UNIVERSITI KUALA LUMPUR
BUSINESS SCHOOL

FINAL EXAMINATION
MARCH 2026 SEMESTER

COURSE CODE	:	ECB30903
COURSE NAME	:	DIGITAL TRANSFORMATION MANAGEMENT
PROGRAMME NAME	:	BACHELOR OF BUSINESS ADMINISTRATION (HONS) IN MANAGEMENT AND ENTREPRENEURSHIP
DATE	:	24th JUNE 2026
TIME	:	9:00 AM – 12.00 PM
DURATION	:	3 HOURS

INSTRUCTIONS TO CANDIDATES

1. Please **CAREFULLY** read the instructions given in the question paper.
2. This question paper has information printed on both sides of the paper.
3. This question paper consists of TWO section.
4. Section A consists of FOUR questions. Answer ALL. Section B consists of FOUR (4) questions answer THREE (3) only.
5. All questions must be answered in **English** (any other language is not allowed).
6. Please write your answer on th answer booklet provided.
7. This question paper must not be removed from the examination hall.

THERE ARE 6 PAGES OF QUESTIONS, EXCLUDING THIS PAGE.

SECTION A (Total: 40 marks)

Answer ALL questions.

Please use the answer booklet provided.

Question 1

Explain **FIVE (5)** major barriers that commonly hinder organizational transformation. Provide examples to support your answer.

(10 marks)

Question 2

Demonstrate how organizations have utilized and can further utilize Information Technology (IT) technologies in their business processes to improve efficiency and competitiveness. Your answer should include relevant examples of IT technologies and their impact on business operations.

(10 marks)

Question 3

Identify a real-world corporation and explain how it has aligned Information Technology (IT) with its business operations.
Your answer should include:
The name of the corporation
The IT systems or technologies implemented
How the IT systems support business operations and strategy
The business outcomes achieved through IT–business alignment

(10 marks)

Question 4

BMI is the process of redesigning how a company creates, delivers, and captures value to achieve competitive advantage or respond to market changes.

(a) Explain on the organizational or structural approach to BMI.

(5 marks)

(b) Discuss on the use of multiple BMI approaches in company.

(5 marks)

SECTION B (Total: 60 marks)

Answer THREE (3) questions only.

Please use the answer booklet provided.

Question 1

Case Study: Toyota Motor Corporation – Strategic Alignment in Manufacturing

Toyota Motor Corporation is one of the world's largest automotive manufacturers, operating in multiple regions including Asia, Europe, and North America. The company is well known for its **Toyota Production System (TPS)**, which emphasizes lean manufacturing, continuous improvement (*Kaizen*), and waste reduction.

As global competition intensified, Toyota faced challenges such as rising production costs, supply chain disruptions, environmental regulations, and changing customer demand for electric and hybrid vehicles. To remain competitive, Toyota adopted strategies at the **business**, **corporate**, and **network** levels to align manufacturing operations with long-term organizational goals.

At the **business level**, Toyota focused on operational excellence, quality, and cost leadership in its manufacturing plants. At the **corporate level**, the company diversified its product portfolio and invested heavily in research and development (R&D), particularly in hybrid and electric vehicle technologies. At the **network level**, Toyota strengthened relationships with suppliers, technology partners, and dealers to create a resilient and integrated manufacturing ecosystem.

Using the case study above, discuss Toyota's strategies at the business, corporate, and network levels in the manufacturing industry.

(20 marks)

Question 2

TechStyle is a mid-sized retail company that sells electronics in Malaysia. Traditionally, all sales were done in physical stores, and decision-making was centralized. Recently, the company faced declining sales due to online competitors offering fast delivery and personalized shopping experiences.

The CEO, Amir, realised that a **digital transformation** was necessary. He took **a digital leadership approach** by:

Promoting a Digital Culture: Encouraged employees to adopt digital tools for inventory, sales tracking, and customer communication.

Empowering Teams: Allowed teams to make quick decisions using real-time data from the new online sales platform.

Investing in Digital Skills: Provided training on digital marketing, e-commerce platforms, and data analytics.

Implementing Technology: Launched an online store, a mobile app, and integrated CRM systems for better customer engagement.

Within a year, online sales grew by 50%, customer satisfaction increased, and employees reported higher engagement because they felt empowered to make decisions.

(a) Explain on how did the CEO demonstrate digital leadership?

(10 marks)

(b) Discuss on how did investing in employee digital skills contribute to the strategy?

(5 marks)

(c) Why was empowering team important for digital transformation? Explain.

(5 marks)

Question 3

Digital Transformation at NexTech Services Sdn. Bhd.

NexTech Services Sdn. Bhd. is a growing service-based company specializing in digital customer support, online business solutions, and cloud-based services. Due to increasing competition and rapid technological changes, the company decided to undergo digital transformation to improve operational efficiency, innovation, and employee productivity.

The management introduced several initiatives such as cloud collaboration platforms, virtual teamwork systems, employee digital training programs, and innovation events called "Tech Innovation Hackathon." During the hackathon, employees from different departments worked together to create creative digital solutions for customer service and business operations.

The company also encouraged knowledge sharing between experienced employees and new workers through mentoring programs, online workshops, and internal digital learning systems. In addition, the Human Resources (HR) department introduced flexible working hours, remote working opportunities, and employee wellness programs to improve employee satisfaction and work-life balance.

Through these initiatives, NexTech Services aimed to strengthen innovation, teamwork, employee well-being, and long-term digital competitiveness.

(a) Discuss the role of knowledge transfer in the digital transformation process at NexTech Services.

(5 marks)

(b) Elaborate the concept of a hackathon in inspiring others to create events that challenge innovation.

(5 marks)

(c) Explain **THREE (3)** mechanisms of collaboration for digital transformation.

(6 marks)

(d) Explain **THREE (3)** methods that can be applied by Human Resources (HR) to encourage a culture that promotes positive work-life balance.

(4 marks)

Question 4

Firm X has been around for a long time and had major market share in the car industry. It was mostly serving the people who want large, reliable and safe cars and who can/want to own such cars. It was not serving the needs of the customers who need more affordable solution and who do not require the car all the time. On the other hand, the firm Y is the firm that launched the business with the fleet of cars parked in different locations that people can use by paying an annual membership and paying for the use when they need the car. The users were able to use the App to book their car at desired time. At first, the firm X was not really paying the attention to this development, but the firm Y was developing fast and started tapping into the market of customers who wanted the car all the time by offering the lease options for bigger and more luxurious cars. In responding to this development and to understand the impact this may have on them and other incumbents in the industry, the firm X started understanding why this is happening and interviewed the customers to understand why they were using this new service and potentially not buying their cars any more. In doing so, they were primarily interested in looking at both immediate, but also higher order customer needs. After looking into this and considering the potential response strategies, the firm X decided to launch their own independent firm called "X sharing cars", which offered the similar service of either leasing the car or using the fleet of cars through annual membership.

(a) Define the concept of competitive success and explain how Firm Y achieved competitive success in the car industry.

(10 marks)

(b) Explain how customer needs contributed to the competitive success of Firm Y and influenced the response of Firm X.

(10 marks)

END OF EXAMINATION PAPER