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CISSE INTERMEDIATE LEVEL

INFORMATION SYSTEMS STRATEGY, GOVERNANCE AND ETHICS

TUESDAY: 3 December 2024. Morning Paper.   **Time Allowed: 2 hours.**

This paper consists of fifty (50) Multiple Choice Questions. Answer ALL questions by indicating the letter (A, B, C or D) that represents the correct answer. Each question is allocated two (2) marks.

1. In the information systems concept, processing function involves _____.
   A. capturing and assembling elements that enter the system to be processed
   B. monitoring and evaluating feedback to determine whether a system is moving toward the achievement of its goal
   C. transferring elements that have been produced by a transformation process to their ultimate destination
   D. transformation processes that convert input into output   (2 marks)

2. The interaction between information technology and organisations is influenced by _____.
   A. solely the decision making of middle and senior managers
   B. the development of new information technologies
   C. many factors, including structure, politics, culture and environment
   D. two main macroeconomic forces: capital and labor   (2 marks)

3. Which one of the following statements refers to the role of portfolio management in technology investment planning?
   A. To manage security investments in technology companies
   B. To manage and prioritise multiple Information Technology (IT) investments for the best strategic outcomes
   C. To select the cheapest technology options available
   D. To reduce the amount spent on hardware   (2 marks)

4. Which one of the following statements is **NOT** a key component of Information Systems strategy framework?
   A. Information Technology (IT) infrastructure
   B. Business processes
   C. Marketing campaigns
   D. Information Technology (IT) governance   (2 marks)

5. Which one of the following factors is an important consideration when making technology investment decisions?
   A. Market trends and competitors' technology
   B. The cost of hardware only
   C. The current workforce sizes
   D. Customer service feedback   (2 marks)

6. In the context of Information System (IS) business alignment, the term "Business Information Technology (IT) alignment maturity" refers to the _____.
   A. age of the IT systems used by the business
   B. level at which IT and business strategies are aligned
   C. financial investment in IT
   D. number of IT staff in an organisation (2 marks)

7. A company is deciding between two potential technology investments. Which one of the following methods would help them compare the potential financial benefits of each investment?
   A. Risk assessment
   B. PEST analysis
   C. Net Present Value (NPV) analysis
   D. SWOT analysis (2 marks)

8. Which one of the following statements is **NOT** part of a technology investment business case?
   A. Justification of the investment
   B. Expected benefits and risks
   C. Detailed vendor selection
   D. Estimated costs and timeline (2 marks)

9. Which one of the following factors is **LEAST** likely to influence technology investment decisions?
   A. Technological compatibility with existing systems
   B. The personal preferences of Information Technology (IT) staff
   C. Business growth strategy
   D. Security and compliance requirements (2 marks)

10. The process of continuously monitoring and reviewing risks in an organisation is known as, risk _____.
    A. governance
    B. mitigation
    C. assessment lifecycle
    D. re-evaluation (2 marks)

11. Which one of the following statements refers to the primary focus of ethics in information systems?
    A. Enhancing technological capabilities
    B. Ensuring the responsible use of information and technology
    C. Maximising profits for Information Technology (IT) companies
    D. Increasing the speed of data processing (2 marks)

12. The technology that is frequently utilised in the Internet of Things (IoTs) that uses sensors and devices to gather data from real-world settings and physical objects is called _____.
    A. data lakes
    B. quantum computing
    C. augmented reality (AR)
    D. edge computing (2 marks)

13. Which one of the following is the system that a record of transactions, especially those made in a cryptocurrency, is maintained across computers that are linked in a peer-to-peer network?
   A. Data warehouses
   B. Quantum computing
   C. Data lakes
   D. Blockchain (2 marks)

14. The act of using technology to gain unauthorised access to computer systems for ethical and lawful purposes such as identifying vulnerabilities is known as _____.
   A. ethical hacking
   A. cyberbullying
   B. malware distribution
   C. online tracking (2 marks)

15. Which one of the following statements explains how managing technology and innovation impacts organisational agility?
   A. Maximising resistance to change among the employees
   B. Minimising employee satisfaction
   C. Fostering adaptability and responsiveness to market shifts
   D. Discouraging creativity and experimentation (2 marks)

16. An innovation strategy that involves a series of small improvements made to a company's existing products or services is known as _____.
   A. sustaining innovation
   B. radical innovation
   C. disruptive innovation
   D. open innovation (2 marks)

17. The balanced scorecard translates an organisation's vision and strategy into actionable objectives across four perspectives. Which one of the following statements refers to the perspectives?
   A. Unifying the message
   B. Visualising objectives
   C. Learning and growth
   D. Creating visibility (2 marks)

18. Corporate governance helps in exposing unethical policies or mismanagement in organisation's by_____.
   A. competing with large organisations
   B. promoting openness and responsibility
   C. focusing on short and long-term gains
   D. promoting sophisticated systems (2 marks)

19. Which one of the following statements is **FALSE** about the role of management in strategy and governance?
   A. Clarifies the organisation's goals and objectives, ensuring that all efforts are aligned with its strategic vision
   B. Prioritises resource allocation based on strategic goals, enhancing efficiency and effectiveness
   C. Regularly analyses both internal capabilities and external market conditions to adapt strategies as needed
   D. Discouraging competitiveness so as to have the largest market share and ensure customer satisfaction (2 marks)

20. Which one of the following factors is critical in aligning information system (IS) and business strategy?
    A. Having separate objectives for Information Technology (IT) and business
    B. Involving Information Technology (IT) leadership in business planning
    C. Outsourcing all Information Technology (IT) functions
    D. Using only proprietary software   (2 marks)

21. Which one of the following steps applies in developing corporate level information system strategy?
    A. Defining business minor objectives
    B. Identifying obsolete technology to use
    C. Irregular evaluation review for optimisation
    D. Implementing governance frameworks   (2 marks)

22. Which one of the following is the framework that offers organisations with a systematic approach to assessing their competitive environment and making strategic decisions that can influence their long-term success?
    A. Balanced Scorecard
    B. McKinsey 7S Framework
    C. Strategic Alignment model
    D. Porter's Five Forces   (2 marks)

23. Which one of the following statements is **TRUE** about principles of information systems (IS) strategy triangle?
    A. Changes in business direction does not require corresponding adjustments in organisational structure and IS initiatives
    B. Business strategy is the secondary driver of both organisational and IS strategies
    C. Successful organisations ensure that all three strategies work independently for operation efficiency
    D. Adopting an IS strategy may require changes in workflow of organisational strategy (2 marks)

24. In view of business value of information systems, which one of the following roles will information systems play in decision-making?
    A. Offering real time data
    B. Complex data retention
    C. Complicating data retrieval
    D. Limited access to information   (2 marks)

25. Which one of the following approaches would an organisation use in order to assess information systems' return on investment (ROI)?
    A. Relying solely on financial metrics
    B. Ignoring future benefits
    C. Focusing solely on operational costs
    D. Business Value Index (BVI)   (2 marks)

26. For better governance of information systems, we need to use information system (IS) cooperate level strategies. Which one of the following is a commonly used IT governance framework?
    A. COBIT
    B. Five forces model
    C. PEST Analysis
    D. SWOT Analysis   (2 marks)

27. Which one of the following strategies is a key component of Information Systems Strategy triangle?
    A. Market analysis
    B. Business strategy
    C. Financial strategy
    D. Human resources strategy   (2 marks)

28. Which one of the following statements is a key component in Strategic Alignment Model (SAM)?
    A. Financial alignment
    B. Customer relations management
    C. Strategic fit and functional integration
    D. Information Technology (IT) service desk management   (2 marks)

29. Which one of the following features of digital asset management system helps prevent unauthorised access to copyright content?
    A. User interface design
    B. Digital rights management
    C. Content creation tools
    D. Social media integration   (2 marks)

30. Which one of the following attack techniques is commonly used during social engineering?
    A. Denial of Service
    B. SQL injection
    C. Phishing
    D. Malware Analysis   (2 marks)

31. Which one of the following is **NOT** a component of a risk management framework?
    A. Risk governance
    B. Risk identification
    C. Risk mitigation techniques
    D. Risk validation   (2 marks)

32. Susan Njoki performed a risk assessment on all information systems in her organisation. Which one of the following methods can you advise her to use to prioritise risks identified?
    A. Random selection
    B. Risk matrices
    C. Ignore low-impact risks
    D. Focusing only on financial implications   (2 marks)

33. Which one of the following roles do research and development (R&D) play in managing technology and innovation?
    A. Minimising investment in new technologies
    B. Driving product and process innovation
    C. Discouraging market research
    D. Maximising employee turnover   (2 marks)

34. Which one of the following ethical principles emphasises accountability for actions taken in information systems?
   A. Authentication
   B. Transparency
   C. Responsibility
   D. Fault tolerance (2 marks)

35. Which one of the following roles do user education play in promoting ethics in information systems?
   A. It complicates compliance with regulations
   B. It is unnecessary if technical controls are in place
   C. It reduces the need for ethical guidelines within organisations
   D. Users understand their rights and responsibilities (2 marks)

36. Which one of the following actions is considered unethical in the context of information systems?
   A. Using cryptography for financial data
   B. Leaving the desktop screens unlocked
   C. Patching a new software acquired
   D. Reporting security incidents promptly (2 marks)

37. Which one of the following is **NOT** a common ethical dilemma in information systems?
   A. Access rights
   B. Algorithmic bias
   C. Cyber security ethics
   D. Fair use of data (2 marks)

38. The primary ethical concern regarding data collection in information systems is _____.
   A. data storage costs
   B. user consent
   C. speed of data processing
   D. real time data analysis (2 marks)

39. Which one of the following google analytics feature allows users to track user interactions beyond simple pageviews?
   A. Event tracking
   B. Custom dimensions
   C. Log monitoring
   D. Data tracking (2 marks)

40. Which one of the following tools is used to track user behaviour across multiple sessions and devices in google analytics?
   A. Session cookies
   B. Referral tracking
   C. User ID feature
   D. IP Address tracking (2 marks)

41. Bitly allows users to customise their shortened universal resource locators (URLs). This is known as _____.
   A. branded links
   B. URL tagging
   C. URL masking
   D. domain forwarding (2 marks)

42. Which one of the following statements is **TRUE** regarding Taboola?
    A.   It only serves ads on mobile devices
    B.   It provides a platform for publishers to monetise their content
    C.   It is primarily a social media management tool
    D.   It only focuses on video advertising   (2 marks)

43. Lane Bryant's campaign with Outbrain achieved significant results, particularly in terms of return on investment (ROI). Which one of the following statements does **NOT** refer to a contributing factor to Lane Bryant's overall marketing success?
    A.   E-commerce revenue contribution
    B.   Digital budget allocation
    C.   Increase in click-through rate
    D.   Decrease in click-through rate   (2 marks)

44. Which one of the following legal concerns relates to the use of drones for surveillance?
    A.   Increased operational costs
    B.   Privacy and potential for pervasive surveillance
    C.   Technical complexity of drone operations
    D.   Limited flight time of drones   (2 marks)

45. A key benefit of using Augmented Reality (AR) in marketing as an Information System (IS) strategy is that it _____.
    A.   provides a static view of products for the customers
    B.   eliminates the need for customer engagement therefore saving time
    C.   focuses solely on text-based advertisements
    D.   allows customers to interact with products in their real environment   (2 marks)

46. Which one of the following controls is an example of an administrative control of information systems?
    A.   Encryption techniques
    B.   Security policies and procedures
    C.   Software and hardware firewalls
    D.   Intrusion prevention systems   (2 marks)

47. Which one of the following statements **BEST** defines vulnerability in the context of information security?
    A.   A weakness that can be exploited by a threat
    B.   A security feature designed to protect systems
    C.   A costly IT investment
    D.   An external risk that cannot be controlled   (2 marks)

48. Which one of the following statements refers to the role of key performance indicators (KPIs) in aligning information system (IS) with business strategy?
    A.   Setting Information Technology (IT) service desk targets
    B.   Measuring the impact of Information Technology (IT) on business outcomes and strategic goals
    C.   Creating an Information Technology (IT) focused business model
    D.   Improving software development timelines   (2 marks)

49.   Which one of the following statements refers to an ethical dilemma experienced when using drones in search and rescue operations?
        A.   Cost-effectiveness of drone technology
        B.   The speed of response in emergencies
        C.   The potential misuse of recorded video footage
        D.   The need for advanced technical skills   (2 marks)

50.   Which one of the following statements **BEST** describes the term "strategic fit" in information system (IS)-business alignment?
        A.   Aligning Information Technology (IT) infrastructure with business technology
        B.   Ensuring that the external and internal domains of both business and Information Technology (IT) strategies are consistent
        C.   Creating a shared database for both business, Information Technology (IT) strategies and IS strategies
        D.   Using cloud technology for business operations in order to optimise and leverage on technology
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CISSE INTERMEDIATE LEVEL

INFORMATION SYSTEMS STRATEGY, GOVERNANCE AND ETHICS

TUESDAY: 20 August 2024. Morning Paper.   **Time Allowed: 2 hours.**

This paper consists of fifty (50) Multiple Choice Questions. Answer ALL questions by indicating the letter (A, B, C or D) that represents the correct answer. Each question is allocated two (2) marks.

