

Seat No.: _____

Enrolment No. _____

GUJARAT TECHNOLOGICAL UNIVERSITY
MBA – SEMESTER –III-EXAMINATION – WINTER-2022

Subject Code: 4539288

Date: 25/01/2023

Subject Name: Managing Digital Innovation and Transformation

Time: 10:30 AM to 1:30 PM

Total Marks: 70

Instructions:

1. Attempt all questions.
2. Make suitable assumptions wherever necessary.
3. Figures to the right indicate full marks.
4. Use of simple calculators and non-programmable scientific calculators are permitted.

Q.1. Explain the following terms: (14)

- (a) Digital Innovation
- (b) Digital Transformation
- (c) Product Digitization
- (d) Digital Disruption
- (e) Disruptive Innovation
- (f) Block Chain
- (g) Cloud Computing

Q.2. (a) With example of any organization of your choice elaborate the concept of digital innovation and different perspectives of digitization? (7)

(b) "Digitalization presents companies with untapped opportunities and values to be reaped." Write your views for the statement. (7)

OR

(b) Discuss how technological developments are leading to digital innovations? (7)

Q.3. (a) Is there any relation between technological innovation and business strategy? Explain with the help of relevant examples. (7)

(b) How do the S- Curves of technology improvement and technology adoption relate to each other? (7)

OR

Q.3. (a) Discuss the main challenges in implementing an innovation strategy? (7)

(b) Discuss why organizations these days are trying to integrate their business processes? (7)

Q.4. (a) Discuss the organizational and cultural issues while building and managing a virtual organization. (7)

(b) Discuss management challenges of networked business. (7)

OR

- Q.4. (a)** What is the purpose of process reengineering? Discuss the critical success factors for reengineering? (7)
- (b)** Discuss the key elements of ecosystem business model? (7)

Q.5. Case Study

Amazon extended the B2C model to embrace B2B transactions with a vision to improve the customer experience.

Overview of the digital transformation initiative

Amazon Business is an example of how a consumer giant transitions to the B2B space to keep up with the digital customer expectations. It provides a marketplace for businesses to purchase from Amazon and third parties. Individuals can also make purchases on behalf of their organizations and integrate order approval workflows and reporting.

The approach

Amazon created a holistic marketplace for B2B vendors by offering over 250 million products ranging from cleaning supplies to industrial equipment.

It introduced free two-day shipping on orders worth \$49 or more and exclusive price discounts. It further offered purchase system integration, tax-exemption on purchases from select qualified customers, shared payment methods, order approval workflows, and enhanced order reporting.

Amazon allowed manufacturers to connect with buyers & answer questions about products in a live expert program.

The value

1. Amazon could tap the B2B wholesale market valued between \$7.2 and \$8.2 trillion in the U.S. alone.

2. It began earning revenue by charging sales commissions ranging from 6-15% from third-party sellers, depending on the product category and the order size.

3. It could offer more personalized products for an improved customer experience.

- (a)** What benefits companies can reap from Digital Transformation? (7)
- (b)** What are your views about the approaches used by Amazon? (7)

OR

- (a)** Write your view whether these days companies should go for Digital Transformation or not? (7)
- (b)** Why companies these days are going for Digital Transformation? (7)
