

ICT Driven Decision-Making in the 4IR (Core Module)

EXAMINATION

MODULE CODE: ICD9X01

EXAMINATION PERIOD: SECOND QUATER 2021

Date:	Wednesday, 09 June 2021
Time:	06:30 – 08:30: read the provided case studies 08h30 – 11h30: examination 11:45 submit examination
Total Marks:	80 (Weighting 50% of the total exam mark)
Internal Moderator:	Dr Angus Hervey
External Moderator:	Prof Mjumo Mzyece

Please read these instructions carefully

- This is an open-book examination.
- Please answer all **EIGHT** questions provided in the exam
- Ensure that your questions are numbered correctly and start each question on a new page
- Type in your name, student number, and date on the first page of your answer booklet.
- This question paper consists of 4 pages including the cover page
- The Zipline case study consists of 26 pages
- The Lemonade case study consists of 12 pages

Students must use the naming convention given for their answer book as follows.

- Last Name_Initial_Student Number_MBA Module Code_Date (dd_mm_yy)
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- Example: Nkosi_N_201036829_ MBA CSM9X01 _01_09_20)
- Please make sure that your **laptops are fully charged** before the exam window period.
- We advise students to be at a location that has **reliable internet access.**
- Use font Arial 12, line spacing 1.5.
- All answer books and relevant attachments must be emailed to currentmbas@jbs.ac.za

Plagiarism

Please note that all exam answers will be submitted through the Turnitin similarity index to establish if there is a similarity. As this is an open book exam, you are required to use the APA academic referencing style. Where you quote verbatim from any source, the quotation must be in double inverted commas and the page number given as part of the reference.

Read the case study titled: **Zipline**

QUESTION 1: _____ (10)

This question is based on the case study.

How is drone delivery for health logistics a disruptive technology? Use the theories of Clayton Christensen, Mariana Mazzacutto and Dan Wang in your answer.

QUESTION 2: _____ (10)

This question is based on the case study.

How did the different political, cultural and economic environments in Tanzania, Rwanda, Ghana and the United States, affect Zipline's strategy?

QUESTION 3: _____ (10)

This question is based on the case study.

Zipline's success was made possible by the coming together of multiple disruptive technology trends. Describe these trends, and explain how Zipline was able to harness them to become the world's largest drone delivery network.

QUESTION 4: _____ (10)

This question is based on the case study.

Will Zipline become the "Uber for Blood" or is it more likely to be acquired or outcompeted by the larger tech companies? Don't sit on the fence! Choose an answer, and then back it up with a strong argument based on your learnings from this module.

Read the case study titled: **Lemonade**

QUESTION 5: _____ (10)

This question is based on the case study.

Lemonade went from a startup to a \$5 billion company in the space of six years. What do you think was the most important factor in its success?

QUESTION 6: _____ (10)

This question is based on the case study.

Lemonade is a software company that has entered the insurance business, rather than an insurance company that makes software. What advantages does this give it over traditional insurance businesses?

QUESTION 7: _____ (10)

This question is based on the case study.

Lemonade is one of the first truly successful AI-first businesses of the 21st century. What role has machine learning played in its success?

QUESTION 8: _____ (10)

This question is based on the case study.

In May 2021, less than a year after its public market debut, Lemonade found itself in the middle of a PR controversy, after it posted (now-deleted) tweets describing how its AI analyzes user videos when they file insurance claims for signs of fraud, picking up "non-verbal cues that traditional insurers can't, since they don't use a digital claims process." The public backlash has been swift and fierce, severely denting Lemonade's image as a "lovable brand." Discuss the ethical implications of using machine learning for insurance claims – what kind of risks do AI-powered businesses like Lemonade need to be aware of, and what measures can they take to overcome these?

- END OF PAPER -