

**UNIVERSITY OF BOLTON**

**SCHOOL OF BUSINESS AND CREATIVE  
TECHNOLOGIES**

**MSc LSCM, MSc BIS, MSc E-business**

**SEMESTER ONE  
EXAMINATION 2009/2010**

**E-BUSINESS STRATEGY AND MODELS**

**MODULE NO: EBU4007**

Date: Tuesday 19 January 2010

Time: 6.00 to 8.00 pm

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**INSTRUCTIONS TO CANDIDATES:**

There are SIX questions.

You are required to answer FOUR QUESTIONS.

Answer ALL QUESTIONS in SECTION ONE and answer any TWO QUESTIONS from SECTION TWO.

All questions carry equal marks.

Marks for questions are shown in brackets

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Semester One Examination 2009/2010  
E-business Strategy and Models  
Module No. EBU4007

CityServe.com

### **Background**

CityServe.com is a UK based company that provides many services including; housing, and building and repairs services in the South East of England. The company has an annual turnover of over £20 million and employs 180 people. At present the company uses 14 independent computer systems with 20 face-to-face access points and telephone numbers for its customers for; contact, enquires, and payments. Based on a re-structuring initiative the company is planning to electronically enable much of their business process and develop an E-business strategy with a view to; business efficiency, service improvement, and enhanced competitiveness.

### **QUESTIONS**

#### **SECTION ONE**

1. Recommend a suitable approach to e-business strategy formulation for CityServe.com. Your recommendation should include the rationale for your choice and significance of each stage/phase  
(25 marks)
2. Critically evaluate the components of a successful business model in relation to CityServe.com  
(25 marks)

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**SECTION TWO**

3. Licker (1997) refers to seven modern management imperatives summarised as the 'seven R's of strategy'. These highlight how an organisation must compete by using information systems strategy to respond to its external environment and are equally valid within the context of e-business. Critically review the seven R's of strategy in relation to CityServe.com  
(25 marks)
4. Critically review the situations under which CityServe.com should consider the use of intermediaries. Your answer should include five different situations.  
(25 marks)
5. To achieve E-business organisations should consider a number of restructuring models. Critically compare and contrast four different options, and recommend a suitable model for CityServe.com.  
(25 marks)
6. A wide range of reasons have been provided by the academics and professionals for the adaptation of and dealing with issues associated with m-commerce. Critically review at least four reasons for the adoption, and four issues and challenges associated with m-commerce.  
(25 marks)

**END OF QUESTIONS**