



UNIVERSITI KUALA LUMPUR
MALAYSIAN INSTITUTE OF INFORMATION TECHNOLOGY

FINAL EXAMINATION
JANUARY 2016 SEMESTER

COURSE CODE : IEB 30503
COURSE NAME : MANAGEMENT OF IT RESOURCES
PROGRAMME NAME : BACHELOR OF BUSINESS TECHNOLOGY (HONS.) IN
COMPUTER ENTREPRENEURIAL MANAGEMENT
DATE : 26 MAY 2016
TIME : 9.00 am – 11.30 am
DURATION : 2 HOURS 30 MINUTES

INSTRUCTIONS TO CANDIDATES

1. Please **CAREFULLY** read the instructions given in the question paper.
2. This question paper has information printed on both sides of the paper.
3. This question paper consists of **ONE (1)** section only; Section A.
4. Answer only **FOUR (4)** questions in Section A.
5. Please write your answers on the answer booklet provided.
6. Answer all questions in English language **ONLY**.

THERE ARE 6 PAGES OF QUESTIONS, INCLUDING THIS PAGE.

SECTION A (Total: 100 marks)**INSTRUCTION: Answer any FOUR (4) questions only.****Please use the answer booklet provided.****Question 1**

- (a) Define the technology and the management of technology. (3 marks)
- (b) There are various disciplines that can influence the management of technology and innovation. List all of the areas. (8 marks)
- (c) Why should individuals and organizations be concerned about the management of technology? (5 marks)
- (d) What is innovation? Frequently, product and process innovations are connected. Provide examples of this connection. (3 marks)
- (e) Discuss ways in which top management can foster creativity and innovation in the work place. (6 marks)

Question 2

- (a) What are the potential benefits of an innovation strategy? (4 marks)
- (b) Discuss the problems in engagement in the implementation of innovation process? (6 marks)

- (c) Gap Analysis is where the company seeks potential gap between what it wants to occur, what actually has occurred, and what is likely to occur. Discuss the **THREE (3)** areas where a company may focus their evaluations of gaps. (6 marks)
- (d) If there are gaps found in goals and performance, what are the common adjustments that can be made? (4 marks)
- (e) Board of director's focus on the major gaps that may occur and address whether a radically different direction for the firm is needed. List **FIVE (5)** types of actions that impact control that the board should be involved. (5 marks)

Question 3

- (a) What is strategic alliance? List and describe the **FIVE (5)** different types of strategic alliances. (12 marks)
- (b) Explain the different types of mergers and acquisitions. (8 marks)
- (c) In developing plans for the acquisition of technology, there are several mistakes to avoid. Discuss the major mistakes to avoid in a merger or acquisition. (5 marks)

Question 4

Linux is an operating system created by Linus Torvalds, who was a Finnish university student at the time of its development. The operating system is offered free and has become the leading competitor to proprietary operating systems like UNIX and Microsoft. The heart of the system is referred to as the Linux kernel, which is the code that forms the basis of any firm's operating system. The firm is then able to take that code and build on it.

This adaptability has led firms such as IBM and Hewlett-Packard to use Linux as a base operating system. The development of a system like Linux demonstrates a consistent theme in many technological areas: the pattern of development is difficult to predict. Firms must constantly scan the business horizon for changes that are occurring and look for the unexpected. A free operating system that becomes the backbone of many firms' efforts would have been difficult to predict five years ago. Today, however, the resource is widely used. Other firms such as Red Hat, VMware and Novellus Systems have specialized in developing Linux applications. These smaller firms are subject to acquisition. This raises many technology management issues for the users of the applications.

Based on the paragraph, answer questions (a) to (d) below.

- (a) Define continuous technology, radical technology, offensive technology and defensive technology. Give **ONE (1)** example for each technologies. (8 marks)
- (b) What type of technology does Linux represent; continuous, disruptive, or next generation? Explain how the classification of type of technology would mean for competitors and consumers. (5 marks)
- (c) If your competitor acquires a firm that owns an application that is key to your business, what issues would you face? What would happen to the value of the acquired firm? (6 marks)
- (d) Discuss the characteristics that increase rivalry in an industry. (6 marks)

Question 5

United Parcel Service (UPS) daily serves 1.8 million shipping customers from its worldwide hub in Louisville, Kentucky. The firm must process these packages between 11:30 p.m. and 3:30 a.m. each day. The firm has to develop both technology and human resource capabilities to meet this strenuous schedule.

Sorting packages could not all be done manually simply because of the volume of packages. The firm found that there was also a need to increase the use of technology due to human resource pressures. In the 1990s, UPS realized that the heavy reliance on manual efforts was resulting in high employee turnover. Over the last 10 years UPS has spent \$100 million on new software to upgrade its package flow technology. The results are:

- Increased productivity (as much as 50 percent) by package loaders
- Increased route efficiency for drivers saving over 25 million miles of driving and 3 million gallons of fuel
- Increased internal connectivity and better communication
- Faster loading of trucks

The firm's efforts to develop its capabilities have not stopped there. Their IT staff has grown to over 5,000 people, as UPS has become the leader in package delivery services. The competitive battle between UPS and FedEx has been described as a war, with both firms in a technological arms race. The result is that both firms have made extensive evaluations of each firm's human skills and knowledge capabilities.

Based on the paragraph, answer questions (a) to (d) below:

- (a) Define competitive advantages and what sustainable competitive advantages has UPS tried to acquire?

(5 marks)

- (b) What happens if a new competitor appears in the environment? How should UPS change its strategic focus?

(8 marks)

- (c) Value creation is not something that occurs automatically or quickly. Discuss the stages of the value creation process.

(4 marks)

- (d) The term intrapreneurial is used to describe entrepreneurial activities that occur within organizations. What are the **FOUR (4)** resources are need to be developed to enact these types of activities?

(8 marks)

END OF EXAMINATION PAPER

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