

Postgraduate Diploma in Business Management

# 2023 May Intake

**In-class Test (Question Paper)**

Course Code: MGMT4059-2135

Course Title: Digital Leadership and Change Management

Date: 21 Sep 2023

Time Allowed: 2 Hours

Total Marks: 100 marks

Assessment Weighting: 20% of the Course Total



# Instructions to Candidates

* Write your student number and course title of the paper in the spaces provided on the cover of the answer book.
* Put ALL answers in the answer book provided.
* ALL questions must be answered in English.
* This paper has X pages and consists of X questions. Students are to select and answer **2** out of the 3 questions. Each answer carries 50 marks.
* No dictionaries, calculators or mobile phones can be used.

Section A MC questions (30 marks)

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| 1. What is digital leadership? |
| 1. Leading a team of digital marketing professionals |
| 1. Leading a team of software developers |
| 1. Leading an organization through digital transformation |
| 1. None of the above |

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| 1. Which of the following is a key characteristic of a successful digital leader? |
| 1. Technical skills |
| 1. Strong personality |
| 1. Emotional intelligence |
| 1. None of the above |

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| 1. Which of the following is an example of a digital transformation initiative? |
| 1. Implementing a new email system |
| 1. Installing a new phone system |
| 1. Upgrading a computer network |
| 1. All of the above |

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| 1. Which of the following is a key challenge in digital transformation? |
| 1. Resistance to change |
| 1. Lack of resources |
| 1. Lack of technology expertise |
| 1. All of the above |

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| 1. What is the role of a digital leader in building a digital culture? |
| 1. To implement digital tools |
| 1. To create a digital strategy |
| 1. To hire digital experts |
| 1. All of the above |

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| 1. What is the role of a digital leader in innovation? |
| 1. To create innovation strategies |
| 1. To implement innovation strategies |
| 1. To measure innovation |
| 1. All of the above |

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| 1. What is the role of a digital leader in cloud computing? |
| 1. To create cloud computing strategies |
| 1. To implement cloud computing strategies |
| 1. To measure cloud computing effectiveness |
| 1. All of the above |

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| 1. What is the difference between data-driven decision-making and intuition-based decision-making? |
| 1. Data-driven decision-making is based on data while intuition-based decision-making is based on experience and gut feelings. |
| 1. Data-driven decision-making is faster than intuition-based decision-making. |
| 1. Data-driven decision-making is more subjective than intuition-based decision-making. |
| 1. Data-driven decision-making does not require human input. |

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| 1. What is the purpose of data visualization? |
| 1. To make data easier to understand and interpret |
| 1. To make data harder to understand and interpret |
| 1. To make data more complex |
| 1. To make data more difficult to analyze |

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| 1. What is the role of data governance in data-driven decision-making? |
| 1. To ensure data quality and integrity |
| 1. To collect data. |
| 1. To analyze data |
| 1. To visualize data. |

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| 1. \_\_\_\_\_\_\_\_\_\_\_\_ model consists of particular types of services that you can access on a cloud computing platform |
| 1. Service |
| 1. Deployment |
| 1. Application |
| 1. None of the above. |

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| 1. Which of the following is the deployment model? |
| 1. Public |
| 1. Private |
| 1. Hybrid |
| 1. All of the above. |

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| 1. The \_\_\_\_\_\_\_\_\_\_\_\_ cloud infrastructure is operated for the exclusive use of an organization |
| 1. Public |
| 1. Private |
| 1. Community |
| 1. All of the above. |

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| 1. Which of the following best exemplifies big data? |
| 1. Five hundred Facebook users upload one thousand pictures per day |
| 1. A pharmacy keeps track of customer purchases to send its customers coupons. |
| 1. Cellphone owners around the world generate vast amounts of data by calling, texting, tweeting, and browsing the Web on a daily basis. |
| 1. A local grocery store collects data from those that scan their loyalty card. |

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| 1. Which of the following sources of big data is not publicly available? |
| 1. Sports records |
| 1. Weather data |
| 1. Medical records |
| 1. Twitter |

Section B Short questions (20 marks)

Question 1 (10 marks)

Please list five benefits of using big data in digital transformation

Answer:

* Using big data cuts your costs.
* Using big data increases your efficiency.
* Using big data improves your pricing.
* You can compete with big businesses.
* Allows you to focus on local preferences.
* Using big data helps you increase sales and loyalty.
* Using big data ensures you hire the right employees.

