University of the Witwatersrand, Johannesburg

Course or topic	**Digital Transformation & Change Management**
Course or topic name(s) Paper Number and title	**BUSA 7469**
Examination to be held during	**May 2020**
Year of Study (Art & Science leave blank)	**2020**
Degrees/Diplomas for which this course is prescribed	**MM-DB**
Faculty presenting candidates	**FACULTY OF COMMERCE LAW & MANAGEMENT**
Internal examiner	**Prof. Brian Armstrong**
External examiner	**Dr Surendra Thakur**
Time allowance	**3 hours**
Instructions to candidates:	**INSTRUCTIONS** • **See instructions in the related documents.**

Fill in your details here:

First name	
Surname	
Student Number	
Cell-phone number	
e-mail address	

Digital Transformation & Change Management

Master of Management in the Field of Digital Business, Part-Time 2019, BUSA 7469A

Final Examination

Total marks available: 120 marks (Part A 65 marks; Part B 55 marks)

Duration: 3 hours

Venue: Online

Instructions to Students

Welcome to the exam for **Digital Transformation & Change Management,** Master of Management in the Field of Digital Business 2020

This is an Open Book Exam. The exam is timed and you must take less than 3 hours to complete it.

The Exam comprises two parts:

Part A   is Multiple Choice, where you answer by checking boxes or entering letters as applicable. Please note that in some cases negative marking of incorrect answers applies,

You need to complete this separately, in Qualtrics, by clicking on the link provided in the exam instructions on Sakai.

Note that for online exams it is good practice to not allow students to backtrack in the multiple choice questions. Once you have answered a question it is final. **Do not advance unless you are happy with your answer. You cannot come back to it.**

This **Part B** is free-form text, where you answer questions in your own words and style. This section needs to be **completed in this Word document**, which, when you are finished, you must upload to Sakai.

Please be brief and succinct. Bulleted lists are fine. If you are able, tables, grids and diagrams are also acceptable provided they are your own original work. The word-count indications are merely a guideline. They are not hard limits.

For the essay style questions the high level assessment criteria are provided.

It is suggested that you save your answers regularly to ensure that whatever happens nothing gets lost. Please also save a version on your computer.

Manage your time. In the multiple choice exam you will see a progress bar at the bottom of each question to help you know how far you are through the multiple choice questions. There are 21 multiple choice questions.

Make sure you leave enough time to answer the essay questions in Part B. Leave at least 1 hour to 75 minutes for that.

At least five minutes before the exam time is you need to start uploading the documents you have completed or are working on. T**he onus is on you to ensure you upload your work on time**. **It is recommended you set an alarm to remind you**

As a backup to ensure we can coordinate your results, please enter your name and student number in this document also. These are compulsory. Note that incorrectly entered student numbers will incur a 5 point penalty.

This is **an individual examination** and discussing it with fellow students, including via electronic means, is not permitted. You need to work independently. Copy and paste from the internet is forbidden. The usual non-plagiarism rules apply.

Your end score will count 60% towards your final mark.

Good luck!

PART B: Written Answers and Essays   **Total 55 Marks**

Question B1: The value of digital transformation   **(9 marks)**

The are several different perspectives on evidence of the <u>value</u> of digital transformation for businesses. List these and briefly describe why they show that businesses need to digitally transform. Relate your answer back to the source of the evidence (but formal referencing is not required).

Enter your answer here:

Question B2: The difference between digital maturity and digital transformation .   (4 marks)

Describe the difference between digital maturity and digital transformation.

Enter your answer here:

Question B3: The Leaders' Tech capabilities (10 marks)

To be able to lead digital transformation leaders need to develop particular technology capabilities. Give a description of at least four of these technology capabilities and provide examples of how you would go about developing those skills in your work context (include references in your discussion. (10)

(Guide: ± 150 - 250 words)

Enter your answer here:

Question B4: Three generic phases of a change model   **(4 Marks)**

Referring to the change models discussed during the course:

   a. Provide a short, yet concise description of the three generic phases of a change model,

   b. Explain what the main purpose and objective of each of these phases are during the digital transformation process

It is suggested that you use a table in your response.

(Guide: ± 100 – 200 words)

Enter your answer here:

Question B5: Culture for successful digital transformation (7marks)

The culture of an organisation is of paramount importance for achieving a successful digital transformation process. Using Edgar Schein and Peter Senge as reference, motivate why and how (1) leaders should focus on teams to help facilitate a culture of innovation, and (2) discuss the key principles that the leaders can apply in building teams.

(Guide: ± 150 – 250 words)

Enter your answer here:

Question B6: Traditional vs Lean thinking (12 marks)

Vanguard consulting, Eric Ries and Surge have borrowed lean manufacturing and lean startup principles to develop a framework that contrasts traditional company thinking (command and control) to modern company thinking (Vanguard thinking, lean thinking or system principles). Fill in the following table to describe and contrast each perspective and explain why modern company thinking is preferable in a rapidly changing market.

The second row in blue gives an example of what is required. Fill in the equivalent cells in the rest of the table.

(Guide: ± 100 - 150 words)

Question B7: Skills and the national response to the 4ᵗʰ Industrial Revolution **(9 marks)**

At a national level, the response to the fourth industrial revolution should include a) ensuring that general enabling imperatives are addressed, b) that we bridge the digital divide, and c) that we find pathways to sustainable inclusive growth.

Skills underpin several of these areas, which underlines the challenge of ensuring that South Africa has the required skills to compete in the digital economy.

Therefore, when considering options for responding to Digital Transformation at a country Level:
a) Identify the different parts of a national response to the 4ᵗʰ IR, mentioned in this course, where skills is an important identified ingredient of the national response to the 4ᵗʰ industrial revolution. (Use a bullet list please)
b) In bullet form summarise possible policy interventions/ directions as options for responding to digital transformation at a country level with regard to skills readiness.

Enter your answer here:

End of Part B