

First Name:	Last Name:	Student ID Number:

Exam Information Management

19.01.2018

You have 90 minutes to work on the exam. You can achieve a maximum number of 90 points. Use the points for each task as an indication how long you should work on it (i.e. each point equals one minute).

Please, do not use additional sheets of paper you brought along yourself. If you need more, official paper will be provided.

Put your name on the cover page and your student ID number also on each of the following pages.

Answer all of the exam's questions either in English or German and stick to the chosen language throughout the whole exam.

Indicate clearly, if you need to make assumptions.

Good luck!

task	1	2	3A	3B	3C	4A	4B	4C	5	6	Σ	grade
maximum	18	12	8	8	12	10	8	2	6	6	90	
actually achieved												

1 Business Models (18 Points)

TransferWise is an Estonian developed and UK-based peer-to-peer money transfer service with headquarters in London and offices in a number of cities including Tallinn, New York and Berlin. TransferWise supports more than 300 currency routes across the world as well as providing multi-currency accounts.

The concept is to match transfers with other people and then have a small commission while using the inter-bank mid exchange rate, unlike traditional currency transfers where there are buy and sell rates and the broker takes the difference between the two.

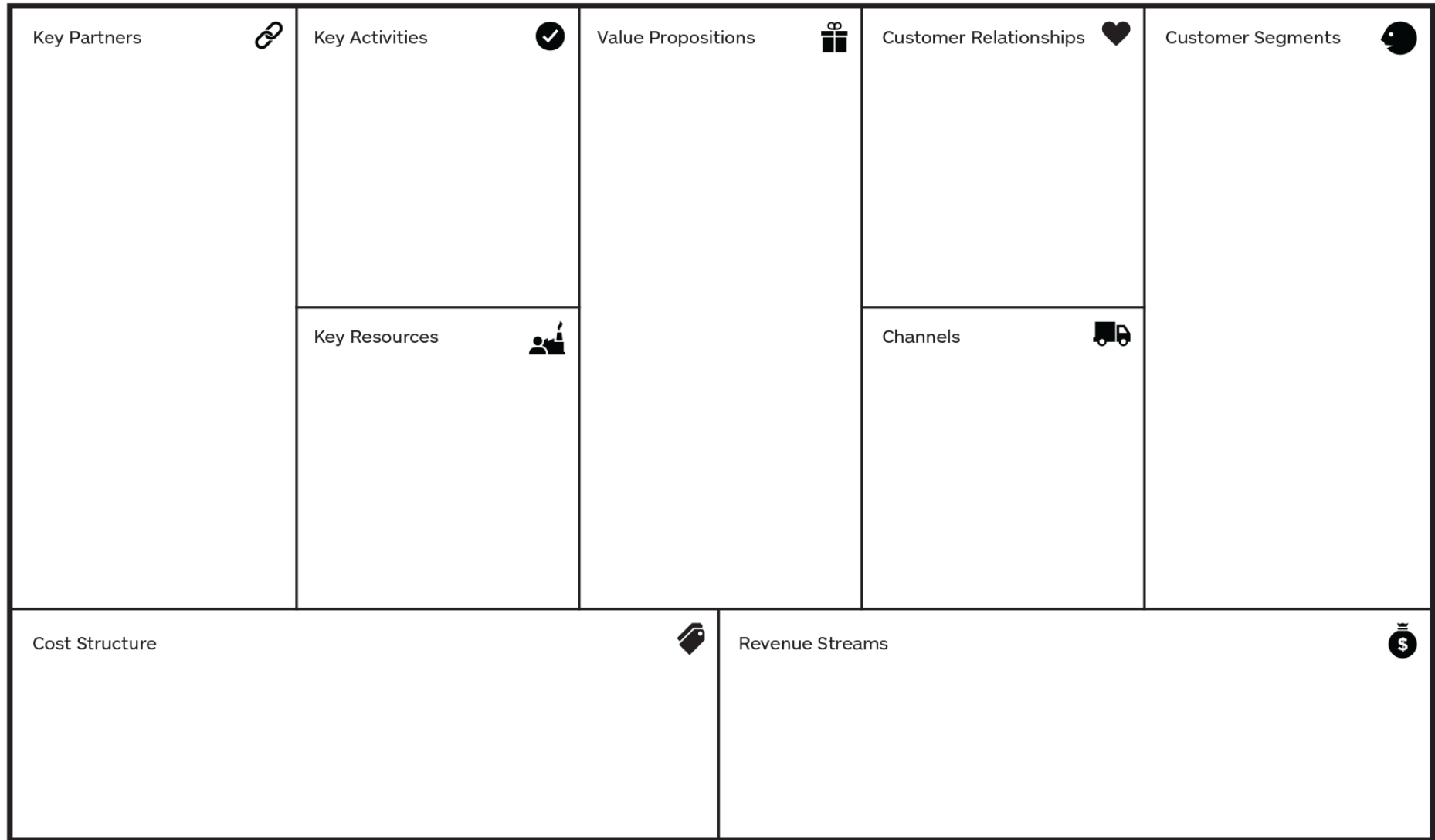
Transferwise enables people to transfer money internationally at substantially lower costs. Through normal credit card, people transfer their money to Transferwise in their respective local currencies. Transferwise converts it into the foreign currency of where the money has to be transferred. It transfers the money and informs the people through email. The most innovative part of the business model of Transferwise is that it does not actually transfer the money through international borders. Rather, it has clients all over the world, and it matches their transfers with other people transferring money in the opposite direction. By matching these opposite transfers, Transferwise does international money transfers through mere local transfers. Therefore, it costs around 90% less than the local banking channels. a

