

**JAIPURIA INSTITUTE OF MANAGEMENT, NOIDA**  
**PGDM / PGDM (M) / PGDM (SM)**  
**FIFTH TRIMESTER (Batch 2023-25)**  
**END TERM EXAMINATIONS, JANUARY 2025**  
**REAPPEAR EXAM**

Course Name	Digital Transformation	Course Code	20832
Max. Time	2 hours	Max. Marks	40 MM

**INSTRUCTIONS:**

- a. All questions are compulsory.

**Section-A**

**10\*2=20 Marks**

Q1. CloudServe, a major cloud computing provider, has identified a security vulnerability in their system that could potentially expose customer data. Analyze the impact of this vulnerability on CloudServe's and discuss consequences for the company. From a utilitarian perspective, what are the ethical implications of delaying the announcement until the issue is fixed, and how does this decision affect CloudServe's responsibilities to its stakeholders amidst their ongoing digital transformation efforts?

Q2. As VirtualHealth, a telemedicine startup, experiences rapid growth amid rising demand for remote healthcare services, develop a strategic digital transformation plan that incorporates change management principles. What strategies would you recommend to facilitate the seamless adoption of new technologies by healthcare providers and patients, ensuring the scalable and effective expansion of their digital platform?

**Section B (Case study)**

**10\*2=20 Marks**

**Flipkart's Digital Supply Chain Transformation: Navigating E-commerce Challenges in India**

It was a sweltering summer day in Bengaluru, and Kalyan Krishnamurthy, CEO of Flipkart, India's e-commerce giant, sat in his office, his brow furrowed in concentration. The year was 2023, and despite Flipkart's dominant position in the Indian market, Krishnamurthy knew that the company faced significant challenges in maintaining its competitive edge.

"We've come a long way since our founding in 2007," Krishnamurthy mused, glancing at a framed photo of Flipkart's original founders, Sachin and Binny Bansal. "But the e-commerce landscape is evolving faster than ever, and we need to stay ahead of the curve."

Flipkart, now majority-owned by Walmart following a \$16 billion acquisition in 2018, had become a household name in India. With over 350 million registered users and a vast network of warehouses and fulfillment centers across the country, the company processed millions of

orders daily. However, recent global events had exposed vulnerabilities in Flipkart's supply chain that threatened to undermine its success.

Jeyandran Venugopal, Flipkart's Chief Product and Technology Officer, entered Krishnamurthy's office, a tablet in hand. "Kalyan, I've got the latest numbers on our supply chain performance," he said, his voice tinged with concern. "The port congestion issues are still causing significant delays, and we're seeing a 15% increase in customer complaints about late deliveries."

Krishnamurthy nodded grimly. The COVID-19 pandemic had wreaked havoc on global supply chains, and even as the world began to recover, new challenges emerged. Extreme weather events, labor shortages, and manufacturing delays continued to disrupt the flow of goods, making it increasingly difficult for Flipkart to meet its promise of fast, reliable deliveries.

"What about our digital transformation initiatives?" Krishnamurthy asked, leaning forward in his chair. "Are we making progress on implementing those new technologies we discussed?" Venugopal's expression brightened slightly. "We've made some headway. Our team has been working on integrating AI-powered analytics for inventory optimization. And we've started rolling out IoT devices for real-time tracking of shipments in some of our key markets." Just then, Amitesh Jha, Senior Vice President of Ekart (Flipkart's logistics arm) and Marketplace, joined the meeting. "I've been reviewing the data from our pilot programs," he reported. "The initial results are promising. In the areas where we've implemented the new technologies, we're seeing a 20% improvement in on-time deliveries and a 15% reduction in inventory holding costs."

Krishnamurthy nodded, a glimmer of hope in his eyes. "That's encouraging. But we need to move faster. The competition isn't standing still, and customer expectations are only going to increase."

The three executives spent the next hour discussing various options for accelerating Flipkart's digital supply chain transformation. They debated the merits of different technologies, the challenges of implementation at scale, and the potential impact on their workforce and existing processes.

As the meeting drew to a close, Krishnamurthy stood up, his decision made. "We need to go all-in on this digital transformation," he declared. "It's not just about solving our current supply chain issues – it's about positioning Flipkart for the future of e-commerce in India."

He turned to his colleagues. "Jeyandran, I want you to fast-track the implementation of our AI and IoT initiatives across all our major fulfillment centers. Amitesh, work with your team to develop a comprehensive training program to ensure our workforce is ready for these changes."

Krishnamurthy paused, aware of the magnitude of the task ahead. "We're talking about a significant investment of time and resources. But if we get this right, we'll not only solve our

immediate challenges but also create a more resilient and efficient supply chain that can handle whatever the future throws at us."

As Venugopal and Jha nodded in agreement, Krishnamurthy couldn't help but feel a mix of excitement and apprehension. The path ahead was clear, but fraught with potential pitfalls. Could Flipkart successfully navigate this digital transformation and maintain its position as India's e-commerce leader? Only time would tell.

**Questions (Refer to the above case study to answer Q3 and Q4)**

Q3. Design innovative digital solutions using IoT technologies and AI & machine learning for Flipkart's e-commerce ecosystem. How can these technologies be creatively integrated to transform operational efficiency, optimize supply chain management, and enhance customer experiences? What ethical considerations should be incorporated into the design process to ensure responsible and impactful digital transformation?

Q4. Evaluate Flipkart's multi-cloud strategy and cloud pricing models relevant for the company. Discuss the benefits and challenges of this approach in terms of scalability, cost management, and vendor lock-in?