PROGRAMME: MBA
YEAR/SEM: YEAR 1/SEMESTER 2
COURSE CODE: MBA 723
NAME: MANAGEMENT INFORMATION SYSTEMS MBA

DATE:
TIME:

INSTRUCTIONS TO CANDIDATES:

SECTION A

Section A is Compulsory

Question 1:

CASE STUDY 1: Digital Integration at International University of East Africa (IUEA)

The International University of East Africa (IUEA) has embarked on a journey to become a fully digital university by integrating multiple information systems. Over the past two years, the University launched a cloud-based Learning Management System (LMS), a Student Information System (SIS), and a digital payments platform for local and international students.

The systems have improved access to academic services — students register online, lecturers submit results digitally, and administrators can monitor fee payments in real time. However, some challenges persist:

- Some departments still use manual records, causing duplication.
- Users report system slowdowns during peak registration periods.
- The finance portal runs on a separate vendor system not yet integrated with the SIS.
- A few staff members resist digital workflows, citing fears of data loss and reduced control.

The ICT Directorate has now established an “Integration Task Force” to improve data flow, conduct user training, and develop dashboards showing student retention and performance trends for management decision-making.

Required:
a) Explain how IUEA’s Management Information Systems support decision-making for university managers and lecturers. (10 marks)
b) Suggest two effective strategies the University can use to encourage staff to adopt and trust the new systems. (10 marks)
c) Identify three likely technical causes of slow logins and duplicate data entries. (10 marks)
d) Describe two ways students will benefit once the systems are fully integrated. (10 marks)

Question 2:

CASE STUDY 2: Digital Banking at Unity Bank of South Sudan

Unity Bank recently introduced digital banking services, including a mobile app and web portal, allowing customers to open accounts, make payments, and transfer funds in both local and foreign currencies. The shift marks a major milestone in South Sudan’s financial inclusion efforts.

While adoption was initially high, problems soon appeared:

- Some customers fell victim to fake “verification” emails and phone scams.
- Network instability caused delays in mobile transactions.

Staff in rural branches lacked training to assist digital clients effectively.

- Frequent password resets led to customer frustration and security loopholes.

In response, management created a Digital-Rollout Committee to train staff, enhance cybersecurity, and improve user experience using feedback from the system's data analytics.

Required:

a) Identify common cybersecurity threats that could endanger Unity Bank's online customers. (10 marks)

b) Propose two security measures the bank can implement to protect client data and accounts. (10 marks)

c) Explain how training branch employees can improve customer confidence and system performance. (10 marks)

d) Discuss two benefits of digital banking for both the bank and its customers. (10 marks)

SECTION B

Attempt Any 3 Questions

Question 1:

Managers today operate in a data-driven world. Decisions about budgets, staffing, and planning depend on accurate and timely information.

(a) In your own words, explain what a Management Information System (MIS) is and how it assists managerial decision-making. (10 marks)

(b) Identify and briefly describe the four core components (people, data, hardware/software, and procedures) that make up an MIS. (10 marks)

Question 2:

Across East Africa, organizations rely on information systems to manage operations in real time — from mobile money agents to HR and inventory systems.

(a) Explain three ways MIS applications improve daily business operations. (10 marks)

(b) Discuss two benefits such systems provide to both managers and customers. (10 marks)

Question 3:

Organizations collect large volumes of data daily. Effective MIS transforms this data into information and then into knowledge for action.

(a) Differentiate between data, information, and knowledge, giving one MIS-based example of each. (10 marks)

(b) Explain how converting raw data into useful information enhances managerial planning and control. (10 marks)

Question 4:

Cloud computing has changed how MIS resources are managed and accessed.

(a) Define cloud computing and explain one reason why modern organizations prefer cloud-based MIS. (10 marks)

(b) Suggest two practical cloud applications that could strengthen IUEA’s administrative or academic operations. (10 marks)

Question 5:

Every MIS faces threats ranging from viruses to insider misuse.

(a) Identify three common security threats that could disrupt organizational MIS operations. (10 marks)

(b) State two simple measures employees can follow to protect organizational data and system integrity. (10 marks)

Question 6:

The adoption of MIS raises new ethical and social concerns, including privacy, data

manipulation, and misuse of information.

(a) Identify three major ethical issues that arise from the use of MIS in organizations. (10 marks)

(b) Suggest two managerial actions that can promote ethical and legal use of information systems. (10 marks)

Question 7:

Different MIS layers serve different management levels — from transaction records to executive summaries.

(a) Distinguish between a Transaction Processing System (TPS) and a Management Information System (MIS) in terms of purpose and users. (10 marks)

(b) Give one example of each system within a university or business organization. (10 marks)

Question 8:

Decision-making is a critical managerial function, and MIS provides the tools to support it effectively.

(a) Describe the main stages of the decision-making process that MIS can support. (10 marks)

(b) Explain two ways Decision Support Systems (DSS) improve the quality of managerial decisions. (10 marks)

Question 9:

Information and communication technologies now enable remote work and collaboration beyond traditional offices.
(a) Define telecommuting and explain how MIS supports remote work. (10 marks)
(b) Discuss two benefits and two challenges remote work introduces for both employees and managers. (10 marks)

Question 10:

Information infrastructure forms the backbone of all MIS operations within organizations.
(a) List and briefly describe three main components of an organization’s IT infrastructure. (10 marks)
(b) Explain how each component contributes to the effectiveness of an MIS. (10 marks)

Question 11:

Organizations often implement different types of information systems to serve various management levels and business needs.

(a) Identify and briefly describe three major types of organizational information systems (for example, TPS, MIS, DSS, or ESS). (10 marks)
(b) Explain how these systems can work together to improve coordination and performance in an organization. (10 marks)

Question 12:

System quality and data accuracy determine the value of any MIS

output. Poor data leads to poor decisions.

(a) Explain three common causes of poor data quality in organizational MIS databases. (10 marks)
(b) Suggest two ways managers can ensure accuracy and reliability of information produced by their MIS. (10 marks)