1. Which one of the following statements is a major element of the strategic management process?
    A. Assigning administrative tasks
    B. Formulating strategy
    C. Evaluating strategy
    D. Implementing strategy   (2 marks)

2. Which one of the following statements is a key component of an effective Information and Communication Technology (ICT) strategy for an organisation?
    A. Implementing the latest hardware and software without considering business needs
    B. Focusing solely on reducing ICT costs
    C. Aligning ICT initiatives with the organisation's overall business objectives
    D. Maintaining a decentralised approach to ICT management across departments   (2 marks)

3. Which one of the following statements is **FALSE** about information technology's impact on business firms?
    A. Expands in physical size
    B. Lowers the cost of market participation
    C. Reduces internal management costs
    D. Reduces agency costs   (2 marks)

4. Which one of the following statements is a key element in ensuring that all three strategy propositions (value, profit and people) are aligned to, for a successful blue ocean strategy?
    A. Focusing on market niche
    B. Strengthening ties to its customers
    C. Developing synergies
    D. Pursuing both differentiation and low cost   (2 marks)

5. The **MOST** critical initial stages of information communication technology (ICT) strategic planning that ensures alignment of technology with business goals is _____.
    A. conducting a thorough SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis
    B. implementing the latest technology trends and innovations
    C. outsourcing ICT functions to reduce costs
    D. developing detailed technical specifications for all ICT systems   (2 marks)

6. Which one of the following is a key component of management information systems in an organisation?
    A. Serves managers interested in weekly, monthly and yearly results, not day-to-day activities
    B. Help managers make decisions that are unique, rapidly changing and not easily specified in advance
    C. Provide managers with a generalised computing and telecommunications capacity that can be applied to a changing array of problems
    D. Perform and record the daily routine transactions necessary to the conduct of business   (2 marks)

7. Jane Anyango was working on computer-based information systems concerned with supporting the functional areas of an organisation. Which one of the following types of system was she likely to use?
    A. Strategic information systems
    B. Business information systems
    C. Expert systems
    D. End user computing systems   (2 marks)

8.   Information Communication Technology (ICT) governance in an organisation is paramount; it allows for growth in all fields. Which one of the following statements is a key focus area of Information Technology (IT) governance?
   A.   Implementing the latest software without regard to compatibility
   B.   IT Principles formulation and deployment in business
   C.   Business application needs assessment and evaluation
   D.   High-level decisions about how IT is used in the business   (2 marks)

9.   Which one of the following systems deals with planning for, development, management and use of information technology tools for management?
   A.   Strategic support systems
   B.   Operational systems
   C.   Administrative systems
   D.   Management information systems   (2 marks)

10.   The resources that support information systems and the procedures used by people in an organisation, constitute _____.
   A.   hardware resources
   B.   software resources
   C.   people resources
   D.   data resources   (2 marks)

11.   Which one of the following components helps managers to achieve high value from their investments in information technology (IT), manage associated risks and deliver IT-related solutions that comply with increasing regulatory compliance demands?
   A.   IT governance
   B.   IT strategic plan
   C.   Internal control
   D.   IT vision and mission   (2 marks)

12.   The collective information about customers, competitors, business partners, competitive environments and internal operations is known as _____.
   A.   aggregate data
   B.   external knowledge
   C.   business intelligence (BI)
   D.   information granularity   (2 marks)

13.   The primary responsibility of the information technology (IT) governance committee is to _____.
   A.   specify the business need for purchased or internally developed IT apps
   B.   determine shared and enabled services
   C.   make high-level decisions about how IT is used in the business
   D.   specify the decision rights and accountability framework to encourage desirable behavior in using IT
                                                                        (2 marks)

14.   Which one of the following international agreement provides a framework for the protection of intellectual property rights?
   A.   Universal Declaration of Human Rights (UDHR)
   B.   Paris Convention for the Protection of Industrial Property
   C.   Kyoto Protocol
   D.   Geneva Conventions   (2 marks)

15.   Implementing information systems of an organisation requires one to have Information Communication Technology skills. You have been hired by a non-profit making organisation to implement a system to handle donations. The system must handle and record telephone, text and internet donations, provide up-to-the-minute reports and create highly customisable mailing lists. The best system to meet these needs is _____.
   A.   TPS with DSS capabilities
   B.   TPS with MIS capabilities
   C.   TPS with ESS capabilities
   D.   DSS with MIS capabilities   (2 marks)

16. The **KEY** characteristic of a successful social engineering attack is _____.
    - A. exploiting software vulnerabilities
    - B. gaining unauthorised access through technical means
    - C. manipulating individuals to disclose sensitive information
    - D. overloading servers with traffic (2 marks)

17. Which one of the following statements is **TRUE** about information systems?
    - A. Employee Resource Planning (ERP) systems have the benefit that they are very suitable for organisations that do not have standardised business processes
    - B. Decision Support Systems (DSS) are a special type of Management Information Systems (MIS)
    - C. Information systems on the operational management level are mainly dealing with long term decisions and unstructured information
    - D. Executive Support Systems (ESS) only use internal aggregated data for their input component (2 marks)

18. The primary implication of technology S-curve on information systems (IS) strategies is the _____.
    - A. need to continuously upgrade and adapt to new technologies
    - B. importance of focusing on incremental innovations
    - C. value of investing in a single, dominant technology
    - D. need to prioritise cost-cutting measures (2 marks)

19. The **MAIN** challenge often faced when managing disruptive innovations in Information Communication Technology is _____.
    - A. lack of enough financial resources
    - B. overly rapid adoption by consumers
    - C. difficulty in predicting market demand
    - D. resistance from employees and stakeholders (2 marks)

20. The type of intellectual property protection that is typically used to safeguard software code and algorithms is known as _____.
    - A. trademark
    - B. copyright
    - C. patent
    - D. trade secret (2 marks)

21. Which one of the following statements **BEST** describe a potential application of artificial intelligence (AI) in education?
    - A. Grading subjective assignments and essays with 100% accuracy
    - B. Automating the entire teaching process, eliminating the need for human instructors
    - C. Personalising learning experiences by adapting content and pacing to individual student needs
    - D. Identifying students' future career paths solely based on academic performance (2 marks)

22. Which one of the following categories of computer-based information systems is concerned with improving efficiency by applying information technology to common administrative tasks, such as creating business documents?
    - A. Expert systems
    - B. Office automation systems
    - C. Business information systems
    - D. Strategic information systems (2 marks)

23. Which one of the following statements **BEST** describes the role of blockchain technology?
    - A. Facilitating centralised control of data and transactions
    - B. Limiting access to data by encrypting information within a single server
    - C. Providing real-time analysis of market trends and consumer behaviour
    - D. Enabling transparent and tamper-proof record keeping through decentralised networks (2 marks)

24. Which one of the following statements **BEST** describes a qubit in quantum computing?
    - A. A unit of quantum information that can exist in a superposition of states
    - B. A classical bit that can only be in one of two states: 0 or 1
    - C. A physical device used for binary computation in classical computers
    - D. A type of memory storage device used in traditional computers (2 marks)

25. In an organisation, committees are key towards achieving organisation goals. Which one of the following statements comprise of information governance committee members?
    A. Sales, marketing and graphic design professionals
    B. Accounting and editorial professionals
    C. Business, legal, human resource, compliance and information technology leaders
    D. Only information technology professionals (2 marks)

26. To ensure effective information governance plan in an organisation, technology leaders can _____.
    A. offer one training to all employees
    B. limit ongoing training to professionals in information technology, legal, human resource and compliance roles
    C. increase information technology staff
    D. offer ongoing trainings and provide regular updates to all employees (2 marks)

27. An essential tool for organisations looking to harness the power of their data across disparate sources, ensuring timely and accurate insights without the complexity of traditional data consolidation methods is known as _____.
    A. Workforce optimisation platforms
    B. Data federation software
    C. Unified communications as a service
    D. Predictive analytics tools (2 marks)

28. A set of moral rules or code of behaviour applied to online environment that involves considering the moral and social implications of technology and how individuals, organisations and society should interact with and through technology is known as cyber _____.
    A. ethics
    B. law
    C. security
    D. safety (2 marks)

29. A collection of independent firms that use information technology to coordinate their value chains to collectively produce a product or service for a market is known as _____.
    A. value chain
    B. brick and mortar
    C. value web
    D. consortium (2 marks)

30. The primary objective of assessing information risks within an organisation is _____.
    A. identifying vulnerabilities
    B. evaluating control effectiveness
    C. quantifying potential impacts
    D. prioritising risk mitigation (2 marks)

31. Which one of the following statements is **NOT** typically included in an Information System Strategy?
    A. Marketing and communications strategy
    B. Business and information technology alignment plans
    C. Information technology infrastructure investment plans
    D. Risk management and contingency plans (2 marks)

32. You are a big fan of country music, recently you got malware on your computer by clicking on a banner advertisement from a well-known country music website. This is an example of which type of an attack?
    A. Trojan horse attack
    B. Malvertising
    C. Worm attack
    D. Browser plug-in attack (2 marks)

33. A scam and social engineering technique where attackers deceive targets into revealing sensitive information or installing malware is known as _____.
    A. social engineering
    B. cookie stealing
    C. banner grabbing
    D. phishing (2 marks)

34. Which one of the following frameworks focuses on aligning information technology (IT) capabilities with business goals and objectives to create value for the organisation?
   A. TOGAF
   B. Zachman Framework
   C. COBIT
   D. ITIL (2 marks)

35. Which one of the following statements explain the meaning of the term "alignment" in the context of information system strategy?
   A. Matching the work schedules of information technology (IT) staff
   B. Ensuring the information technology (IT) department follows the latest trends in technology
   C. Matching software updates with hardware upgrades
   D. Matching information technology (IT) goals and capabilities with the overall business goals and strategies (2 marks)

36. It is important for a company to regularly review and update its information system strategy in order to _____.
   A. ensure compliance with information technology (IT) staff contracts
   B. ensure compliance with standards and current best practice
   C. keep the information technology (IT) department busy
   D. ensure all software licenses are renewed on time (2 marks)

37. Which one of the following statements **BEST** defines strategic alignment?
   A. The process that ensures all aspects of an organisation including its departments, teams and resources are properly arranged and working together to achieve its defined strategy or objectives
   B. Set of decisions and actions that an organisation takes to achieve its objectives and goals and to gain a competitive advantage in the market
   C. The development of more efficient methods of production, the creation of new and superior products and services and the utilisation of knowledge and instruments to generate goods and services more effectively
   D. The long-term plan that guides its decision-making and helps deliver on the organisation's objectives and strategic goals (2 marks)

38. The process of designing organisational teams to help people work together as a group, whether they are in the same location or distributed across different locations is known as _____.
   A. coordination
   B. communication
   C. compliance
   D. collaboration (2 marks)

39. Information strategy supports decision-making by _____.
   A. providing real-time data and analytics to inform business decisions
   B. minimising the need for employee training
   C. focusing on the physical layout of the office
   D. increasing the number of manual reports (2 marks)

40. Which one of the following terminologies are the three dimensions of information?
   A. Time, consent and form
   B. Time, content and form
   C. Cost, content and form
   D. Time, content and value (2 marks)

41. Which one of the following technologies is essential for gaining insights into customer behavior and preferences to enhance personalised customer service?
   A. Cloud computing
   B. Big data analytics
   C. Virtual reality (VR)
   D. Blockchain (2 marks)

42. The S-curve pattern, often referenced in the context of technology and innovation management, represents the typical life cycle of a technology or product, describing its growth, maturity and eventual decline. Which one of the following statements explains what happens at maturity stage?
   A. As a new technology matures, better performance emerges
   B. The performance limits of a particular technology have been reached
   C. There is still much to learn about a technological innovation, so progress is slow
   D. The performance of the organisation has reached its limits (2 marks)