Business Model Canvas

Develop a Business Model Canvas (according to Osterwalder/Pigneur) for TransferWise. Fill all 9 components of the Business Model Canvas with one the most important aspect only (e.g., what is the most important key resource?), and give an explanation. If necessary, use plausible assumptions and indicate them as such.

(18 points)

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2 IT Consumerization (12 points)

Adnovum is a Swiss-based company that specializes in the design, implementation and maintenance of software and security solutions that comply with stringent business and technical requirements. Matthias, the Head of Innovation Incubator at Adnovum, is worried about the recently ongoing consumerization of IT in his team. It seems inevitable that employees make uncontrolled use of private devices. People already use their private phone to check mails, access the company intranet, and share information. In his job, Matthias needs to keep AdNovum up to recent technological innovations, spread the knowledge across the company and do not let Adnovum lag behind on the IT market. Though Matthias wants to assure that people in his team have enough freedom for being creative, he fears that this will lead to a loss of control of the hardware and software environment, unforeseeable issues with data security, reliability, and performance. This, thus, may lead to conflicts with company's policies regarding usage of IT. Matthias has already seen employees how they develop ideas collaboratively using google docs and then posting pictures of the ideas on Pinterest. Matthias asks for your help to better understand what's going on and how to manage it.

Strategies for IT Consumerization

Help Matthias to develop a strategy how he can manage the uncontrolled use of private IT devices and ensure confidentiality of sensitive data while simultaneously ensuring that employees can be creative and innovative.

- Choose one of the 4 IT consumerization strategies we discussed in the lecture.
- Name and explain the IT consumerization strategy and describe how Matthias should implement it.

(12 points)

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3 IT Application Portfolios (32 points)

A) In the IM lecture, you have heard about the Ward & Peppard Application portfolio. It is a 2x2 Matrix with the dimensions 1) Strategic, 2) High Potential, 3) Key Operational, and 4) Support. Draw the Matrix with the corresponding dimensions, name the axes and briefly explain these 4 dimensions in the Ward & Peppard Application Portfolio.

(8 points)

Student ID number:

B) Imagine that you are the leader of the University of Zurich's IT department. You received 4 Projects proposals for the upcoming year 2018. In order to allocate budget and resources it is now your task to prioritize the projects accordingly in the Application Portfolio you developed in the task before (3.A.). Give a short reasoning for your choice.

