



FACULTY OF MANAGEMENT
DECEMBER EXAMINATION

DEPARTMENT OF APPLIED INFORMATION SYSTEMS

MODULE	:	BUSINESS ANALYSIS II B
CODE	:	BAY22B2/BAY02B1
DATE	:	DECEMBER 2016
DURATION	:	3 HOURS
TOTAL MARKS	:	100

EXAMINER	:	Dr R Brink
EXTERNAL MODERATOR	:	HJ Thomas
QUESTIONS	:	8
NUMBER OF PAGES	:	8

INSTRUCTIONS TO CANDIDATES:

- Read the questions carefully and answer **all** questions from **Section A and B (Case study questions)**.
- Answer **all** questions from **Section C (General questions)**.
- Question papers must be handed in.
- Answer to the best of your ability.
- Answer your questions in the University exam booklet provided.
- Write clearly and legibly.
- Number your answers clearly.
- Structure your answers by using appropriate headings and sub-headings.
- The general University of Johannesburg policies, procedures and rules pertaining to written assessments apply to this exam.

Please read the case study **carefully** and answer **all** the questions below the case study.

Case study: Apple to Acquire Beats Music & Beats Electronics

Apple® today announced it has agreed to acquire the critically acclaimed subscription streaming music service Beats Music, and Beats Electronics, which makes the popular Beats headphones, speakers and audio software. As part of the acquisition, Beats co-founders Jimmy Lovine and Dr. Dre will join Apple. Apple is acquiring the two companies for a total of \$3 billion, consisting of a purchase price of approximately \$2.6 billion and approximately \$400 million that will vest over time.

“Music is such an important part of all of our lives and holds a special place within our hearts at Apple,” said Tim Cook, Apple’s CEO. “That’s why we have kept investing in music and are bringing together these extraordinary teams so we can continue to create the most innovative music products and services in the world.”

“I’ve always known in my heart that Beats belonged with Apple,” said Jimmy Lovine. “The idea when we started the company was inspired by Apple’s unmatched ability to marry culture and technology. Apple’s deep commitment to music fans, artists, songwriters and the music industry is something special.”

Lovine has been at the forefront of innovation in the music industry for decades, and he has been an instrumental partner for Apple and iTunes® for more than a decade. He has produced or collaborated with some of the most successful artists in the history of the iTunes Store®, helping make it the world’s number one music retailer. Lovine and Dr. Dre are sound pioneers, artists and entrepreneurs.

Beats Electronics has brought the energy, emotion and excitement of playback in the recording studio back to the listening experience and has introduced an entirely new generation to premium sound entertainment. Beats Music was developed by a team of people who have each spent their entire career in music and provides music fans with an incredible curated listening experience.

“Music is such an important part of Apple’s DNA and always will be,” said Eddy Cue, Apple’s senior vice president of Internet Software and Services. “The addition of Beats will make our music lineup even better, from free streaming with iTunes Radio to a world-class subscription service in Beats, and of course buying music from the iTunes Store as customers have loved to do for years.”

In just five years since launch, the Beats “b” has become the brand of choice in the music and sports worlds, and is the market leader in the premium headphone market. Music superstars including Lady Gaga, Lil Wayne and Nicki Minaj have designed their own customized Beats headphones and speakers. Fashion designers and street artists such as Alexander Wang, Futura and Snarkitecture have collaborated on special limited products, while renowned athletes including LeBron James, Serena Williams and Neymar use Beats

as a critical part of their training and game day process. Beats has quickly become part of pop culture in the US

and with the acquisition the Beats product line-up will be offered in many more countries through the Apple Online Store, Apple's retail stores and select Apple Authorized Resellers.

Subject to regulatory approvals, Apple expects the transaction to close in fiscal Q4.