43. Organisational objectives are the specific goals and targets that an organisation aims to achieve within a defined period. Which one of the following objectives targets improving decision-making capabilities within an organisation?
   A. Implementing advanced data analytics and business intelligence tools
   B. Reducing the use of cloud technologies
   C. Limiting employee access to information
   D. Increasing manual record keeping (2 marks)

44. How does organisational strategy within the information strategy triangle influence IT initiatives?
   A. By defining the technical specifications for new software
   B. By shaping the company's culture, processes, and structure to effectively, leverage IT investments
   C. By setting the marketing budget
   D. By overseeing product development (2 marks)

45. Which one of the following frameworks is used in implementing information system (IS) governance within an organisation?
   A. ITIL (Information Technology Infrastructure Library)
   B. COBIT (Control Objectives for Information and Related Technologies)
   C. Agile framework
   D. Six Sigma framework (2 marks)

46. Which one of the following terminologies are the key components of information strategy triangle?
   A. Hardware strategy, software strategy, people strategy
   B. Business strategy, information strategy, organisational strategy
   C. IT infrastructure, data management, security
   D. Marketing strategy, sales strategy, customer service (2 marks)

47. Which one of the following statements is a **KEY** indicator of misalignment between business strategy and information strategy?
   A. High investment in information technology (IT) infrastructure with significant improvement in operational efficiency
   B. Comprehensive data governance practices aligned with business objectives
   C. Implementation of cutting-edge technologies that do not support core business processes
   D. Strong collaboration between CIO/CTO and other executive leaders (2 marks)

48. Which one of the following statements is **NOT** a key challenge in measuring the productivity of an information system?
   A. Difficulty in isolating the impact of the information system from other factors
   B. Lack of standardised metrics for information system productivity
   C. Resistance from employees to provide performance data
   D. Few performance evaluators (2 marks)

49. Which one of the following statements is **NOT** one of the primary needs for good project scheduling in information systems projects?
   A. Cutting costs and reducing time
   B. Developing better trouble shooting procedures
   C. Decreasing the time required for decision making
   D. Eliminating idle time (2 marks)

50. A collection of practices influenced by enterprise's policies and procedures that takes input from a number of sources, manipulates the inputs and produces outputs is known as _____.
   A. Principle
   B. Process
   C. Stakeholder need
   D. Enterprise goal (2 marks)

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CISSE INTERMEDIATE LEVEL

INFORMATION SYSTEMS STRATEGY, GOVERNANCE AND ETHICS

TUESDAY: 23 April 2024. Morning Paper.   Time Allowed: 2 hours.

Answer ALL questions by indicating the letter (A, B, C or D) that represents the correct answer. This paper is made up of fifty (50) Multiple Choice Questions. Each question is allocated two (2) marks.

1.   What is the **MAIN** objective of aligning information system (IS) strategy with business strategy?
     A.   To reduce information technology costs
     B.   To enhance organisational efficiency
     C.   To improve information technology infrastructure
     D.   To support and enable business goals and objectives   (2 marks)

2.   Which one of the following components involve evaluating the current state of information system (IS) capabilities and identifying opportunities for aligning information system (IS) initiatives with business priorities?
     A.   Strategic planning
     B.   Business analysis
     C.   Gap analysis
     D.   SWOT analysis   (2 marks)

3.   Which one of the following approach emphasises the alignment of information system (IS) investments and resources with business priorities and strategic initiatives?
     A.   Value-driven approach
     B.   Cost-driven approach
     C.   Resource-driven approach
     D.   Efficiency-driven approach   (2 marks)

4.   Which one of the following component involves defining clear roles, responsibilities and accountability for information system (IS) and business stakeholders to ensure effective collaboration and alignment?
     A.   Governance framework
     B.   Strategic framework
     C.   Operational framework
     D.   Technical framework   (2 marks)

5.   Which one of the following responsibilities kicks off the process of evaluating and selecting information system (IS) solutions and technologies that **BEST** meet the organisation's needs and requirements?
     A.   Systems analysis
     B.   Systems selection
     C.   Systems design
     D.   Systems implementation   (2 marks)

6.   Which one of the following frameworks focuses on aligning information technology (IT) capabilities with business goals and objectives to create value for the organisation?
     A.   TOGAF
     B.   Zachman Framework
     C.   COBIT
     D.   ITIL   (2 marks)

7.	Which one of the following technologies is **NOT** typically associated with Internet of Things (IoT) devices?
	A.	Sensors
	B.	Actuators
	C.	Quantum computing
	D.	Microcontrollers	(2 marks)

8.	_____ is a component of the information system (IS) Strategy Triangle whose purpose is to provide a foundation for the operation and management of the organisation and to support the achievement of its goals.
	A.	Business strategy
	B.	Organisational infrastructure
	C.	IS/IT strategy
	D.	Business processes	(2 marks)

9.	Which one of the following is **NOT** a benefit of information technology (IT) governance?
	A.	Alignment with business objectives
	B.	Improved decision-making
	C.	Improved cost effectiveness
	D.	Enhanced risk management	(2 marks)

10.	What is a **KEY** benefit of using project management software in managing complex projects?
	A.	Enhancing team communication
	B.	Reducing project costs
	C.	Eliminating project risks
	D.	Increasing project scope	(2 marks)

11.	What is the primary objective of planning technology investment?
	A.	Maximising short-term profits
	B.	Reducing operational costs
	C.	Aligning technology investments with business goals and objectives
	D.	Minimising information technology complexity	(2 marks)

12.	Which one of the following factors is essential for determining the priority and focus of technology investments?
	A.	Latest technology trends
	B.	Competitive benchmarking
	C.	Organisational strategy and priorities
	D.	Vendor promotions and discounts	(2 marks)

13.	Which one of the following aspects is crucial for ensuring that technology investments support scalability, flexibility and adaptability to meet changing business requirements?
	A.	Innovation
	B.	Integration
	C.	Modernisation
	D.	Optimisation	(2 marks)

14.	Which one of the following factors is essential for developing a comprehensive technology investment plan that considers the full lifecycle of information technology (IT) assets and resources?
	A.	Short-term focus
	B.	Tactical planning
	C.	Strategic planning
	D.	Incremental investments	(2 marks)

15.	_____ is a business strategy that aims to keep costs low enough to offer products or services at a lower price than competitors.
	A.	Value-driven
	B.	Cost-driven
	C.	Resource-driven
	D.	Efficiency-driven	(2 marks)

16. Which one of the following is an activity of set of activities that accomplishes a specific organisational goal?
    A.   Customer journey
    B.   Business process
    C.   Use case
    D.   Value chain   (2 marks)

17. Which of the following aspects is essential for fostering a culture of accountability, transparency and ethical behavior in managing and using information technology resources and capabilities?
    A.   Organisational culture
    B.   IT Governance framework
    C.   Compliance and ethics
    D.   Stakeholder engagement   (2 marks)

18. _____ is the framework that is commonly used for analysing the competitive forces within an industry to develop information system (IS) strategies.
    A.   Business Model Canvas
    B.   Value Chain Analysis
    C.   Porter's Five Forces
    D.   SWOT Analysis   (2 marks)

19. What is the primary objective of assessing information risks within an organisation?
    A.   Identifying vulnerabilities
    B.   Evaluating control effectiveness
    C.   Quantifying potential impacts
    D.   Prioritising risk mitigation   (2 marks)

20. Which one of the following approaches involves evaluating design, implementation and effectiveness of measures in place that meet security requirements and objectives?
    A.   Control assessment
    B.   Risk assessment
    C.   Security testing
    D.   Compliance assessment   (2 marks)

21. What is the **MAIN** challenge in managing technology innovations within organisations?
    A.   Accelerating technology obsolescence
    B.   Limited access to funding
    C.   Resistance to change
    D.   Lack of technical expertise   (2 marks)

22. The following statements describe business processes, **EXCEPT**_____.
    A.   They influence the relationship between an organisation and information technology
    B.   Business processes are standardised methods used to accomplish routine activities
    C.   They help keep a business on task, prevent errors and increase the speed with which staff accomplish their work
    D.   Business processes are typically unaffected by changes in information systems   (2 marks)

23. Which one of the following aspects is essential for fostering a culture of experimentation, creativity and collaboration to drive technology innovation within an organisation?
    A.   Innovation leadership
    B.   Organisational culture
    C.   Technological expertise
    D.   Market awareness   (2 marks)

24. Which one of the following aspects involves regularly reviewing and updating data privacy policies, practices and measures to address emerging risks and compliance requirements?
    A.   Data protection by design
    B.   Privacy by default
    C.   Data privacy governance
    D.   Data subject rights   (2 marks)

25. Which pillar of information technology (IT) governance involves optimising IT resources, capabilities and investments to maximise value creation and business benefits?
    A.   Strategic alignment
    B.   Value delivery
    C.   Resource management
    D.   Performance measurement   (2 marks)

26. Which one of the following regulations provides individuals with the right to receive their personal data in a structured, commonly used and machine-readable format and transmit it to another controller?
    A.   HIPAA
    B.   CCPA
    C.   GDPR
    D.   PIPEDA   (2 marks)

27. Which one of the following phenomena allows quantum bits (qubits) to be inter-connected and correlated with each other, enabling faster computation?
    A.   Quantum superposition
    B.   Quantum entanglement
    C.   Quantum interference
    D.   Quantum tunneling   (2 marks)

28. A common strategy among some industries to reduce competition is put some factors that prevent or impede newcomers into that market or industry sector. Which one of the following sectors has the lowest barrier to entry?
    A.   Banking
    B.   Small retailer
    C.   Computer chip
    D.   Airline   (2 marks)

29. Which one of the following communication protocol is commonly used for internet of things (IoT) devices due to its lightweight and efficiency?
    A.   HTTP
    B.   FTP
    C.   MQTT
    D.   TCP/IP   (2 marks)

30. Which security practice involves implementing a layered defense strategy to protect digital assets from various threats and vulnerabilities?
    A.   Network segmentation
    B.   Multi-factor authentication
    C.   Defense in depth
    D.   Intrusion detection   (2 marks)

31. What type of content does Taboola typically recommend through its platform?
    A.   Paid advertisements
    B.   Sponsored articles
    C.   User-generated content
    D.   Press releases   (2 marks)

32. What is a **KEY** advantage of quantum computing over classical computing for specific optimisation and simulation problems?
    A.   Higher computational speed
    B.   Lower energy consumption
    C.   Greater storage capacity
    D.   Improved reliability   (2 marks)

33. A collection of independent firms that use information technology to coordinate their value chains to collectively produce a product or service for a market is known as_____.
    A.   Value chain
    B.   Brick and mortar
    C.   Value web
    D.   Consortium   (2 marks)

34. Which one of the following moral dimensions of the information age refers to the specific claims and duties related to communication, collection, access, use and control of information?
    A.   System quality
    B.   Accountability and control
    C.   Information rights and obligations
    D.   Property rights and obligations   (2 marks)

35. Which one of the following statements is **NOT** true about technology innovation?
    A.   Technology innovation has a significant impact on improving the quality of life for individuals and societies
    B.   Technology innovation has little contribution in addressing complex societal challenges
    C.   Technology innovation is a major driver of economic growth and competitiveness
    D.   Technology innovation is crucial for achieving sustainable development goals   (2 marks)

36. Which one of the following technologies innovation is **BEST** defined as the creation and application of new or improved technologies, tools, systems and processes that bring about significant advancements or breakthroughs in various fields?
    A.   Internet of Things
    B.   Blockchain
    C.   Supply chain
    D.   Value web   (2 marks)

37. Which one of the following statements **BEST** defines strategic alignment?
    A.   The process that ensures all aspects of an organisation including its departments, teams and resources are properly arranged and working together to achieve its defined strategy or objectives
    B.   Set of decisions and actions that an organisation takes to achieve its objectives and goals and to gain a competitive advantage in the market
    C.   The development of more efficient methods of production, the creation of new and superior products and services and the utilisation of knowledge and instruments to generate goods and services more effectively
    D.   The long-term plan that guides its decision-making and helps deliver on the organisation's objectives and strategic goals   (2 marks)

38. Which one of the following factors is essential in determining what is organisationally acceptable when it comes to technology vulnerability on specific information assets, processes or activities within an organisation?
    A.   Control effectiveness
    B.   Risk tolerance
    C.   Asset value
    D.   Threat severity   (2 marks)

