



**UNIVERSITI KUALA LUMPUR  
BUSINESS SCHOOL**

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**FINAL EXAMINATION  
OCTOBER 2025 SEMESTER**

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<b>COURSE CODE</b>	<b>: ECB20903</b>
<b>COURSE NAME</b>	<b>: TECHNOLOGY INNOVATION IN BUSINESS DEVELOPMENT</b>
<b>PROGRAMME NAME (FOR MPU: PROGRAMME LEVEL)</b>	<b>: BACHELOR OF BUSINESS ADMINISTRATION (HONS) IN MANAGEMENT AND ENTREPRENEURSHIP</b>
<b>DATE</b>	<b>: 03 FEBRUARY 2026</b>
<b>TIME</b>	<b>: 09:00AM - 12:00PM</b>
<b>DURATION</b>	<b>: 3 HOURS</b>

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**INSTRUCTIONS TO CANDIDATES**

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1. Please **CAREFULLY** read the instruction given in the question paper.
  2. This question paper has information printed on both sides of the paper.
  3. This question paper consists of **TWO** section.
  4. Section A consists of **FOUR** questions. Answer **ALL**. Section B consists of **FOUR (4)** questions answer **THREE (3)** only.
  5. All questions must be answered in **English** (any other language is not allowed).
  6. Please write your answer on th answer booklet provided.
  7. This question paper must not be removed from the examination hall.
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**THERE ARE 5 PAGES OF QUESTIONS, EXCLUDING THIS PAGE.**

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**SECTION A (Total: 40 marks)**

**INSTRUCTION: Answer ALL questions.**  
**Please use the answer booklet provided.**

**Question 1**

Analyze the major threats that disruptive technologies pose to established organizations.  
Support your answer with relevant examples. (10 Marks)

**Question 2**

A manufacturing company depends on manual labor and traditional production methods. Competitors have started using robotics, IoT, and smart factories to increase efficiency and reduce costs.

Apply your knowledge of disruptive technologies to identify the threats to the company and recommend suitable responses. (10 marks)

**Question 3**

A commercial bank primarily offers in-branch services and uses legacy IT systems. FinTech startups now provide mobile banking, digital wallets, and instant loan approvals using artificial intelligence.

Apply disruptive technology concepts to identify the threats to the bank and propose appropriate actions. (10 marks)

**Question 4**

Assess the impact of disruptive technologies on the core business of a traditional taxi company such as conventional taxi operators after the entry of ride-hailing platforms like Grab or Uber. Support your answer with relevant analysis. (10 marks)

**SECTION B (Total: 60 marks)****INSTRUCTION: Answer THREE (3) questions ONLY.****Please use the answer booklet provided.****Question B1****Disruptive Technologies and the Transformation of Higher Education****Case Study**

The education sector has been disrupted by digital learning technologies such as Learning Management Systems (LMS), Massive Open Online Courses (MOOCs), AI-driven adaptive learning, and micro-credential platforms offered by providers like Coursera, edX, Udemy, and Google. These platforms provide flexible, low-cost, and industry-focused learning alternatives.

Traditional universities depend heavily on their core business model of face-to-face teaching, semester-based programs, tuition fees, and degree accreditation. However, the rapid adoption of online learning—accelerated by the COVID-19 pandemic—has changed student expectations toward flexibility, affordability, and employability-focused outcomes.

While universities still possess strong brand reputation and accreditation power, failure to respond strategically to these disruptive technologies threatens enrollment numbers, revenue sustainability, and institutional relevance.

- a) Analyze how online learning platforms threaten the traditional revenue model of universities. (5 marks)
- b) Discuss the impact of disruptive technologies on the value proposition of traditional universities. (5 marks)
- c) Assess the organizational challenges universities face when responding to digital disruption. (5 marks)
- d) Criticize how disruptive technologies can also create opportunities for traditional universities. (5 marks)

**Question B2****Disruptive Technologies and the Evolution of Traditional Retail****Case Study**

The retail industry has undergone major disruption due to e-commerce platforms, mobile shopping apps, artificial intelligence (AI), big data analytics, and automated supply chains. Companies such as Amazon, Alibaba, and Shopee use data-driven personalization, dynamic pricing, and fast logistics to gain competitive advantage.

Traditional brick-and-mortar retailers rely on physical stores, in-store customer service, and manual inventory systems as their core business operations. However, digital-native retailers offer convenience, wider product choices, and lower prices, reshaping consumer expectations.

Retailers that fail to adopt digital strategies face declining foot traffic, excess inventory, and reduced profitability.

- a) Analyze how e-commerce platforms disrupt the core revenue streams of traditional retailers. (5 marks)
- b) Analyze the impact of digital technologies on the cost structure of traditional retail businesses. (5 marks)
- c) Discuss how changing customer expectations due to technology threaten traditional retail business models. (5 marks)
- d) Assess the strategic responses traditional retailers can adopt to reduce the impact of disruptive technologies. (5 marks)

**Question B3****Technology Innovation through Strategic Collaboration**

A mid-sized renewable energy company, GreenTech Solutions, has developed a promising new battery technology that can store solar energy more efficiently. However, the company lacks large-scale manufacturing capability, global distribution channels, and sufficient capital to commercialize the technology internationally.

Meanwhile, a multinational energy corporation, PowerGrid Global, has strong manufacturing facilities, global market access, and regulatory experience but lacks cutting-edge battery innovation. GreenTech is considering forming either a strategic alliance or a joint venture with PowerGrid Global to develop and commercialize the new technology.

- a) Based on the scenario above, explain *how* GreenTech Solutions can apply a strategic alliance to develop the new battery technology. (6 marks)
- b) Explain *when* a joint venture would be more suitable than a strategic alliance for commercializing the battery technology. (6 marks)
- c) Analyze the advantages and potential risks of using alliances or joint ventures for developing and commercializing new technologies in this scenario. (8 marks)

**Question B4****Strategic Alliances and Joint Ventures in Electric Vehicle (EV) Technology**

Recent studies in innovation management journals highlight that the electric vehicle (EV) industry is increasingly dependent on alliances and joint ventures to manage high R&D costs, technological uncertainty, and rapid market changes.

A traditional automobile manufacturer, AutoDrive Ltd, has developed a prototype solid-state battery that promises longer range and faster charging. However, AutoDrive lacks advanced battery manufacturing capabilities and access to Asian EV markets.

At the same time, PowerCell Inc., a battery technology firm, possesses advanced manufacturing expertise and supply chain networks but lacks strong automotive integration and branding. Both firms are evaluating whether to enter a strategic alliance or form a joint venture to develop and commercialize the solid-state battery technology globally.

- a) Based on the case, explain *how* AutoDrive Ltd can apply a strategic alliance to accelerate the development of solid-state battery technology. (6 marks)
- b) Explain *when* forming a joint venture would be more appropriate than a strategic alliance for commercializing the new battery technology. (6 marks)
- c) Analyze the benefits and risks of using alliances or joint ventures to develop and commercialize new technologies in the EV industry. (8 marks)

**END OF EXAMINATION PAPER**