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Brainware University
Barasat, Kolkata -700125

Term End Examination 2025-2026
Programme – MBA-2024
Course Name – Digital Transformation and Strategy
Course Code - MBA30202D
(Semester III)

Full Marks : 60 **Time : 2:30 Hours**

[The figure in the margin indicates full marks. Candidates are required to give their answers in their own words as far as practicable.]

Group-A

(Multiple Choice Type Question) 1 x 15=15

1. *Choose the correct alternative from the following :*

(i) Define the primary focus of Digital Transformation according to Leading Digital.
a) IT deployment b) Marketing automation
c) Business model reinvention d) ERP implementation

(ii) List the company that transformed through a centralized unit called Nike Digital Sport.
a) Adidas b) Nike
c) Puma d) Under Armour

(iii) List the two critical dimensions of Digital Transformation.
a) Tools and People b) Apps and Strategy
c) Digital & Leadership Capabilities d) ROI and KPI

(iv) Analyse which ratio best supports tracking innovation success.
a) Cost-to-revenue b) % of digital revenue
c) EBITDA margin d) Employee count

(v) Analyse which company used predictive models for customer personalization.
a) Asian Paints b) Caesars
c) Coca-Cola d) HSBC

(vi) Evaluate the organizational factor that accelerates digital transformation.
a) Hierarchical layers b) Command-and-control
c) Agile governance d) Outsourcing

(vii) List the purpose of the modern SWOT analysis.
a) Marketing b) Diagnosis
c) Customer service d) Hiring

(viii) Identify what Nike Digital Sport is an example of.
a) Cost-cutting b) Vision gap
c) Silo integration d) Manual transformation

(ix) Indicate the key trait of strategic planning in the digital age.
a) Fixed 5-year plans b) Digital playbooks

c) Continuous capability d) IT outsourcing

(x) Estimate the types of opportunities that digital initiatives often include.

a) HR realignment b) Cost reduction
c) Global reach d) Hiring agencies

(xi) Determine the biggest digital threat.

a) Low profit margins b) Employee resistance
c) Disruption inertia d) High costs

(xii) Analyse why DYOB is considered valuable.

a) Customer service b) Benchmarking
c) Internal disruption d) Outsourcing

(xiii) Analyse how governance can support transformation.

a) By reducing budgets b) By removing IT
c) Through alignment and KPIs d) By hiring vendors

(xiv) Recall the company that built "Luminar" as a data platform.

a) Asian Paints b) Entravision
c) Lloyds d) Nike

(xv) Define a characteristic of big data based on the 5Vs.

a) Visibility b) Velocity
c) Value chain d) Variation

Group-B

(Short Answer Type Questions) 3 x 5=15

2. Define Digital Transformation as per Leading Digital. (3)
3. Describe the characteristics that make a company a 'Digital Master'. (3)
4. Identify internal vs external drivers of digital transformation. (3)
5. Justify the need for continuous innovation in digital transformation. (3)
6. Analyze how organizational culture influences the success of digital transformation. (3)

OR

Analyze the importance of leadership in cross-functional digital integration. (3)

Group-C

(Long Answer Type Questions) 5 x 6=30

7. Propose a governance model that ensures agility and accountability in digital transformation. (5)
8. Summarize how SWOT analysis is applied differently in the context of digital transformation. (5)
9. Outline the strategic role of leadership alignment and governance in digital transformation. (5)
10. Define cloud computing and explain how Infrastructure as a Service (IaaS) changes traditional IT models. (5)
11. Describe the strategic role of big data and analytics in value creation across the business value chain. (5)
12. Evaluate the role of hypothesis-driven experimentation in digital strategy formulation. (5)

OR

Assess how Porter's Five Forces have been reshaped in the context of digital ecosystems. (5)

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