39. The following are suitable methods of protecting a business against social engineering attacks **EXCEPT**_____.
    A.   Regularly conduct cybersecurity training for employees
    B.   Always verify the identity of individuals requesting sensitive information or access
    C.   Implement email filtering and anti-phishing solutions to reduce the chances of malicious emails reaching your inbox
    D.   Install strong antivirus software to contain the attackers   (2 marks)

40. Which one of the following statements is **NOT** a suitable method used to control the risks relating to individuals close to an organisation who have authorised access to its network intentionally or unintentionally misuse that access to negatively affect the organisation's critical data or systems?
    A.   Limit employees' access to only the specific resources they need to do their jobs
    B.   Train new employees and contractors on security awareness before allowing them to access the network
    C.   Install employee monitoring software to help reduce the risk of data breaches and the theft of intellectual property by identifying careless, disgruntled or malicious insiders
    D.   Install antivirus and antimalware software on all their systems and networked devices and keep that software up to date   (2 marks)

41. Which one of the following is an example of digital asset?
    A.   Printer
    B.   Processor
    C.   Animations
    D.   Flash disk   (2 marks)

42. Which one of the following frameworks is designed to support the design, implementation and management of IT service management processes and practices?
    A. ITIL
    B. TOGAF
    C. COBIT
    D. Six Sigma (2 marks)

43. Which one of the following is the strategy that lays down the foundations for the technology needs of a business to help that business meet its goals?
    A. Business
    B. Information
    C. Market
    D. Operations (2 marks)

44. The following are ways that information systems are used to significantly improve productivity, **EXCEPT** _____.
    A. They automate tasks such as data entry, invoicing, payroll, or inventory management, thus saving time and reducing errors
    B. They facilitate communication among employees, teams, departments or partners using tools such as email, instant messaging, video conferencing or cloud computing
    C. They ensure information system development teams are retained in an organisation
    D. They provide relevant, timely and accurate information to managers and employees using tools such as dashboards, reports or analytics (2 marks)

45. Which one of the following statements is **NOT** true about data privacy?
    A. It safeguards individuals' personal information from unauthorised access, ensuring that sensitive data such as social security numbers, financial records, and health information remains secure
    B. It is a discipline involving rules, practices, guidelines and tools to help organisations establish and maintain required levels of competitiveness
    C. It is the accuracy, completeness and quality of data as it's maintained over time and across formats
    D. It empowers individuals to maintain control over their personal information (2 marks)

46. _____ is the term used to refer to a concept, product or a service that either disturbs an existing market or creates a completely new market segment.
    A. Disruptive innovation
    B. Market segmentation
    C. Technology innovation
    D. Digital divide (2 marks)

47. The following are benefits of implementing information technology (IT) governance in an organisation, **EXCEPT** _____.
    A. Reduces costs significantly
    B. Leads to information insecurity
    C. Contributes to the development of IT strategic plans
    D. Drives innovation (2 marks)

48. Which one of the following statements is **NOT** a role of a manager in the strategic planning process?
    A. Makes periodic assessment of the organisation's operational and strategic performance
    B. Build teams and professional relationships that will have a positive impact on the organisation and its strategy
    C. Purchase hardware and software needed in the implementation of an information system
    D. Investigate competition in the industry, identify threats and opportunities that can assist in organisational development and profitability (2 marks)

49. Which one of the following is **NOT** an example of social engineering attack?
    A. Hacking
    B. Baiting
    C. Pretexting
    D. Tailgating (2 marks)

50. Which one of the following is **NOT** an advantage of information systems in project management?
    A.   Better collaboration and teamwork
    B.   Keeping track of everything
    C.   Increase team members undertaking a project
    D.   Manage multiple projects at a time   (2 marks)

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INFORMATION SYSTEMS STRATEGY, GOVERNANCE AND ETHICS

TUESDAY: 5 December 2023. Morning Paper.   **Time Allowed: 2 hours.**

Answer ALL questions by indicating the letter (A, B, C or D) that represents the correct answer. This paper is made up of fifty (50) Multiple Choice Questions. Each question is allocated two (2) marks.

1. In the workplace, employees observe integrity, honesty, attitude, character and communication. Suggest the most appropriate name for these parameters.
    A. Business ethics
    B. Personal grooming
    C. Functional strategies
    D. Business governance   (2 marks)

2. Low cost, differentiation and focus are examples of_____.
    A. Corporate strategies
    B. Operational strategies
    C. Business strategies
    D. Functional strategies   (2 marks)

3. Information Systems Strategy must address_____.
    A. Delivery of value to business from applications portfolio
    B. Selection of future applications for organisation
    C. Information policy
    D. Quality of service delivery   (2 marks)

4. Identify the corporate level strategy where a firm seeks to maintain its current position in the industry without changing its product, market, plans, policies and activities.
    A. Expansion Strategy
    B. Combination Strategy
    C. Stability strategy
    D. Retrenchment Strategy   (2 marks)

5. Which of the following **BEST** describes the requirements of a learning organisation?
    A. A stable hierarchy
    B. A shared vision and culture that is challenging and questioning
    C. A questioning culture
    D. A knowledge management system   (2 marks)

6. In order to align IT strategy with corporate goals the following must be observed **EXCEPT**_____.
    A. Know the business objectives and strategy
    B. Know the organisation current IT capabilities and gaps
    C. Consider the level of technology available in the market
    D. Consider both priorities and investment in the organisation IT strategy   (2 marks)

7. Which of the following **BEST** describes the process of developing strategies in organisations?
    A. As the outcome of cultural and political processes in the organisation
    B. Through formal strategic planning processes
    C. Through multiple processes that vary according to the type of organisation and the context of that organisation
    D. Through a process of learning by doing, often known as logical incremental process   (2 marks)

8. The interaction between information technology and organisations is **MOSTLY** influenced by_____.
   A. Several factors including structure, politics, culture, and environment
   B. The decision making of middle and senior managers
   C. The development of new information technologies
   D. Two main macroeconomic forces: capital and labor   (2 marks)

9. Which is the **MOST** appropriate term for the correlation between business strategy, organisational strategy and information strategy?
   A. Strategy mix
   B. Strategy framework
   C. Strategy diamond
   D. Strategy triangle   (2 marks)

10. Which of the following is **NOT** a major feature of organisation that affects the use of information systems?
    A. Leadership styles
    B. Agency costs
    C. Business processes
    D. Structure of the organisation   (2 marks)

11. Which of the following statements is **NOT** true about business processes?
    A. Business processes influence the relationship between an organisation and information technology
    B. Business processes are a collection of standard operating procedures
    C. Business processes are usually ensconced in an organisation's culture
    D. Business processes are typically unaffected by changes in information systems   (2 marks)

12. Which of the following is the **MOST** appropriate method of technology investment characterised by organisation evaluating individual investments based on their contribution to the investment characteristics of the group.
    A. Portfolio approach
    B. Cost approach
    C. Version approach
    D. Benefit approach   (2 marks)

13. What is the primary purpose of a feasibility study in the context of implementing a new information system?
    A. To select the specific hardware and software for the system
    B. To create a detailed project timeline and budget
    C. To design the user interface and system architecture
    D. To evaluate the potential risks and benefits of the project   (2 marks)

14. Which of the following models describes the interaction of external forces that affect an organisation's strategy and ability to compete?
    A. Network economics model
    B. Competitive forces model
    C. Competitive advantage model
    D. Demand control model   (2 marks)

15. Kitabu booksellers use Internet as a platform to efficiently sell books more than its traditional counterparts. What is the name of the strategy used by Kitabu booksellers?
    A. Low-cost leadership
    B. Marketing effectiveness
    C. Focusing on market niche
    D. Strengthening supplier intimacy   (2 marks)

16. IT governance is the framework that provides a formal structure for organisations to ensure IT investments support business objectives. Which of the following is **NOT** a domain of IT governance?
    A. Value delivery
    B. Performance Management
    C. Resource Management
    D. Marketing Management   (2 marks)

17. Which of the following **BEST** illustrates the use of information systems to focus on market niche?
    - A. A department store creating specialised products for preferred customers
    - B. A car manufacturer's website that lets you customise the features on the car you are purchasing
    - C. A restaurant chain analysing local sales figures to determine which menu items to serve
    - D. A bookseller selling an e-book reader that reads only the bookseller's books (2 marks)

18. The following are IT-enabled products and services providing competitive advantage **EXCEPT**_____.
    - A. Amazon's one-click shopping
    - B. Apple's iTunes
    - C. PayPal's online person-to-person payment system
    - D. Nike's use of celebrities to market their products (2 marks)

19. Which of the following **BEST** explains how Internet increases the bargaining power of customers?
    - A. Creating new opportunities for building loyal customer bases
    - B. Making more products available
    - C. Making information available to everyone
    - D. Enabling the development of new services (2 marks)

20. Identify the name given to a collection of theories concerning how technological innovations occur, the driving forces behind them, and how they are incorporated into society.
    - A. Technological transitions
    - B. Disruptive technology
    - C. Technology evolution
    - D. Technological dispersions (2 marks)

21. Information systems can be used at the industry level to achieve strategic advantage by_____.
    - A. Raising the bargaining power of suppliers
    - B. Encouraging the entry of new competitors
    - C. Building industrywide, IT-supported consortia and symposia
    - D. Enforcing standards that reduce the differences between competitors (2 marks)

22. In network economics, what happens to the value of products of a commercial information systems vendor?
    - A. Increases as more people use them
    - B. Decreases as more people use them
    - C. Increases due to higher marginal gain in output
    - D. Decreases according to the law of diminishing returns (2 marks)

23. Which of the following is **NOT** an ethical issue faced by information technology?
    - A. Personal privacy
    - B. Access right
    - C. Harmful actions
    - D. Government Secrets (2 marks)

24. The parts of an organisation's infrastructure, human resources, technology, and procurement that make the delivery of the firm's products or services possible is known as _____.
    - A. Marketing services
    - B. Support services
    - C. Secondary services
    - D. Self-services (2 marks)

25. A business practice of identifying, analysing and improving existing business processes to optimise performance, meet best practice standards, improve quality and the user experience for customers and end-users is known as _____.
    - A. Business intelligence
    - B. Organisation flow
    - C. Process improvement
    - D. Process flow (2 marks)

26. Which of the following emerging technologies can be used to deliver packages and goods in areas where traditional delivery methods are difficult or impossible?
   A. Virtual reality
   B. Drones
   C. Internet of Things
   D. Quantum computing (2 marks)

27. What is the use of S-curve in IT project management?
   A. Performance and Progress evaluation
   B. Cash flow generation and monitoring
   C. Quantity input and output production
   D. Work force monitoring and assignment (2 marks)

28. Which of the follow is the process of retaining or keeping data at a secure place for long-term storage?
   A. Data mirroring
   B. Disposal of data
   C. Data archiving
   D. Backup (2 marks)

29. Which of the following is a primary goal of cyber security?
   A. Encryption, authorisation, and availability
   B. Confidentiality, integrity, and authentication
   C. Firewalls, intrusion detection, and data backups
   D. Phishing prevention, malware detection, and spam filtering (2 marks)

30. Which of the following options **BEST** defines an attack vector in terms of cyber security?
   A. A software tool used by ethical hackers to test system vulnerabilities
   B. A technique to encrypt sensitive data during transmission
   C. A method or avenue used by cyber threats to gain unauthorised access to a system or network
   D. A hardware component that helps prevents denial-of-service attacks (2 marks)

31. Which of the following is a common type of social engineering attack?
   A. Brute force attack
   B. Phishing attack
   C. Distributed Denial of Service (DDoS) attack
   D. SQL injection attack (2 marks)

32. Which of the following methods raises employee awareness about basic information security, roles, knowledge, skills and abilities?
   A. Training and development
   B. Rewards and leadership
   C. Incident management
   D. Confidentiality (2 marks)

33. Which of the following **BEST** describes how new information systems can result in legal gray areas?
   A. They work with networked, digital data, which are more difficult to control than information stored manually
   B. They result in new situations that are not covered by old laws
   C. Technicians rather than managers implement them
   D. They are created from sets of logical and technological rules rather than social or organisational mores (2 marks)

34. Which of the following **BEST** describes the effect that new information technology has on society?
   1. It has a dampening effect on the discourse of business ethics
   2. It has a ripple effect, raising new ethical, social, and political issues
   3. It has a waterfall effect in raising ever more complex ethical issues
   4. It has a magnifying effect, creating increasing numbers of ethical issues (2 marks)