Formally established in 2008 as the brainchild of legendary artist and producer Dr. Dre and Chairman of Interscope Geffen A&M Records Jimmy Lovine, Beats Electronics (Beats) comprises the Beats by Dr. Dre family of premium consumer headphones, earphones, and speakers as well as patented Beats Audio software technology and streaming music subscription service Beats Music. Through these offerings, Beats has effectively brought the energy, emotion and excitement of playback in the recording studio to the listening experience and has introduced an entirely new generation to the possibilities of premium sound entertainment.

Beats Music is a subscription streaming music service that focuses on providing a personalized music experience for each user through a unique blend of digital innovation and musical passion. Programmed by a trusted team of well-respected music experts with over 300 years of experience across all genres, Beats Music delivers the right music for any situation, any time, and any preference, personalized to your tastes. The result is an artist-friendly digital music service that does more than simply offer access to music, but one that establishes an emotional connection to it as well.

SECTION A**[CASE STUDY QUESTIONS]****[12 Marks]****QUESTION 1****[12]**

- 1.1 Discuss the pitfalls that could occur should the merger between Apple and Beats not take place because of poor analysis? (6)
 - 1.2 Identify the different stakeholders in the case study. (3)
 - 1.3 Discuss the role that the business analyst has in the merger between Beats and Apple. (3)
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Case Study: Wal-Mart

Wal-Mart is the world's largest retailer, with more than 7000 stores and annual sales exceeding \$400 billion. Founded in 1962 by retailing legend Sam Walton, the company has won numerous awards for business innovation. However, Wal-Mart's move into online retailing was troubled, to say the least. Wal-Mart launched its first Web site in July 1996. Like most company sites of that time, it contained some information about the company, but did not offer any products for sale. Wal-Mart did little to develop the Web site over the next three years, but it did add a Web store—just in time to participate in the disastrous 1999 holiday shopping season. Wal-Mart was not the only Web retailer to have trouble in 1999. Many companies found that they were ill-prepared for the large number of customers who decided to try electronic commerce in that year's holiday season. Lost orders, unfilled orders, and shipments that failed to arrive until January 2000 were common for many Web retailers that year. Wal-Mart was noted as an industry leader in shipping and logistics management; however, the announcement on its Web site that it could not promise Christmas delivery for items ordered after December 14 was particularly embarrassing.

To make matters worse, Wal-Mart was in the middle of developing a new Web site that it had hoped to launch before the holiday season. The project, which industry analysts estimate cost more than \$100 million, ran months late and did not operate until January 2000. After eight months of operating the new Web site, Wal-Mart found itself with low levels of customer traffic (well below those of its major rivals J.C. Penney, Sears, Kmart, and Target) and high levels of criticism from Web site design experts who found the site slow, difficult to use, and lacking customer service features.

In October 2000, Wal-Mart closed the site completely for four weeks. Earlier in the year, it had created Walmart.com, a joint venture with Accel Partners to develop a new Web site. A team was created that consisted of people with various job roles. Roles such as a website developer, business analysts and project managers are good examples. The project manager asked the business analyst of the team to create the relevant documentation that is needed. The business analyst is also tasked with determining the different requirements of the project. The project manager also insists that the business analyst keeps him up to date with his tasks as he feels that if the business analyst does not do their job correctly, the whole project can fail and will be another embarrassment to Wal-Mart.

Question 2**[47]**

- 2.1 Identify and explain the different types of deliverables that she will produce. (12)
- 2.2 Differentiate between the 3 different types of requirements the business analyst will have to determine and document. (Give examples from the case study) (6)
- 2.3 Explain what the components are of a project initiation and support it with examples from the case study (20)
- 2.4 Discuss the 3 core business activities of Wall Mart (9)

QUESTION 3**[23]**

Discuss the different components for the v model for testing and support it with a diagram.

QUESTION 4**[8]**

4.1 Explain the concept time boxing? (4)

4.2 Explain the different meetings that can be conducted to gather the necessary information from team members? (4)

QUESTION 5**[10]**

When developing an application for example PokemonGo, there are a lot of requirements that need to be considered. What are the steps that you as a business analyst can use to create a system to assist you to manage the different requirements?

TOTAL MARKS: [100]