(each point 2 mark maximum five marks)

Question 2 (10 marks)

Please provide a Layman's definition of Blockchain.

Answer:

Blockchain is an ever-growing, secure, shared recordkeeping system in which each user of the data holds a copy of the records, which can only be updated if all parties involved in a transaction agree to update.

(each underline point 2 marks)

Section C Long questions (50 marks)

Question 1 (25 marks)

Discuss the key attributes and challenges of digital leadership in organizations. Provide examples to support your answer.

Answer:

Digital leadership refers to the ability to navigate and leverage digital technologies and platforms to drive organizational success. (2 marks)

One of the key attributes of digital leadership is technological competence. Leaders must have a strong understanding of digital technologies, trends, and their potential impact on the organization. (2 marks)They need to be familiar with emerging technologies such as artificial intelligence, data analytics, cloud computing, and social media platforms. With this knowledge, leaders can make informed decisions about adopting and implementing digital solutions to improve organizational processes and strategies. (2 marks) For example, a digital leader in the retail industry may leverage data analytics to gain insights into customer preferences and tailor marketing campaigns accordingly. (1 mark)

Another crucial attribute is adaptability. Digital leaders must be flexible and open to change as technology continues to evolve(2 marks). They need to be willing to learn and embrace new technologies and adapt their leadership style accordingly(2 marks). This might involve encouraging experimentation, promoting a culture of innovation, and fostering a learning mindset among employees. For instance, a digital leader in the manufacturing sector might encourage employees to explore new automation technologies and provide them with training opportunities to upskill and adapt to the changing digital landscape (1 mark).

Effective communication is also vital for digital leadership(2 marks). Leaders must be able to articulate a clear digital vision and strategy to their teams and stakeholders. They should be able to communicate the benefits and potential impact of digital initiatives, address concerns, and create a shared understanding of the organization's digital goals. For example, a digital leader in the healthcare sector may communicate the importance of adopting electronic health record systems to improve patient care, streamline processes, and enhance data security(1 mark).

However, digital leadership also comes with its own set of challenges. One significant challenge is managing resistance to change. Introducing digital transformation initiatives often disrupts established processes and routines, which can lead to resistance from employees(2 marks). Digital leaders must address this challenge by fostering a culture of change and providing support and resources to help employees navigate the transition. They can involve employees in the decision-making process, provide training and upskilling opportunities, and communicate the benefits of the digital changes. For instance, a digital leader in the financial industry may conduct workshops to educate employees about the advantages of using digital payment systems and address any concerns they may have(2 marks).

Another challenge is staying current with rapidly evolving technology trends. Digital leaders need to continuously update their knowledge and skills to keep pace with the dynamic digital landscape(2 marks). They can achieve this by attending industry conferences, participating in online courses, joining professional networks, and engaging in continuous learning. For example, a digital leader in the technology sector may regularly attend conferences related to emerging technologies to stay informed about the latest trends and developments (1 mark). Maximum 25 marks

Question 2 (25 marks)

You are the general manager of a small trading company. Existing you are using a Management Information System to handle the daily operation. Your boss after joining a cloud computing seminar. He came to you and want you to write a report to see how the company can use cloud computing and what will be the benefits.

To: Boss

From: Garry

Subjective: How to use cloud computing to help our company development

Base on the current size of our company, we should using cloud computer service in IaaS (Infrastructure as a Service), PaaS (Platform as a Service) & SaaS (Software as a Service).

The benefit of IaaS & PaaS:

1. Can lower the IT equipment cost to be invested.
2. Hire less technical staff and lower the staff cost
3. Statable IT environment for our business

The benefit of SaaS:

1. Reduce the over cost of our IT expenses.
2. Provide more feasibility to meet the company needs.
3. Service can be scaled up and down easily.
4. Easy for the management to control through online application
5. New product or services can be developed based on the data collected in cloud services
6. New business model can also be developed with cloud computing services.
7. Can step in the e-commerce market more easily.

Conclusion:

I think cloud computing service can help a lot on our trading company. So we should start to prepare to use such services in our company.

Format and conclusion 4 marks

Each Benefit points 3 marks

**End**