35. Which of the following is **NOT** one of the current key technology trends that raises ethical issues?
   A. Data storage improvements
   B. Data analysis advancements
   C. Increase in data quality
   D. Advances in networking technology (2 marks)

36. "No free lunch rule" ethics states that_____.
    A. If an action cannot be taken repeatedly, then it is not right to be taken at any time
    B. One should take the action that produces the least harm or incurs the least cost
    C. One can put values in rank order and understand the consequences of various courses of action
    D. If something someone else has created is useful to you, it has value, and you should assume the creator wants compensation for this work (2 marks)

37. Which of the following is **NOT** involved in the working of Internet of Things?
    A. Desktops
    B. Radio frequency identification (RFID)
    C. Sensor
    D. Nano technology (2 marks)

38. Which one of the following is **NOT** an application area of Artificial Intelligence (AI)?
    A. Image recognition
    B. Voice recognition
    C. Web design
    D. Robotics (2 marks)

39. Which of the following intellectual property only protects the appearance or aesthetic features of a product?
    A. Plant variety rights
    B. Industrial design right
    C. Trademarks
    D. Trade dress (2 marks)

40. Which of the following statements **BEST** defines "virtual reality"?
    A. Where unique parts of a person's body are used for identification purposes
    B. A software environment that recreates a real-world or imaginary scenario like a game
    C. The use of computers to encrypt data so that messages can be sent with complete privacy
    D. Where images are made to appear three-dimensional and have depth (2 marks)

41. Which of the following defines the sequence of activating Strategic management process?
    A. Strategy formulation, environmental scanning, implementation, control and evaluation
    B. Environmental scanning, strategy formulation, implementation, control and evaluation
    C. Environmental scanning, strategy implementation, formulation, control and evaluation
    D. Strategy formulation, implementation, control, evaluation, environmental scanning (2 marks)

42. Which of the following is the **BEST** way to demonstrate innovations in organisations?
    A. The conversion of new knowledge into a new product including putting it into actual use
    B. The entrepreneurial development of new ideas
    C. The development of new products including carrying out business case analysis
    D. The analysis of the market to identify rich new areas for business expansion (2 marks)

43. With respect to innovation, which of the following is considered as the biggest challenge for incumbent firms?
    A. Risk of a recession changing the market conditions
    B. Risk of weak innovation diffusion
    C. Risk of competition from new start-ups
    D. Risk of disruptive innovation (2 marks)

44. Which of the following would be an issue-specific IT security policy that is used to increase productivity and reduce costs?
    A. Bring-your-own-device policy
    B. Customer-facing applications policy
    C. Payroll system policy
    D. Data archive system policy (2 marks)

45. Which one of the following is **NOT** a business driver for an information system?
    A. Business process redesign
    B. Knowledge asset management
    C. Proliferation of networks and the internet
    D. Security and privacy (2 marks)

46. A bank uses a business performance management information system to monitor its performance in different regions. This is an example of _____.
    A.   Human resource management
    B.   Managing risks
    C.   Products value addition
    D.   New opportunity creation   (2 marks)

47. Which of the following is **NOT** a characteristic of strategic information systems in an organisation?
    A.   Improve employee retention
    B.   Significantly change business performance
    C.   Contribute to attaining a strategic goal
    D.   Change the way a company does business   (2 marks)

48. Information systems that support the business functions such as administration processes, accounts and customers relationship management is known as _____.
    A.   Back office systems
    B.   Decision support systems
    C.   Expert information systems
    D.   Front office information systems   (2 marks)

49. Which of the following is the prime objective of reviewing information systems by IT Steering Committee?
    A.   Alignment of IT processes as per business requirement
    B.   Alignment of business process as per IT requirement
    C.   Assess capacity of existing software
    D.   Assess capacity of installed technology   (2 marks)

50. What is the name given to an emerging computing paradigm that refers to a range of networks and devices at or near the user and data processing that occurs closer to where it is generated?
    A.   Internet of Things
    B.   Edge computing
    C.   Quantum computing
    D.   Artificial Intelligence   (2 marks)

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CISSE INTERMEDIATE LEVEL

INFORMATION SYSTEMS STRATEGY, GOVERNANCE AND ETHICS

TUESDAY: 22 August 2023. Morning Paper.   **Time Allowed: 2 hours.**

Answer ALL questions by indicating the letter (A, B, C or D) that represents the correct answer. This paper is made up of fifty (50) Multiple Choice Questions. Each question is allocated two (2) marks.

1.   Technology and organisations interaction is influenced by which of the following?
     A.   Solely by the decision making of middle and senior managers
     B.   By the development of new information technologies
     C.   By many factors, including structure, politics, culture, and environment
     D.   By two main macroeconomic forces: capital and labor   (2 marks)

2.   Which of the following statements does **NOT** describe the term organisation?
     A.   An organisation is a stable, formal social structure that takes resources from the environment and processes them to produce outputs
     B.   An organisation is a formal, legal entity with internal rules and procedures that must abide by laws
     C.   An organisation is a collection of people and other social elements
     D.   An informal group can be considered to be an organisation   (2 marks)

3.   Which of the following terminology views an organisation as a means by which capital and labor are transformed by the organisation into outputs to the environment?
     A.   Microeconomic
     B.   Macroeconomic
     C.   Sociotechnical
     D.   Behavioral   (2 marks)

4.   Which of the following statements does **NOT** align itself with technical view of organisations?
     A.   It focuses on how inputs are combined to create outputs when technology changes are introduced into a company
     B.   It sees capital and labor as being easily substituted for one another
     C.   It emphasizes group relationships, values and structures
     D.   It sees the organisation as a social structure similar to a machine   (2 marks)

5.   Information systems allow users to collect, store, organize and distribute data functions to serve a variety of purposes for companies. Which of the following is **NOT** a major feature of an organisation that impacts the use of information systems?
     A.   Business processes
     B.   Environments
     C.   Structure of the organisation
     D.   Agency costs   (2 marks)

6.   Which of the following is an activity or a set of activities that accomplishes a specific organisational goal?
     A.   Value chain
     B.   Customer journey
     C.   Use case
     D.   Business process   (2 marks)

7. Which of the following **BEST** illustrates divergent viewpoints about how resources, rewards, and punishments should be distributed with the struggles resulting from the differences?
   A.   Organisational politics
   B.   Organisational structure
   C.   Organisational environment
   D.   Organisational business processes   (2 marks)

8. Which of the following is an innovation that significantly alters the way consumers, industries or businesses operate?
   A.   Emerging technology
   B.   Creative Destruction
   C.   Disruptive innovation
   D.   Disruptive technology   (2 marks)

9. Which of the following statements is **NOT** true about the impact of information technology on business firms?
   A.   It helps firms diminish in size
   B.   It helps firms lower the cost of market participation
   C.   It helps reduce internal management costs
   D.   It helps reduce transaction and agency costs   (2 marks)

10. Which are the **FOUR** components that must be changed in an organisation to successfully implement a new information system in relation to organisational resistance?
   A.   Environment, organisation, structure and tasks
   B.   Technology, people, culture and structure
   C.   Organisation, culture, management and environment
   D.   Tasks, technology, people and structure   (2 marks)

11. Which of the following statements **BEST** illustrates the use of information system for market niche?
   A.   A car manufacturer's website that lets you customize the features on the car you are purchasing
   B.   A restaurant chain analyzing local sales figures to determine which menu items to serve
   C.   A bookseller selling an e-book reader that reads only the bookseller's books
   D.   A department store creating specialised products for preferred customers   (2 marks)

12. In which way can strategic advantage be achieved by information system at the industry level?
   A.   Building industrywide IT-supported consortia and symposia
   B.   Raising the bargaining power of suppliers
   C.   Encouraging the entry of new competitors
   D.   Enforcing standards that reduce the differences between competitors   (2 marks)

13. Core competencies for information systems can be enhanced by?
   A.   Providing better reporting facilities
   B.   Creating educational opportunities for management
   C.   Allowing operational employees to interact with management
   D.   Encouraging the sharing of knowledge across business units   (2 marks)

14. Network of businesses and consumers that collaborate to create goods and services with monetary value is known as?
   A.   Value chain
   B.   Support web
   C.   Value web
   D.   Consortium   (2 marks)

15. Which of the following is an information system used to create and maintain an organisation's competitive strategy?
   A.   Strategic information system
   B.   Management information system
   C.   Decision support system
   D.   Expert system   (2 marks)

16. Capabilities that enable organisations to make better decisions, take informed actions and implement more-efficient business processes are known as?
    A. Business intelligence
    B. Organisation flow
    C. Process enhancement
    D. Process flow   (2 marks)

17. The routine basic work of data collection, assessment of potential equipment and software, and management of routine project status reporting can be done successfully if there is?
    A. System approach
    B. System implementation
    C. Plan
    D. Strategic process   (2 marks)

18. The knowledge required to achieve business goals can be emphasised by which of the following?
    A. Strategic Process System
    B. Strategic Management Information System
    C. Strategic Financial System
    D. Strategic Process Approval System   (2 marks)

19. Corporate IT governance in relation to code of practice is majorly attributed to which of the following?
    A. Openness
    B. Accountability
    C. Integrity
    D. Acceptability   (2 marks)

20. Which of the following is **NOT** included in risk management?
    A. Risk quantification
    B. Risk identification
    C. Risk response development
    D. Risk response control   (2 marks)

21. Which of the following ensures organisational activities support the organisation's business goals?
    A. Compliance
    B. Governance
    C. Policy
    D. Oversight   (2 marks)

22. The standard for morally right and wrong conduct in business is referred to as?
    A. Business ethics
    B. CSR
    C. Cultural relativism
    D. Corporate governance   (2 marks)

23. Which approach is based on the view that a single set of rules is inappropriate for every company where circumstances and situations differ between companies?
    A. Principles-based
    B. Risk-based
    C. Compliance-based
    D. Integrity based   (2 marks)

24. Which of the following is a business model by which companies make a concerted effort to operate in ways that enhance rather than degrade society and the environment?
    A. Social entrepreneurship
    B. Commercial entrepreneurship
    C. Traditional entrepreneurship
    D. Corporate social responsibility   (2 marks)

25. Organisations can take several approaches to assess risks such as quantitative, qualitative, semi-quantitative, asset-based, vulnerability-based or threat-based. What is the **FIRST** process in the risk management methodology?
    A. Risk Analysis
    B. Likelihood
    C. Fault tolerance
    D. Record retention (2 marks)

26. Objectives of information security are attributed to which of the following in order to find vulnerabilities and methods for creating solutions in information systems?
    A. Prevent, detect and respond
    B. Confidentiality, integrity and availability
    C. Integrity, authenticity and completeness
    D. Identification, authentication and non-repudiation (2 marks)

27. Which of the following is a document that states in writing the way a company plans to protect the company's physical and IT assets?
    A. Data Encryption Standard
    B. Security policy
    C. Public key certificate
    D. Access control list (2 marks)

28. Which of the following is a technique aimed at convincing a target into revealing specific information for illegitimate reasons in an organisation?
    A. Social Engineering
    B. Fraud
    C. Phishing
    D. Dumpster Diving (2 marks)

29. A potential that a circumstance could arise that alters the outcome of a project for better or for worse is known as?
    A. Business risk
    B. Project risk
    C. Technical risk
    D. Operational risk (2 marks)

30. Which of the following statements **BEST** illustrates the term strategic alliance?
    A. Any form of partnership between one firm and another
    B. Formal agreement committing two or more firms to exchange resources to produce products or services
    C. Formal agreement to share profits from a shared investment
    D. Formal agreement to share knowledge (2 marks)

31. Organisational structure outlines how certain activities are directed in order to achieve the goals of an organisation. Which of the following is **NOT** a purpose of an organisational structure?
    A. To coordinate people and resources
    B. To organise lines of communication
    C. To formalise authority
    D. To limit workers' rights (2 marks)

32. Which of the following statements **BEST** defines the term innovation?
    A. The use of new ideas, products or methods where they have not been used before
    B. The invention of a new product or process
    C. A new product or process idea
    D. The implementation of a new production method (2 marks)

33. Which of the following situations will justify when business transformation in relation to products and services can help to provide a temporary competitive advantage?
    A. Barriers to entry are high
    B. Barriers to imitation are low and intellectual property rights are difficult to enforce
    C. There are few other competitors
    D. Barriers to entry are low (2 marks)

