

**PGDM & PGDM (IB), 2020-22**  
**Emerging Technology, Platform and services**  
**DM-482 / IB-481**  
**Trimester – IV, End-Term Examination: September 2021**

Time allowed: 2 Hrs 30 Min  
Max Marks: 50

Roll No: \_\_\_\_\_

**Instruction:** Students are required to write Roll No on every page of the Answer Sheet. All other instructions on the question paper / notifications should be followed meticulously.

Sections	No. of Questions to attempt	Marks	Total Marks
A	Minimum 3 question with internal choices and CILO (Course Intended Learning Outcome) covered	3*10	30
B	Compulsory Case Study with minimum of 2 questions	20	20
			<b>50</b>

**SECTION A All question 10 marks each , Answer all of them**

**Question 1 :** Who are the key players in the mobile ecosystem? What services do players in the content group and infrastructure group provide .(CILO2)

**OR**

With the help of a diagrammatic representation of the mobile hardware stacks, briefly describe the role and function of each of the stack. .(CILO2)

**Question 2:** Platforms used to exist earlier also. But digital technologies have given platforms a huge scale advantage, which was not achievable by platforms earlier. Select one platform company to give your answer identify various constituents. .(CILO2)

**OR**

Platform companies only need to have digital presence. Organization can be lean without much presence on ground. Is it true for all platforms? Explain by an example. .(CILO2)

**Question 3:** What is the business use of social media ? What are the major differences between Web 1.0, Web 2.0, Web 3.0 , explain with examples. .(CILO2)

**OR**

How can we promote the use IoT in better contact tracing during pandemic . Suggest emerging technology solutions which be used during onslaught of Pandemic for patient management , bed allocation etc by the government .(CILO2)

**Section B Total 20 marks Answer both question (CILO3) given at the end**

**The pandemic's side effects come in many forms**

(Source: COVID-19: Briefing note #68, August 18, 2021 McKinsey.com:  
<https://www.mckinsey.com/business-functions/risk-and-resilience/our-insights/covid-19-implications-for-business?cid=eml-app>)

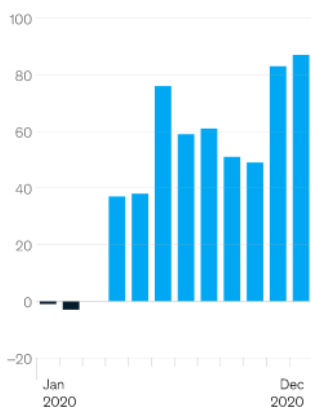
As the COVID-19 pandemic wears on, its impact is obviously felt in every region, every industry, and indeed every aspect of life. Nonetheless, some of the pandemic's side effects still have the power to surprise. This week, McKinsey looked at a few of these unexpected consequences, including an explosion in the number of online ratings consumers give to products and services, the acceleration of trends reshaping the bank workforce, dramatic changes in Chinese car-buying behavior, and the possible decline of cash as a part of everyday life.

When lockdowns forced consumers to remain at home, US e-commerce experienced ten years' growth during the first quarter of 2020. One less discussed outcome is the surge in the volume of online ratings and reviews—40 to 80 percent higher during the core pandemic months in 2020 than they had been a year earlier (exhibit). The old levers of brand equity, greater ad spending, and big promotions are simply less relevant in an age when consumers have access to so much word-of-mouth feedback. Companies, McKinsey suggests, can respond in six ways, such as adopting technological tools to analyze reviews and using consumer feedback to redesign products.

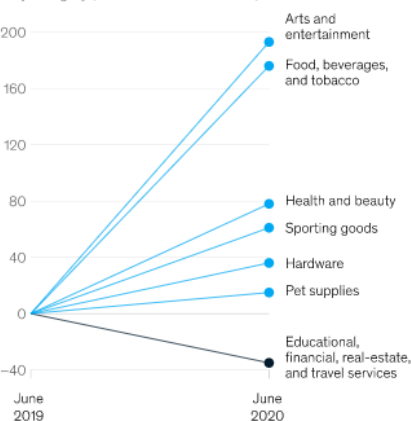
**The COVID-19 pandemic has led to an explosion in the number of product reviews.**

**Cross-industry perspective**

**Monthly global customer-review submissions, year-over-year % change (2020 vs 2019)**



**Product reviews, year-over-year % change by category (June 2020 vs June 2019)<sup>1</sup>**



<sup>1</sup>We conducted the category analysis for the months of June because December typically sees much higher sales in certain categories, while others remain relatively unchanged.  
Source: Bazaarvoice Network data

McKinsey  
& Company

The COVID-19 pandemic has led to an explosion in the number of product reviews.

The global banking industry had already been undergoing major changes when the pandemic struck. In the previous decade, branch footprints shrunk by about 20 percent in the United

States and by 60 percent in Nordic countries. McKinsey's pre-COVID-19 research suggests that the number of people in almost all bank-branch roles will decline over the next decade. The global pandemic accelerated these banking-workforce trends, making it more important for banks to focus now on upskilling and reskilling at scale. Successful players are currently building a scalable learning infrastructure and investing in a learning culture.

Of the huge health challenges created by COVID-19, perhaps the least understood is its impact on global mental health. McKinsey interviewed Garen Staglin, the chair and cofounder of One Mind, a nonprofit whose mission is to accelerate brain-health research and mental-health advocacy. CEOs and other senior executives need to make a personal commitment to corporate behavioral-health programs if they are to succeed, he says. These leaders should focus on reducing the stigma of mental illness and on cultivating a corporate culture conducive to mental wellness.

Chinese consumers have changed their vehicle preferences and car-buying habits in the wake of COVID-19. McKinsey's most recent survey of approximately 2,400 auto consumers in 19 major Chinese cities shows declining brand loyalty, a marked preference for trading up among consumers with less-expensive vehicles, and a significant increase in the use of digital channels during the vehicle-purchase process. While overall vehicle sales fell in China in 2020, sales of new-energy vehicles (NEVs) grew by an impressive 22 percent. Our survey reveals that 63 percent of Chinese consumers are willing to purchase NEVs, up from 20 percent in 2017.

Here are some other key findings from our sector research: — In an interview with McKinsey, Dr. John Nkengasong, the first director of the Africa CDC, discusses what it will take to roll out COVID-19 vaccines on a continent-wide scale, to increase vaccine manufacturing within Africa, and to enhance coordination across its borders.

These outcomes could help Africa better control its response to COVID-19 and any future infectious diseases. — China's top manufacturers aspire to make innovative products without needing to import core technologies.

To achieve these R&D goals, Chinese companies should allocate more resources to higher-risk, longer-term R&D projects and nurture creative talent by designing career pathways that reward innovation with status and incentives. Companies should also consider splitting R&D into two parts: one focused on innovation, the other on excellence in project execution

## **Case Questions**

**Question 1:** Based on the above perspective explained in the McKinsey article, identify various important issues in the Indian Industry resulting from the pandemic situation. Select any one sector of your choice to give your answer. The selected sector may be from the sectors covered in the course outline or even beyond that. (CILO3)

**Question 2:** The Managing Director of one large company from the same sector as above wants you to identify five significant technology initiatives to address these issues as relevant to his company. Please think of any company in the sector selected by you in Question 1 and identify the most promising technology initiatives, giving the rationale for each (CILO3)