![GL BAJAJ Institute of Management & Research, PGDM Institute — FIND YOUR SPARK — GREATER NOIDA (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)
MID TERM EXAMINATIONS (TERM -IV)
Academic Session- 2021-22

Subject Name : **Management of Technology Innovation and Change**	Time: 01.30 hrs
Sub. Code: **PG 22**	Max Marks: 20

Note:
1. Writing anything except Roll Number on question paper will be deemed as an act of indulging in unfair means and action shall be taken as per rules.
2. All questions are compulsory in Section A, B & C. Section A carries 1 Case Study of 8 marks. Section B carries 3 questions of 2 marks each and Section C carries 2questions of 3 marks each.

<u>**SECTION – A**</u>   **04+04 = 08 Marks**

Q. 1: Case Study:

The case details how the rise of ecommerce (and the success of Amazon in particular) affected Walmart's discount stores in a decrease in annual revenue at those stores from $142.5 billion in 2009 to 97.7 billion in 2018. During the same time period, revenue at Walmart's "supercenters" (larger stores that also sell groceries and often include services such as eye care, beauty salons, and photo studios) increased by 16 percent, from $409.9 billion to $476.2 billion. (Walmart closed 2,214 discount stores or converted them into other formats from 1993 to 2018, with 2,576 supercenters opening during that time.)

In addition to increasing Walmart's supercenter, CEO Doug McMillon's strategy focuses on a seamless approach to the customer experience, with an emphasis on employee training and improved ecommerce and automation technology, both on the floor and in back office roles.

One foundational move to beef up its technology was Walmart's $3.3 billion acquisition of online retailer Jet.com in 2016, an investment that immediately improved its ecommerce infrastructure. Walmart has also piloted and invested in robots to perform a variety of functions, from unloading trucks to scrubbing floors to scanning shelves and bringing items out of storage for curb side delivery orders. But public statements by senior executives made it clear that Walmart was equally committed to the complex, costly effort required to train its human workers.

"I want to be clear that we don't believe technology is the answer to everything," McMillon stated in a 2017 annual shareholder meeting. But at the same meeting, McMillon also acknowledged how technology changes the nature of work itself, a perspective echoed by Walmart Chief Sustainability Officer and Walmart Foundation President Kathleen McLaughlin. "We're now a tech company as much as a retail company," Mc Laughlin said. *"This digital transformation creates new jobs, but, more important, it changes the nature of jobs, even entry-level ones."*

Those demands require more of workers and an equivalent commitment to re-skilling and compensation. In the case, Walmart's investments in wages and training for employees of $1.2 billion and $1.5 billion in 2015 and 2016—part of a move that boosted starting pay for frontline associates from $9 per hour in 2015 to $10 in 2016 (it hit $11 per hour in early 2018). Yet in 2015, announcement of a wage increase resulted in a share price drop the following day of 10 percent, on news that the increase would cut earnings per share by 6 to 12 percent in 2016.

The case also outlines Walmart's approach to training its workers, including its focus on building long-term, transferable skills through efforts such as Pathways, a program that teaches associates about the retail business model, explains the "why" behind the work they're asked to do, and helps develop the soft skills that are useful in any field. Workers who completed the program received a raise and had increased job opportunities; however, many complained that it lacked clarity and that

it took too long to move through the various modules. While Walmart planned for 500,000 employees to go through Pathways in 2016, the initial rollout was considerably lower; as a result, Walmart needed to revamp some parts of the program to speed up its completion rate. (Its Academies program, focused on training and empowering hourly supervisors to directly manage team members, faced similar challenges.)

In another move to build a more skilled, educated workforce, Walmart introduced a program in 2018 that offered workers the opportunity to enroll in online degree programs for $1 a day in business, technology, and supply chain management at three different universities; in June 2019, the program expanded to six universities and 14 areas of study, including cybersecurity and computer science. Widely hailed in the press for the opportunity it offers workers to graduate from college debt-free, the program has seen 7,500 employee enrolments in its first year.

Walmart management has also introduced virtual reality goggles to train employees as well as an app, Spark City, that uses a game-type simulation to teach workers about store processes and customer service. Walmart has even crossed over with the gig economy by partnering with platforms including Door Dash, Postmates, Uber, and Lyft for package and grocery delivery.

Questions:
Q.1 A. Analyze the case as CTO of Walmart. What would you have done differently? Discuss.
Q. 1 B. "Experts generally give Walmart strong points for how its investments in technology and training have set it up to compete." Analyze the statement and put forward your point of view

SECTION – B   **02×03 = 06 Marks**

Q. 2:   Describe the salient features of the Technology Life Cycle (TLC). Explain its significance.
Q. 3:   Why organizations should be concerned about technology acquisition in present business scenario.
Q. 4:   What is change management? Discuss significance of Leadership in change management.

SECTION – C   **03×02 = 06 Marks**

Q.5.   Explain the issues involved and decisions made in managing technology in an organization.
Q. 6.   Discuss Lewin's Change Management Model with practical step to be taken in all the stages as change leader.

Mapping of Questions with Course Learning Outcome

COs	Question Number(s)	Total Marks Allocated to the CO
CO1	2,3,4	**6**
CO2	5, 6	**6**
CO3	1	**8**
CO4		
CO5		

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