34. Which of the following is a **MAJOR** challenge to knowledge transfer in multinational firms?
   A. Transferring explicit knowledge across borders
   B. Transferring tacit knowledge across borders
   C. Creating tacit knowledge in overseas subsidiaries
   D. Transferring tacit and explicit knowledge across borders (2 marks)

35. What are the three attributes of a project risk?
   A. What might happen, who it happens to and how much will it cost
   B. Risk cost, quality and control.
   C. Quality, risk planning and total number of risk events
   D. Risk event, probability occurrence and the amount at stake (2 marks)

36. Which of the following is a digitally signed document that serves to validate the sender's authorisation and name?
   A. Data Encryption Standard
   B. Security policy
   C. Public key certificate
   D. Access control list (2 marks)

37. Which of the following is a multi-faceted discipline based on how businesses strategically leverage various technologies in order to foster growth and achieve key objectives?
   A. Technology management
   B. Innovation management
   C. Information technology
   D. Technology entrepreneurship (2 marks)

38. XYZ Ltd. established a dominant design of a product based on her life cycle. Which among the following should be expected next?
   A. Emphasis on product innovation rather than process innovation
   B. Emphasis on process innovation rather than product innovation
   C. Competition to increase as new firms enter the industry
   D. Competition to decrease as more firms exit than enter the industry (2 marks)

39. Which of the following is a process improvement strategy that improves output quality by reducing defects?
   A. Six Sigma
   B. Scrum
   C. Prince2
   D. Kaizen (2 marks)

40. Which of the following **BEST** describes the effect of emerging technologies in the society?
   A. It has a dampening effect on the discourse of business ethics
   B. It has a ripple effect, raising new ethical, social, and political issues
   C. It is beneficial for society as a whole, while raising dilemmas for consumers
   D. It has a waterfall effect in raising ever more complex ethical issues (2 marks)

41. Which of the following moral dimensions of information age is attributed to obligations that individuals and organisations have concerning rights to intellectual property?
   A. Property rights and obligations
   B. System quality
   C. Accountability and control
   D. Information rights and obligations (2 marks)

42. Technology trend is the actual direction in the evolution of technologies in a particular area to be faced by organisations in the next few years. Which of the following is NOT one of the current key technology trends that raises ethical issues?
   A. Data storage improvements
   B. Data analysis advancements
   C. Increase in data quality
   D. Advances in networking technology (2 marks)

43. The gap between demographics and regions that have access to modern information and communications technology (ICT) and those that do not or have restricted access is known as?
A. Internet of Things
B. E-Rate Program
C. Digital Divide
D. Net Neutrality   (2 marks)

44. Risk mitigation is the process of planning for disasters and having a way to lessen negative impacts. In relation to IT, which of the following is involved in risk mitigation?
A. Developing system standards (policies, procedures, responsibility standards)
B. Obtaining insurance against loss
C. Identification of project risks
D. Performing contingent planning   (2 marks)

45. Growing reliance in information technology is **BEST** illustrated by which of the following options?
1. Profitability
2. Security threats
3. Privacy concerns

A. (1) and (2) only
B. (1) and (3) only
C. (2) and (3) only
D. (1), (2) and (3)   (2 marks)

46. Which of the following is focused on protecting computers, networks and other digital systems against cyberattacks and other threats?
A. Piracy
B. Ethics
C. IT Security
D. Security   (2 marks)

47. Computer ethics is the set of commonly agreed principles that govern the use of computers. With reference to the statement given, which of the following is **NOT** a rule listed in Computer discovery's Ten Commandments?
A. Thou Shalt not use a computer to lie
B. Thou shalt not copy copyrighted software and materials
C. Thou shalt not let others borrow your computer
D. Thou shalt not use a computer to plagiarize   (2 marks)

48. Which of the following BEST describes the unauthorised duplication of copyrighted content that is then sold at substantially lower prices in the 'grey' market?
A. Piracy
B. Programs
C. Virus
D. Intellectual property rights   (2 marks)

49. Which of the following is **NOT** a characteristic of a trade secret?
A. They are not public information
B. They protect inventions
C. Their secrecy provides an economic benefit to their holder
D. Their secrecy is actively protected   (2 marks)

50. Which of the following refers to the deployment of computing and storage resources at the location where data is produced?
A. Cloud computing
B. Edge computing
C. End user computing
D. Grid computing   (2 marks)

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CISSE INTERMEDIATE LEVEL

INFORMATION SYSTEMS STRATEGY, GOVERNANCE AND ETHICS

TUESDAY: 25 April 2023. Morning Paper. **Time Allowed: 2 hours.**

Answer ALL questions by indicating the letter (A, B, C or D) that represents the correct answer. This paper is made up of fifty (50) Multiple Choice Questions. Each question is allocated two (2) marks.

1. What is the name given to a set of beliefs to which a company adheres to that govern its behavior in the way it conducts business?
   A. Corporate Morals
   B. Corporate Ethics
   C. Code of Conduct
   D. Code of Rules

2. Why is it necessary to align information systems strategy with business strategy?
   A. To expand business in order to realise more profits
   B. In order to integrate all business processes to ensure ease of administration
   C. To automate all procedures and processes for fast and efficient service delivery to all customers
   D. Guide and inform decision making, and ensures that everyone is working towards the same goals

3. Which of the following is **NOT** part of information systems strategy triangle?
   A. Business Strategy
   B. Social Strategy
   C. Organisational Strategy
   D. Information Strategy

4. A set of activities that assist in accomplishing a specific organisational goal are known as_____.
   A. Business process
   B. Organisational process
   C. Product process
   D. Goal process

5. Which one of the following is **NOT** a characteristics of strategic decisions?
   A. Rare
   B. Directive
   C. Repetitive
   D. Long term

6. Which of the following strategies would help maximise information technology business value?
   A. Improve services
   B. Corporate branding
   C. Packaging products
   D. Run promotions

7. The following are reasons why information technology governance is important in a business. Select the **ODD** one out.
   A. Demonstrate measurable results against broader business strategies and goals
   B. Assure stakeholders they can have confidence in organisation's information technology services
   C. Facilitate an increase in information technology investment in the business
   D. Comply with certain corporate governance or public listing rules or requirements

8. Information technology governance ensure the effective and efficient use of information technology in enabling an organisation to achieve its goals. Which one of the following is **NOT** a pillar of information technology governance?
   A. Information technology strategic alignment
   B. Information technology training management
   C. Information technology risk management
   D. Information technology resource management

9. Select from the list below the means by which long term objectives are achieved.
   A. Strategies
   B. Policies
   C. Strength
   D. Opportunities

10. Strategic awareness concept can **BEST** be described by which of the following statements?
   A. Managers understanding of the organisation's history, competencies, and current strategy
   B. Managers understanding of current strategy and its effectiveness
   C. Managers understanding of the strategic options available to the organisation
   D. Managers understanding the organisations strategy and its effectiveness

11. Which of the following is **NOT** an example of social engineering?
   A. Dumpster diving
   B. Shoulder surfing
   C. Carding
   D. Spear phishing

12. A complex process that involves identification, analysis and elimination of the risk factors is called:
   A. Risk arrangement
   B. Risk management
   C. Risk limitation
   D. Risk elimination

13. Which of the following statements **BEST** describes corporate governance?
   A. Executive remuneration, disclosure of information, auditing and accounting procedures, and organisations' management structures
   B. Elections to the board of directors
   C. Relationships with national governments
   D. Corporate-level strategy

14. Innovation is a key component in governance. In which scenario can innovation provide temporary competitive advantage?
   A. When barriers to entry are high and intellectual property rights are easy to enforce
   B. When barriers to imitation are low and intellectual property rights are difficult to enforce.
   C. When there are few other competitors and intellectual property rights are easy to enforce
   D. When barriers to entry are low and no intellectual property rights to enforce

15. Which of the following is a fundamental challenge of knowledge transfer in multinational firms?
   A. Transferring explicit knowledge across borders
   B. Transferring tacit knowledge across borders
   C. Creating tacit knowledge in overseas subsidiaries
   D. Transferring tacit and explicit knowledge across borders

16. Global outsourcing of innovation is more likely where:
   A. Innovations are autonomous
   B. Innovations are systemic
   C. Innovations are systemic or autonomous
   D. Innovations are made by service sector firms

17. Which of the following terms **BEST** describes innovation gap?
   A. An opening that rivals might exploit
   B. The time that elapses between invention and innovation
   C. A nation's lack of inventiveness
   D. An opening that can be exploited by an entrepreneur with a good idea

18. In information security an illegitimate user may be involved. If a legitimate user does not log off from system, it is termed as:
    A. Zapping
    B. Scavenging
    C. Trapdoor
    D. Piggy Backing

19. WWW is regarded as a mechanism of connectivity for information sharing that is facilitated by the internet. Which of the following emanates from Internet of Things?
    A. World wide web
    B. World object web
    C. World sensor web
    D. World IOT web

20. What is the name given to any event or action that could cause loss or damage to computer mobile device, hardware, software, or data?
    A. Computer crime
    B. DDoS
    C. DOS
    D. Digital security risk

21. An encrypted code that a person, website, or organisation attaches to an electronic message to verify the identity of the message sender is called?
    A. Digital signature
    B. Digital certificate
    C. Differential backup
    D. Selective backup

22. Which one of the following tools demonstrates that an industry, product, or business model evolves over time, the profits generated by it gradually rise until the maturity stage?
    A. S-Curve Pattern of innovation
    B. Google analytics of innovation
    C. Host Analytics of innovation
    D. S-Curve Pattern of innovation

23. Which of the following statements **BEST** describes why it is important to have a secure off-site backup copy of files?
    A. Improve accessible of files from other locations
    B. Speed up the process of accessing the files at any time
    C. Prevent the loss of data in the event of a fire
    D. Reduce the possibility of data theft

24. Select from the list below the recommended action to prevent the risk of access to a network by other users.
    A. Disconnect the computer from the network
    B. Complain to the System Administrator
    C. Change the default WEP or WPA access key to one that only you know
    D. Adjust the Internet security settings

25. Which of the following is **NOT** a characteristic of strategic management?
    A. It is interdisciplinary
    B. It has an external focus
    C. It has an internal focus
    D. It presents direction of the organisation

26. Which of the following issues would be considered in developing corporate strategies?
    A. What business(es) are we in?
    B. What direction are we going?
    C. What resources do we have to implement our strategies?
    D. What businesses are we in and what to do with those businesses?

27. The following are major elements of the strategic management process **EXCEPT**?
    A.   Formulating strategy
    B.   Implementing strategy
    C.   Evaluating strategy
    D.   Assigning administrative tasks

28. Which of the following statements **BEST** describes competitive advantage as used in strategic management?
    A.   Increased efficiency
    B.   What sets an organisation apart.
    C.   Strength of the organisation.
    D.   Intangible resources

29. An innovation that simplifies and makes more affordable products and services to undesirable or ignored markets is known as:
    A.   Business innovation
    B.   Disruptive innovation
    C.   Value innovation
    D.   Intellectual innovation

30. The various organisational routines and processes that determine how efficiently and effectively the organisation transforms its inputs into outputs are called:
    A. Strengths
    B. Core competencies
    C. Capabilities
    D. Customer value

31. Which of the following statements **BEST** describes the characteristic of organisation strategy?
    A.   It remains set in place longer than the mission and objectives
    B.   It is generally formed over a period of time as events unfold
    C.   It tends to be formed at the same time the mission is developed and objectives are formulated
    D.   It is usually conceived at a single time when managers sit down and work out a comprehensive strategic plan for the next 3-5 years

32. All the following are advantages of strategic management **EXCEPT**?
    A.   It provides organisations with a clearer sense of direction and purpose
    B.   It helps improve the political, economic, social and technological environment of the organisation
    C.   It helps orientate management decisions to relevant environmental conditions
    D.   It helps organisations be proactive rather than reactive

33. At the departmental level of a firm, select the type of strategy that would be put in place to guide it?
    A.   Business strategy
    B.   Corporate strategy
    C.   Functional strategy
    D.   Operational strategy

34. Intellectual property rights protect the use of information and ideas that have _____.
    A.   Social value
    B.   Commercial value
    C.   Public value
    D.   Media value

35. Which of the following is at core of strategic management in organisations?
    A.   Choosing which organisational objectives to focus on
    B.   Being alert for opportunities to change work responsibilities
    C.   Adapting the organisation to a changing external environment
    D.   Choosing whether to make decisions autocratically or on the basis of participation

