THE OPEN UNIVERSITY OF SRI LANKA
DEPARTMENT OF COMPUTER SCIENCE
BSC DEGREE PROGRAMME – 2026/2027
FINAL EXAMINATION
ISU3201 - IT ORGANIZATION
DURATION: TWO HOUR (2 HOURS)

Date: 24/06/2026 **Time:9.30 am - 11.30 am**

General Instructions

1. **Read all instructions carefully before answering the questions.**
2. **This question paper consists of 06 questions. All questions carry equal marks.**
3. **Q1 and Q2 has to be answered from the same scenario.**
4. **Answer 04 questions only. One (01) question from the first two questions (Q1 and Q2), three questions from the other four questions (Q3, Q4, Q5 and Q6).**
5. **The answer for each question should commence from a new page.**
6. **Draw fully labeled diagrams where necessary.**
7. **Involvement in any activity that is considered an exam offense will lead to punishment.**
8. **Use blue or black ink to answer the questions.**
9. **Clearly state your index number in your answer script.**

Q1

PixelForge Digital is a fast-growing IT services company providing enterprise software solutions to retail, logistics, and public sector clients. Founded six years ago with a small, informal startup culture, the company has expanded to over 800 employees across offices in the UK, Australia, and Sri Lanka. This rapid growth has caused significant strain: the original innovation-driven culture is fracturing, newer offices feel disconnected from core company values, and there is growing divergence across offices in work norms, decision-making authority, and collaboration expectations. Leadership has heard that junior employees feel unsupported, while long-standing staff feel the company's identity is eroding.

In response, the board approved a Digital Transformation Programme (DTP) to replace legacy project management and client delivery systems with a unified cloud platform, introduce AI-assisted analytics for client reporting, and standardize workflows company-wide. However,

employees in the Sri Lanka and Australia offices were largely excluded from planning, some team leaders doubt the new platform fits their working style, and staff fear AI-driven job displacement.

PixelForge also lacks a formal R&D function. Technology decisions are reactive, typically triggered only by client demands or competitor pressure. The CTO has warned that the company has no clear strategic position on emerging technologies such as edge computing, AI-driven demand forecasting, and zero-trust cybersecurity, risking the loss of clients who expect proactive technology leadership.

As DTP implementation progresses, new difficulties have surfaced. PixelForge secured two major contracts, which is a retail inventory system for a UK supermarket chain and a logistics tracking platform for an Australian freight operator, both with tight deadlines. Yet IT project budgeting remains ad hoc: estimates rely on past projects without adjusting for scope, and there's no standardized way to track spend across offices, partly due to inconsistent spreadsheet templates and reporting cycles between Sri Lanka, Australia, and the UK. Several projects have overrun budgets without early warning.

Compounding this, leadership approved a company-wide ERP system to unify finance, HR, and resource-allocation tools. This has triggered resistance: UK staff worry it will impose rigid processes clashing with the informal culture, while Sri Lanka and Australia staff feel under-consulted on local configuration needs. Communication has been limited to a few leadership emails, with no dedicated feedback channel. Additionally, the three offices use inconsistent communication tools (email, informal chat apps) with no shared collaboration platform, a growing problem as multi-office projects and international expansion increase.

i. Identify two components of IT organizational culture that PixelForge is currently losing due to its rapid expansion. (2 marks)

ii. Explain how PixelForge can use three digital transformation strategies to support the rollout of the Digital Transformation Programme. (6 marks)

iii. Discuss how PixelForge should manage employee resistance to the Digital Transformation programme using the ADKAR Model. (8 marks)

iv. Evaluate the importance of establishing a formal R&D (Research and Development) function at PixelForge, considering the company's current technology challenges and its responsibilities to clients. (9 marks)

Q2

i. Identify two (02) challenges PixelForge is currently facing in its IT project budgeting process. (2 marks)

ii. Explain how PixelForge can use three (03) key project management tools to improve the delivery of its two new client projects. (6 marks)

iii. Discuss how PixelForge should manage the introduction of the company-wide ERP system, considering the employee resistance and the communication challenges described in the scenario. (8 marks)

iv. Evaluate how investing in collaborative tools and standardizing communication practices across PixelForge's three offices can contribute to the long-term success of the organization, considering its current operational challenges and growth plans. (9 marks)

Q3

i. Identify five (05) key principles that guide the IT governance framework in an organization. (5 marks)

ii. Explain how the cloud computing service models differ in the services they offer to organizations. (6 marks)

iii. Discuss how Agile and DevOps methodologies overcome the limitations of the traditional Software Development Life Cycle (SDLC). (7 marks)

iv. Evaluate how effectively cloud-based disaster recovery strategies ensure business continuity compared to traditional recovery site approaches. (7 marks)

Q4

i. Identify the key steps involved in developing and aligning an IT strategy with organizational goals. (5 marks)

ii. Explain how the different IT outsourcing models differ in terms of location, cost, and communication advantages. (6 marks)

iii. Discuss how Design Thinking and User-Centered Design improve the success of IT projects. (7 marks)

iv. Evaluate how effectively compliance frameworks help IT organizations manage legal and regulatory risk. (7 marks)

Q5

i. Identify four (04) key purposes of the IT organization. (4 marks)

ii. Explain how cybersecurity policies protect an organization's IT systems and data from potential threats. (6 marks)

iii. Discuss how different leadership styles in IT organizations influence team performance and project outcomes. (7 marks)

iv. Evaluate how effectively big data analytics tools and techniques support data-driven decision-making in organizations. (8 marks)

Q6

i. Identify the key ITSM (IT Service Management) frameworks used to manage and deliver IT services in organizations. (5 marks)

ii. Explain how qualitative and quantitative risk assessment methodologies differ in identifying and prioritizing IT risks. (6 marks)

iii. Discuss how ethical considerations and compliance with regulations shape responsible IT operations in organizations. (7 marks)

iv. Evaluate how effectively physical and mental health practices mitigate the long-term health risks faced by IT professionals who work extensively with computers.

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