



## FACULTY OF SCIENCE

### ACADEMY OF COMPUTER SCIENCE AND SOFTWARE ENGINEERING

MODULE	IT00300/IT08X30 SOFTWARE FACTORIES
CAMPUS	APK
EXAM	JANUARY 2019 SUPPLEMENTARY

DATE: 29 January 2019

SESSION: 15:00 – 17:00

ASSESSOR(S)

Prof JJ Langerman

INTERNAL MODERATOR

EXTERNAL MODERATOR

Prof AC Leonard (UP)

DURATION: 2 Hours

MARKS: 100

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THIS PAPER CONSISTS OF 2 PAGES INCLUDING THE COVER PAGE

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#### INSTRUCTIONS:

1. Answer **ALL** the questions.
2. Write neatly and legibly.
3. Read the questions thoroughly.
4. Ensure that all questions are clearly marked on the answer sheet.

### QUESTION 1

According to Humble and Farley how does organisations process information? This model is also referred to as the Westrum model.

[18]

### Question 2

Strategy is important as it sets the direction for any company. Different strategies drive different outcomes.

- a) Contrast Blue Oceans Strategies with Red Ocean strategies (10)
- b) Discuss the propositions on which a strategy's success hinges (6)

[16]

### Question 3

Using Lax and Sebenius' (3D Negotiation, HBR, 2003) 3D model for negotiation as a framework, describe how you will go about negotiating a deal for procuring a software package. Incorporate Streetwise tactical ploys and concepts from Fisher's "Getting to Yes" into your answer.

[14]

### Question 4

It is important when one considers Enterprise Architecture to align with the operating model of the enterprise. Using a diagram to discuss the four different types of operating models as defined by Ross (Enterprise Architecture: Driving benefits from IT, MIT Sloan, 2006).

[18]

### Question 5

Managing software development is a demanding and stressful job. What rituals can one establish to renew their energy?

[12]

### Question 6

Building high performing teams is a critical skill of an IT Leader. Discuss the lessons that high performing teams can learn from the Pygmies according to Kets de Vries.

[14]

### Question 7

Effective leaders manage their negative thoughts and feelings and display emotional agility. It is a highly stressful environment and emotional agility will help to navigate this space. Discuss four practices that can be used to get unhooked from negative thought patterns.

[8]

TOTAL: [100]