36. The following are some ways information systems influence modern business. Which one is **NOT**?
    A.   Developing new products and services
    B.   Storing information
    C.   Easier decision making
    D.   Habit improvement

37. Which of the following is **NOT** an advertising platform used in digital space?
    A. Taboola
    B. Bitly
    C. Outbrain
    D. Google analytics

38. Which of the following tools **BEST** describes the goal of the organisation to capture the hearts and minds of employees, challenge them, and evoke their emotions and dreams?
    A. Vision
    B. Mission
    C. Culture
    D. Strategy

39. Suggest the name of emerging computing paradigm which refers to a range of networks and devices at or near the user.
    A. Internet of Things
    B. Convergence computing
    C. Edge computing
    D. Drones

40. What are the **THREE** interpersonal roles of IT managers?
    A. Figurehead, leader, and liaison
    B. Spokesperson, leader, and coordinator
    C. Director, coordinator, and disseminator
    D. Communicator, organiser, and spokesperson

41. The following are stages of strategy formulation techniques **EXCEPT**?
    A. Formulation framework
    B. Matching stage
    C. External factor evaluation
    D. Decision stage

42. Strategic information systems can be used by companies, governments, and individuals to make better decisions in an increasingly fast-paced world. Which of the following is **NOT** an example of strategic information system?
    A. Competitive information
    B. Internal information
    C. Customer problem resolution
    D. Environmental information

43. An information system depends on all of the following resources **EXCEPT?**
    A. Hardware
    B. Network
    C. People
    D. Time

44. Which of the following is a typical example of a control of an information system's performance?
    A. Programmers created a user-friendly input screen for a new system
    B. Subtotals do not add up to total sales; information technology staff investigates whether data entry or processing is the problem
    C. An extra Sh.20 was added to every water bill by mistake
    D. A system malfunction wiped out two weeks of student registration records

45. Which of these is **NOT** part of the recognised challenges for modern information technology managers?
    A. Micro-managing the workforce
    B. Managing communications
    C. Managing change
    D. Managing the learning organisation

46. Which of the following terms may be defined as the enhancement of long-term shareholders while at the same time protecting the interests of other stakeholders?
    A. Business ethics
    B. Corporate social responsibility
    C. Cultural relativism
    D. Corporate governance

47. At what level of an organisation does a corporate manager operate?
    A. Functional
    B. Top level
    C. Operational
    D. Middle level

48. When a computer shop locks computer equipment in cabinets at the end of the day, it is practicing?
    A. Risk reduction
    B. Risk avoidance
    C. Risk assumption
    D. Risk shifting

49. Which of the following methods would be appropriate to protect a digital asset?
    A. Audit trails
    B. Employ security guard
    C. Erect electric fence
    D. Hide digital asset

50. What do you call people who are location-independent (work remotely) and use technology to perform their job, telecommuting rather than being physically present at a company's headquarters or office?
    A. Digital vendors
    B. Digital nomads
    C. Digital savvy
    D. Digital engineering

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INFORMATION SYSTEMS STRATEGY, GOVERNANCE AND ETHICS

TUESDAY: 6 December 2022. Morning Paper.   **Time Allowed: 2 hours.**

Answer ALL questions by indicating the letter (A, B, C or D) that represents the correct answer. This paper is made up of fifty (50) Multiple Choice Questions. Each question is allocated two (2) marks.

1. Which of the following statement defines e-business?
    A.   The use of technology to work and empower business people
    B.   The use of information technology to work and empower business processes
    C.   The use of information technology to work and empower business processes, electronic commerce, and enterprise collaboration
    D.   The use of technology to empower people

2. As a prospective manager, business professional, and knowledge worker, you will be challenged by many responsibilities generated by the use of information technology. Which of the following represents using business analytics, data mining, data visualization, and data tools to help organisations make better data-driven decisions?
    A.   Collusion
    B.   Incentives
    C.   Business intelligence
    D.   Human resource management

3. Which of the following would be considered as a combination of software and hardware resources?
    A.   Microcomputer systems and midrange computer systems
    B.   Keyboards and electronic mice
    C.   Data media such as sheets of paper
    D.   Firmware in a computing device

4. System software resources would include all of the following **EXCEPT**:
    A.   Device drivers
    B.   Operating system program
    C.   Spreadsheets
    D.   Utilities

5. Choose the choice with the **FIVE** basic resources of information systems?
    A.   Hardware, software, networks, the internet, and knowledge bases
    B.   Hardware, software, data, networks, and the internet
    C.   Hardware, software, data, networks, and people
    D.   Hardware, software, data, networks and security

6. The person who focuses on planning, policies, and procedures regarding the use of corporate data and information is known as:
    A.   Chief Information Officer
    B.   Systems analyst
    C.   Database administrator
    D.   System operator

7. Which of the following best describes internet of things (IoT)?
   A. Network of physical objects embedded with sensors
   B. Network of virtual objects
   C. Network of objects in the ring structure
   D. Network of sensors

8. Two or more participants may conspire to defraud another participant in a digital business transaction. This is known as_____.
   A. Technology diffusion
   B. Technology infusion
   C. Technology collusion
   D. Technology fusion

9. Which one of the following is **NOT** one of the **FIVE** basic competitive forces that shape the structure of competition in its industry?
   A. Bargaining power of customers
   B. Threat of new entrants
   C. Threat of substitutes
   D. Strategic dominance

10. Which of the following is one of the competitive strategies a company can use to counter competitive forces?
   A. Rivalry of competition
   B. Innovation
   C. Bargaining power of customers
   D. Bargaining power of suppliers

11. The value chain concept was developed by Michael Porter, where a firm is viewed as a series, or chain, or network of basic activities that add value to its products and services and thus add a margin of value to the firm. One of the primary activities in a firm's "value chain" typically includes:
   A. Administrative services
   B. Technology development
   C. Human resource management
   D. Marketing and sales

12. One of the most important implementations of competitive strategies is business process reengineering (BPR). Which of the following statements **BEST** describes BPR:
   A. A customer's perception of a customer-focused business that offers the best value
   B. A fundamental rethinking and radical redesign of business processes to achieve dramatic improvements in cost, quality, speed, and service
   C. Organisational operations and development
   D. A customer's perception that uses the Internet

13. When a company can make a profit in markets with broad production ranges and short model lifetimes and can produce orders individually in an arbitrary lot size, can be described as a(n):
   A. Virtual company
   B. Differentiated company
   C. Agile company
   D. Cost leader

14. When a company makes investments in IT to improve its operations or promote innovation, what can it erect so that it would discourage or delay competitors from entering a market.
   A. Switching costs
   B. Differentiation
   C. Barriers to entry
   D. Price control

15. In business ethics, the theory that states companies have ethical responsibilities to all members of society is known as:
   A. Social contract theory
   B. Stakeholder theory
   C. Shareholder theory
   D. No free lunch theory

16. The benefits and burdens of the technology should be distributed fairly. Which of the following term best describes this principles?
    A. Informed consent
    B. Justice
    C. Minimised risk
    D. Proportionality

17. According to the definition by the Association of Information Technology Professionals, computer crime includes the following **EXCEPT**:
    A. Unauthorised release of information
    B. Unauthorised copying of software
    C. Using or conspiring to use computer or network resources to illegally obtain information or tangible property
    D. Keeping confidential data safely

18. Which of the following statements best describes companies that have been faced with cyber theft:
    A. Discover that a majority of the cases are inside jobs by current employees
    B. Discover that a majority of the cases are outside jobs by external hackers and thieves
    C. Readily report full details about the thefts to authorities to deter additional thefts from occurring
    D. Recognise that customers and shareholders want to know full details and readily report them

19. Sniffer software can be used by hackers to assault companies through the Internet. This is accomplished by:
    A. Faking an e-mail address or Web page to trick a company into passing along critical information
    B. Searching individual packets of data as they pass through the Internet, capturing passwords or the entire contents
    C. Dialing thousands of telephone numbers in search of a way in through a modem connection
    D. Talking to unsuspecting company employees to get valuable information such as passwords

20. Unauthorised use of computer systems at work often involves the Internet. Which of the following is **NOT** an example of such Internet abuses?
    A. Non-work-related download/upload
    B. Pornography
    C. General e-mail abuses
    D. Charting with a friend

21. Which of the following refers to a prominent attribute of management information procured through MIS of an organisation:
    A. Explicitness
    B. Completeness
    C. Accuracy
    D. Exception based

22. What is the result of effective security management within an organisation?
    A. Minimise errors, losses, and fraud
    B. Eliminate general e-mail abuses
    C. Eliminate all errors, fraud, and losses
    D. Minimises internet abuse

23. Which of the following layer is **NOT** involved in accomplishing denial of service?
    A. The victim's website
    B. The victim's internet service provider
    C. Internet cafes
    D. The sites of "zombie" or slave computers that were commandeered by the cyber criminals

24. In the event of computer system failure, companies may use fault tolerant systems that have redundant processors, peripherals, and software that provide backup to keep a company going. Such a backup that provides a reduced but acceptable level of performance is referred to as _____.
    A. Fail-safe capability
    B. Fail-soft capability
    C. Limited-fail capability
    D. Disaster recovery capability

25. Which one of the following is **NOT** a use of strategic information systems?
    A. Increasing competition
    B. Improving marketing by generating database
    C. Locking customers and suppliers
    D. Leveraging technology in the value chain

26. Which characteristic of strategic management does not make it different from other types of management?
    A. Interdisciplinary
    B. External focus
    C. Internal focus
    D. Present direction of the organisation focus

27. Which of the following is **TRUE** about IoT devices?
    A. May not use microcontrollers
    B. Uses the internet to share data
    C. IoT devices use wired technology
    D. IoT devices are completely safe

28. A business planning process has **THREE** major components. Which of the following is **NOT** one of those components?
    A. Strategy development
    B. Technology architecture
    C. Globalisation
    D. Resource management

29. The IT architecture that is created by the business/IT planning process is a conceptual design, or blueprint that includes several components. The technology platform consists of which of the following?
    A. The Internet, intranets, extranets, and other networks, computer systems, systems software, and integrated enterprise application software that provide a computing and communications infrastructure that supports the strategic use of IT for e-business, e-commerce, and other business/IT applications
    B. The business applications of information technology that are designed to support the strategic business initiatives
    C. The business applications of IT that are designed to support the customer valuation and business valuation functions of the company
    D. The many types of databases including data warehouses and Internet/intranet databases

30. Senior management needs to be involved in critical business/IT decisions to optimise the business value and performance of the IT function. The statement "The business value of the system is never realised" is a consequence of which of the following decisions?
    A. The quality of IT services really have to be?
    B. The business processes to receive our IT dollars?
    C. Whom to blame if an IT initiative fails?
    D. Amount to spend on IT?

31. Which of the following best describes the current trend in global business and IT strategies. The trend is towards ?
    A. Transnational strategy
    B. Multinational strategy
    C. International strategy
    D. Global strategy

32. What does strategic Management of organisational resources try to achieve?
    A. Financial needs
    B. Goals and objectives
    C. Competitive advantage
    D. Market share

33. Strategic management in an organisation is **MOSTLY** geared towards?
    A. Strategic analysis
    B. The total organisation
    C. Strategy formulation
    D. Strategy implementation

34. In an information system, which one is **NOT** a technology driver for an information system?
   A. Knowledge asset management
   B. Networks and the Internet
   C. Object technologies
   D. Enterprise applications

35. Which one of the following is the organisations back bone in the 21st century?
   A. Capital
   B. Competitors
   C. Management
   D. Information

36. Which one of the following is the main business driver in the era of information system?
   A. Business process
   B. Business partners
   C. Knowledge asset management
   D. Proliferation of networks and the Internet

37. Which of the following is a specific factor that is essential to the success of certain functional areas of an organisation?
   A. Mission-critical factors
   B. Critical success factors
   C. Performance objectives
   D. Strategic factors

38. Which of the following is a goal of management information system (MIS)?
   A. Capture, process, and store transactions
   B. Correlate multiple data points in order to strategise ways to improve operations
   C. Reduce manual effort associated with processing business transactions
   D. Produce standard reports used for management decision making

39. Below are ways in which IoT is making an impact on current business strategies **EXCEPT?**
   A. Reduced data collection
   B. Focusing on customer experience
   C. Updating inventory management
   D. Aiming for greater business efficiency

40. Due to caseload and budget constraints, often computer security professionals attempt to limit the damage and close each investigation as quickly as possible. Which of the following is **NOT** a significant drawback to this approach?

