



GL BAJAJ

Institute of Management & Research

Approved by A.I.C.T.E., Ministry of HRD, Govt. of India

Roll No.....

Plot No. 2, Knowledge Park-III, Greater Noida (U.P.) –201306

POST GRADUATE DIPLOMA IN MANAGEMENT (2020-22)

END TERM EXAMINATION (TERM -IV)

Subject Name: **Management of Technology Innovation and Changes**

Time: **02.30 hrs**

Sub. Code: **PG-22**

Max Marks: **60**

Note:

All questions are compulsory. Section A carries 10 marks: 5 questions of 2 marks each, Section B carries 30 marks having 3 questions (with internal choice question in each) of 10 marks each and Section C carries 20 marks one Case Study having 2 questions of 10 marks each.

SECTION - A

Attempt all questions. All questions are compulsory.

2×5 = 10 Marks

Q. 1 (A): Point out the purpose of technology forecasting.

Q. 1 (B): Distinguish between lateral thinking and literal thinking.

Q. 1 (C): What are six Thinking Hats?

Q. 1 (D): Differentiate between component knowledge and system knowledge.

Q. 1 (E): List down the different phases of project management.

SECTION - B

10 x 3 = 30 Marks

All questions are compulsory (Each question has an internal choice. Attempt any one (either A or B) from the internal choice)

Q. 2: A. Discuss the conceptual framework of Management of Technology. (CO3)

Or

Q. 2: B. Describe the model of Technology Acquisitions and its application in corporate.(CO3)

Q. 3: A. Describe the principles that leaders should embrace when leading through change management.

Or

Q. 3: B. Discuss various Innovation Strategies used by the innovative organizations in detail. (CO2)

Q. 4: A. Describe the stages of Project Development with suitable example from IT industry.

Or

Q. 4: B. Discuss various stages of Technology Life Cycle with the Samsung mobile example (CO3)

SECTION - C

Read the case and answer the questions

10×02 = 20 Marks

Q. 5: Case Study:

The mobile-phone industry provides an excellent example of innovation and illustrates many of its concepts. The industry has given the opportunity for many organizations to achieve spectacular growth over the period since the introduction of the first mobile phone. It is a little more Than a decade ago that phones became truly mobile. Old films show the early mobile phone as a contraption the size of a brick used only by the most powerful business executives. In the early

days phones were simply used for talking and it seemed that it was only business executives that needed to be constantly in touch. A key development was having a phone in the car.

Today the mobile phone is a multifunction essential gadget that is capable of delivering almost every communication need or a universal must-have accessory.

In the early days of mobile phones Jorma Ollila was the chief executive of a small diversified Finnish conglomerate. He had a vision to make Nokia the world's leading maker of mobile phones. Nokia was one of the fastest growing companies of the decade and in 2003 shipped 160 million handsets, more than twice that shipped by Motorola, the next largest competitor. Nokia, like other hardware and software manufacturers, used the latest technology to develop and manufacture miniaturized multifunction products. As the products became fashion items for young adults and teenagers, design was critical and Nokia lost market share substantially in 2004 after it failed to develop a clam shell design, which swept the market.

Technology and design breakthroughs continue as the 3G phones enable Internet access and the transfer of photographs, audio and video clips. The functionality of these phones is being enhanced as the communications technology is being combined with better photographic and screen technology and integration with mobile audio devices, such as the iPod.

Having swept through the developed countries, market development in emerging markets such as India and China is now key. But, as the market matures, the barriers to entry are falling and in the emerging markets entrepreneurs are developing competitive products offering high value for specific customer segments.

The breakthroughs in the industry have not been restricted to new technology and design. The growth of service providers, such as Vodafone, has been phenomenal too. Vodafone's growth has been driven by effective marketing and recruitment of customers, using a myriad of different contracts and partnerships with mobile-phone suppliers that enabled them to give away phones within the service contract as the bait to hook high-call revenue. Competition between service providers increased as new entrants offered 'free minutes'.

A significant breakthrough was achieved by 'Pay-as-you-go', which challenged some industry assumptions. In a similar way to other utilities, the customers of fixed-line suppliers had contracts, paid a monthly rental charge for the line and then paid for calls on top. Prepayment for mobile phones enabled customers to have more control over their expenditure and so led to the mobile phone becoming a children's and teenagers' 'must-have'.

Perhaps one of the most surprising breakthroughs, because its success was not predicted, has been texting. It was never imagined that this technology would be embraced so enthusiastically by teenagers, who often even prefer to text rather than talk to their friend standing next to them. For some customers the criteria for choosing a mobile phone is not the design or multi-functionality but the speed at which they are able to text.

Question

Q. 5: (A). Discuss the organizations, such as Vodafone and Nokia, been more successful in the mobile market than the former state-owned telecommunications businesses.

Q. 5: (B). Which innovations type you can relate in this case and justify it proper supportive principles.

(CO4)

Mapping of Questions with Course Learning Outcome

Question Number	COs	Marks Allocated
Q. 1:	CO1	10 marks
Q. 2:	CO3	10 marks
Q. 3:	CO2	10 marks
Q. 4:	CO3	10 marks
Q. 5:	CO4	20 marks