Project 1 (*UZH App*): The department for informatics wants to develop a UZH App. The target group of the App are members of the UZH, who will be able to log on with their UZH account and receive personalized information. For example, students will be able to create their personal schedule based on booked lectures. Furthermore, the app will allow them to receive personalized news according to their study program and academic focus. Besides, they will be able to check the mensa-menu easily.

Project 2 (*Spam Assistant*): Spam Assistant is an open source software that allows users to set personalized filters to avoid overflow of spam emails and secure from viruses. Last year students have tested its operability with the UZH systems as well as all security aspects and UZH has decided that it fulfills all necessary requirements. The next step of this project would be the integration of the Spam Assistant application to UZH's Mailing-System for all its employees.

Project 3 (*Web-CC*): The technical and functional elements of the current online course catalogue of the UZH are very outdated and do not fulfil current user requirements like real-time updating. Furthermore, it is not compatible with different devices. Thus, the Project Web-Course Catalogue aims to replace the old applications with a new SAP-Content Management system that will create a better user experience for both students and UZH employees. Furthermore, it will also enable real-time efficient content management.

Project 4 (*SAP Plus-System*): The Online-Service for student applications and matriculations is currently running on SAP X123 and the license is valid until the end of 2019. SAP is now offering UZH to upgrade to SAP Plus X123. The additional functions will allow students to more easily switch between multiple languages and enable saving application templates for resubmissions.

(8 points)

Student ID number:

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C) As the Head of UZH's IT Department, after calculating your resources and budget for 2018, you decided to implement all four projects mentioned above. Thinking back to your IM Lecture you remember that you learned about five generic IT strategies, which you want to apply to the projects now.

- Choose a strategy for each of the project,
- briefly explain the organizational requirements, and
- briefly explain the role of IT for each of the selected strategies.

(12 Points)

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4 IT Projects and IT Sourcing (20 points)

Now think back to the Blockchain Car Dossier Case Study where Matthias, the Head of Innovation Incubator at AdNovum, had the idea to build a blockchain-based car dossier platform. The goal of a car dossier is to reflect the history of a car through its whole lifecycle. After successfully evaluating the Business Model, Matthias now wants to start with the implementation. However, since this is a very big and innovative project, including multiple partners (Car Dealer, Insurance Company, Car Sharing Company etc.), Matthias is considering to outsource the implementation of the platform.

- A) He has now asked you to help him evaluate whether outsourcing makes sense for this project or not. As an experienced Consultant, specialized on IT Sourcing, you start by explaining Matthias the reasons for and the risks of outsourcing.
- Name at least four reasons why he should consider outsourcing and four risks he should be aware of in case he decides to outsource the implementation of this project.
 - Finally draw a conclusion and help Matthias to make a decision if he should outsource the implementation of the platform or not.

(10 Points)

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B) AdNovum wants to stay a highly innovative IT company. The Car Dossier may be important for their future business, if Adnovum can find out its specific benefits. Thus, Matthias asked for your advice on the right management approach and leadership style to this project.

- Explain two critical requirements for managing such a project.
- Explain two characteristics of the leadership style that Matthias should adopt.

(8 Points)

Student ID number:

C) The Car Dossier project is a high-tech project, as AdNovum is not that familiar with the blockchain technology behind. The project has high requirements volatility, because it is the first in the market and involves a large number of stakeholders.

- How can Matthias generally reduce the risks of this project?

(2 Points)

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5 IT and Organization (6 points)

Explain crowdsourcing as a concept of modularization. Where is novelty in comparison to traditional model?

(6 Points)

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6 ITIL (6 points)

You are explaining ITIL to an novice. Please explain its core ideas using the terms:

- "Services by Business",
- "Services by IT for Business",
- "Technical Services of IT"

Explain their relationship and give an example for each.

(6 Points)

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