   A. Each unreported incident robs attorneys and law enforcement personnel of an opportunity to learn about the basics of computer-related crime
   B. Responsibility for incident resolution frequently does not reside with the security professional, but with management
   C. This approach results in under-reporting of criminal activity, deflating statistics that are used to allocate corporate and government spending on combating computer-related crime
   D. Computer security professionals develop loose evidence processing habits that can make it more difficult for law enforcement personnel and attorneys to prosecute an offender

41. The digital evidence is used to establish a credible link between?
   A. Attacker, victim and the crime scene
   B. Attacker and the crime scene
   C. Victim and the crime scene
   D. Attacker and information

42. Which of the following must a penetration tester must identify and keep in mind as the requirements of a firm while evaluating the security posture?
   A. Hacking techniques
   B. Rules and regulations
   C. Privacy and security
   D. Ethics to talk to seniors

43. What would be the legal risks of ethical hacking?
    A.   Stealing data
    B.   Disclosing data
    C.   Deleting data
    D.   Hacking

44. Which of the following statements **BEST** describes Artificial intelligence?
    A.   Putting your intelligence into computer
    B.   Programming with your own intelligence
    C.   Ability of a machine perform tasks that require human intelligence
    D.   Putting more memory into computer

45. Which one of the following is **NOT** an example of a "small-scale embedded system"?
    A.   Electronic Barbie doll
    B.   Simple calculator
    C.   Cell phone
    D.   Electronic toy car

46. A protocol that enables you to log on to another computer and access its public files is called?
    A.   Telnet
    B.   FTP
    C.   Content streaming
    D.   Instant messaging

47. What must information systems strategy address?
    A.   Selection of future applications for organisation
    B.   Information policy
    C.   Quality of service delivery
    D.   Delivery of value to business from applications portfolio

48. Choose the **CORRECT** statement about the use of decision support systems.
    A.   Only used in the choice phase of the problem-solving process
    B.   Applied to frequent, recurring problems
    C.   Applied to highly-structured problems
    D.   Assist decision makers at all levels within the organisation

49. What name is given to a strategy that attempts to push ICT products by encouraging existing customers to buy more of the firm's solutions?
    A.   Diversification
    B.   Integration
    C.   Penetration
    D.   Product making

50. Which of the following about the value of information is the **MOST** important?
    A.   Accuracy and completeness
    B.   Verifiability
    C.   Simplicity and security
    D.   How it helps decision makers achieve organisational goals

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CISSE INTERMEDIATE LEVEL

INFORMATION SYSTEMS STRATEGY, GOVERNANCE AND ETHICS

TUESDAY: 2 August 2022. Morning paper. **Time Allowed: 2 hours.**

Answer ALL questions. **Each question is allocated two (2) marks.**

1. Which of the following defines the sequence of activating Strategic management process?
   A. Environmental scanning, Strategy formulation, Implementation, control and evaluation
   B. Strategy formulation, Environmental scanning, Implementation, control and evaluation
   C. Environmental scanning, Strategy Implementation, formulation, control and evaluation
   D. Strategy formulation, Implementation, control, evaluation, Environmental scanning

2. A sustained or sustainable competitive advantage requires that_____
   A. The value creating strategy be in a formulation stage
   B. Competitors implement the strategy
   C. Other companies not be able to duplicate the strategy
   D. Average returns be earned by the company

3. Which of the following regarding corporate governance is true?
   A. Corporate governance can temper growth
   B. Good corporate governance can result in excessive risk-taking
   C. Corporate governance often results in prompt and effective decision-making
   D. The aim of corporate governance is to protect the interests of shareholders and the local economies

4. Managing business strategy involves the entire cycle of planning and control, at a strategic level
   A) TRUE
   B) FALSE

5. _____ refers to redefining how companies gets paid or creates innovative new revenue streams of business innovations.
   A. Value capture dimension
   B. Brand dimension
   C. Networking dimension
   D. Offerings dimension

6. A reason why the problem of implementation is likely to be more serious when the adopter is an organisation rather than an individual is_____
   A. Implementers are the same people as the decision makers
   B. Organisational structure often lends to instability
   C. Organisational structure often resists the implementation of innovation
   D. Organisational structure often lends to stability

7. The following are business drivers for an information system **EXCEPT**_____
   A. Business process redesign
   B. Knowledge asset management
   C. Proliferation of networks and the internet
   D. Security and Privacy

8. _____is the person who ensures that systems are developed on time, within budget, and with acceptable quality
   A. Systems Designer
   B. Project Manager
   C. Systems owner
   D. External System User

9. _____are the decision makers who are concerned with tactical (short-term) operational problems and decision making
   A. Middle Managers
   B. Executive Managers
   C. Supervisors
   D. Mobile Managers

10. _____is the most relevant in improving a business process performance
    A. Input
    B. Processing
    C. Control and feedback
    D. Output

11. _____is essential in monitoring the legal constraints in which a company operates
    A. A company's customers
    B. A company's outputs
    C. A company's macro-environment
    D. A company's micro-environment

12. _____is an information system that support the business functions that reach out to suppliers
    A. Back Office Information Systems
    B. Decision Support Systems
    C. Expert Information Systems
    D. Front Office Information Systems

13. _____refers to the extent to which technology permeates an area or department
    A. Technology diffusion
    B. Technology infusion
    C. Technology collusion
    D. Technology fusion

14. _____is the Information System (IS) strategy tool that reviews the current and future importance of IS
    A. Five forces analysis
    B. Value chain analysis
    C. McFarlans strategic grid
    D. Porter's competitive strategies

15. Which of the following statement is **TRUE** regarding business impacting IS Strategy?
    A. IS strategy is formulated according to business objectives
    B. IS Strategy is independent of business strategy
    C. Business strategy is independent of IS strategy
    D. IS Strategy strongly influences business strategy?

16. _____is an applications portfolio analysis category where IS are of low current and low future significance to business performance
    A. High potential system
    B. Support system
    C. Key operational system
    D. Strategic system

17. Information Systems Strategy must address_____
    A. Selection of Future Applications for Organisation
    B. Information policy
    C. Quality of service delivery
    D. Delivery of Value to Business from Applications Portfolio

18. _____is an approach to IS Strategy with distributed control and resource
    A.   Outsourced IS management
    B.   Insourced IS management
    C.   Centralised IS management
    D.   Decentralised IS management

19. An organisation's strategy
    A.   Remains set in place longer than the mission and objectives
    B.   Generally, forms over a period of time as events unfold
    C.   Tends to be formed at the same time the mission is developed and objectives are formulated
    D.   Is usually conceived at a single time when managers sit down and work out a comprehensive strategic plan for the next 3-5 years

20. _____is a general direction set for the company and its various components to achieve a desired state in the future
    A.   Goal
    B.   Objectives
    C.   Mission
    D.   Strategy

21. The determination of the basic long-term goals and the objectives of an enterprise, and the adoption of courses of action and allocation of resources necessary for carrying out these goals is called_____
    A.   Policies framing
    B.   Mission statement
    C.   Target setting
    D.   Strategic Management

22. Which of the following strategy occupies the highest level of strategic decision making and covers actions dealing with the objective of the firm?
    A.   Strategic Business Unit
    B.   Corporate level
    C.   Functional
    D.   Operational

23. The fundamental purpose for the existence of any organisation is described by its_____
    A.   Policies
    B.   Mission
    C.   Procedures
    D.   Strategy

24. Which of the following is not a characteristic of strategic management that makes it different from other types of management?
    A.   It is interdisciplinary
    B.   It has an external focus
    C.   It has an internal focus
    D.   It concerns the present direction of the organisation

25. The following are major elements of the strategic management process except_____
    A.   Formulating strategy
    B.   Implementing strategy
    C.   Assigning administrative tasks
    D.   Evaluating strategy

26. Which of the following is **FALSE** about competitive advantage_____?
    A.   Competitive advantage is what makes an entity's products or services less desirable to customers than that of any other rival
    B.   Competitive advantage is what makes an entity's products or services more desirable to customers than that of any other rival
    C.   Competitive advantages can be broken down into comparative advantages and differential advantages
    D.   Comparative advantage is a company's ability to produce something more efficiently than a rival, which leads to greater profit margins

27. Which one of following is the primary focus of strategic management?
    A   Strategic analysis
    B.   The total organisation
    C.   Strategy formulation
    D.   Strategy implementation.

28. A _____ is a part of a business plan. While the business plan sets the goals and objectives, it gives you a way to fulfil those goals. It is a plan to reach where you intend to as an organisation
    A.   Business strategy
    B.   Corporate strategy
    C.   Functional strategy
    D.   Operational strategy

29. _____is NOT a primary task of strategic management
    A.   Establishing strategic objectives
    B.   Developing the steps to follow in implementing operational level plans
    C.   Defining the business and developing a mission
    D.   Developing a strategy

30. _____ are most responsible for the success and failure of an organisation.
    A.   Strategists
    B.   Financial planners
    C.   Personnel directors
    D.   Stakeholders

31. Which of the following is NOT a stage of strategy formulation techniques?
    A.   Formulation Framework
    B.   Matching stage
    C.   External factor evaluation
    D.   Decision stage

32. _____ is not one of the underlying principles of the corporate governance combined code of practice?
    A.   Accountability
    B.   Openness
    C.   Acceptability
    D.   Integrity

33. Corporate Governance is defined as ethical corporate behavior by directors or other staff charged with governance in the creation and presentation of wealth for all stakeholders
    A)   TRUE
    B)   FALSE

34. An organisation's _____ embraces the behavior, rituals and shared meaning held by employees that distinguishes the organisation from all others

    A.   External environment
    B.   Culture
    C.   Dominant culture
    D.   Ethics

35. _____refers to a cyber security issue where a person is constantly followed/chased by another person or group of several peoples?
    A.   Phishing
    B.   Bulling
    C.   Stalking
    D.   Identity theft

36. Hacking a computer or network can be legal in different cases
    A)   TRUE
    B)   FALSE

37. _____refers to situation where organisations accept the potential risk and continue operating or to implement controls to lower the risk to an acceptable level

   A.   Risk assumption
   B.   Risk avoidance
   C.   Risk sharing
   D.   Risk management

38. _____refers to the process for determining the acceptable level of impact on organisation applications, systems, and business processes.
   A.   Risk analysis
   B.   Risk assessment
   C.   Business impact analysis
   D.   Project impact analysis

39. Risk management encompasses three processes: risk assessment, risk mitigation, and _____
   A.   System development life cycle
   B.   Risk analysis
   C.   Evaluation and assessment
   D.   Threat analysis

40. Risk management is the process that allows IT managers to balance the operational and _____
   A.   Cost
   B.   Technology
   C.   Mission
   D.   Politics

41. _____ is the first process in the risk management methodology
   A.   Records retention
   B.   Likelihood
   C.   Fault tolerance
   D.   Risk identification

42. Innovation can help to provide a temporary competitive advantage when_____
   A.   Barriers to entry are high.
   B.   Barriers to imitation are low and intellectual property rights are difficult to enforce.
   C.   There are few other competitors.
   D.   Barriers to entry are low.

43. Outsourcing of innovation globally is more likely where_____
   A.   Innovations are autonomous
   B.   Innovations are systemic
   C.   Innovations are systemic or autonomous
   D.   Innovations are made by service sector firms

44. Organisations can protect sensitive data from prying eyes using_____
   A.   File permissions
   B.   File locks
   C.   Passwords
   D.   Encryption

45. _____ is a moral dimension of the information age involving cultural values and practices
   A.   Information rights and obligations
   B.   Accountability and control
   C.   Property rights and obligations
   D.   Quality of life

46. _____is a basic ethical concept that means mechanisms are in place to determine who took responsible action or who is responsible for certain actions
    A.   Responsibility
    B.   Liability
    C.   Accountability
    D.   Due process

47. The commission of acts involving a computer that may **NOT** be illegal but are considered unethical is known as_____
    A.   Computer crime
    B.   Information privacy violations
    C.   Lack of accountability
    D.   Computer abuse

48. _____ refers to a Network or Internet
    A.   Cloud Computing
    B.   Cloud
    C.   Computing
    D.   Grid

49. In Google App Engine, applications are run in a secure sandboxed environment
    A)   TRUE
    B)   FALSE

50. _____is comprised of millions of smart devices and sensors connected to the internet
    A.   IoT
    B.   Cloud Computing
    C.   Block Chain
    D.   Artificial Intelligence

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