



M.TECH DEGREE EXAMINATIONS: DEC 2022

(Regulation 2018)

First Semester

MASTERS OF TECHNOLOGY MANAGEMENT

P18TMT1105: Business Operations and Strategy

COURSE OUTCOMES

CO1: Explain strategy and strategic management process.

CO2: Analyse various environment and portfolio scenario for an effective strategic formulation.

CO3: Formulate corporate, business, and functional strategies with a global outlook.

Time: Three Hours

Maximum Marks: 100

Answer all the Questions: -

PART A (10 x 1 = 10 Marks)

1. What is the starting point of Strategic Intent? CO1 [K₂]
 - a) Goal
 - b) Objective
 - c) Vision
 - d) Mission

2. Hierarchy of Strategic Intent: CO1 [K₂]
 - I. Vision > Mission > Goals > Objectives > Plans
 - II. Mission > Vision > Goals > Objectives > Plans
 - III. Plans > Vision > Mission > Goals > Objectives
 - IV. Goals > Vision > Mission > Objectives > Plans
 - a) I
 - b) III
 - c) IV
 - d) II

3. Selling all of a company's assets for their tangible worth is called CO1 [K₂]
 - a) Divestiture
 - b) Concentric Diversification
 - c) Liquidation
 - d) Unrelated integration

4. Match the list I with list II with reference to strategic management process CO2 [K₂]

List I	List II
A. SWOT	1. Four-question framework
B. VRIO	2. Identifies and analyzes the competitive force
C. FIVE Forces	3. identify threats and weakness of external.
D. PESTEL	4. Strength, weakness, opportunities & threats

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| <p>a) A B C D</p> <p style="padding-left: 20px;">3 2 1 4</p> <p>c) A B C D</p> <p style="padding-left: 20px;">4 1 2 3</p> | <p>b) A B C D</p> <p style="padding-left: 20px;">2 4 1 3</p> <p>d) A B C D</p> <p style="padding-left: 20px;">1 2 3 4</p> |
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5. The real strategic goals are realized only along with the analysis of the and environment of the Organisation. CO2 [K₂]
6. Strategy formulation is the process of determining appropriate courses of action for achieving organisational CO3 [K₂]
7. of business vision means that it should include innovative possibilities for dramatic organizational improvement. CO3 [K₂]
8. portrays the essence of strategy formulation CO3 [K₂]
9. An important part of managing the strategy implementation process is establishing and nurturing a good 'fit' between and CO3 [K₂]
10. A cost leadership strategy is likely to work better where the product is CO3 [K₂]

PART B (10 x 2 = 20 Marks)

11. Elaborate the basic elements of strategic management process CO1 [K₂]
12. What the different levels of strategy. CO1 [K₂]
13. Define business canvas CO1 [K₂]
14. What are the different types of resources CO1 [K₂]
15. Explain Retrenchment Strategies CO1 [K₂]
16. Explain value chain analysis CO1 [K₂]
17. Bring out two differences between formulation and implementation of strategy. CO2 [K₂]
18. Write short notes on i) Diversion Strategy CO2 [K₂]
19. Define Blue Ocean strategy. CO3 [K₂]
20. Define Balance Score Card CO3 [K₂]

PART C (6 x 5 = 30 Marks)

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|---|-----|-------------------|
| 21. Explain Environmental scanning and its importance | CO1 | [K ₂] |
| 22. Explain the concept of value chain with the help of figure and suitable examples. | CO1 | [K ₂] |
| 23. Critically assess the significance of SWOT Analysis in Strategic Management. | CO2 | [K ₂] |
| 24. What are the measures to overcome resistance of strategic change | CO2 | [K ₂] |
| 25. Discuss the internal and external causes of organizational failures | CO3 | [K ₃] |
| 26. Discuss Balance Score card and its importance | CO3 | [K ₃] |

Answer any FOUR Questions

PART D (4 x 10 = 40 Marks)

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|---|-----|-------------------|
| 27. Discuss the relevance of McKinsey's 7-S model in modern business organizations & Critically evaluate the McKinsey's 7-S Model. | CO3 | [K ₃] |
| 28. You are the CEO of a footwear manufacturing company. Your company manufactures shoes and sandals for both the sexes. The designs of the shoes and sandals have not changed over the years. Your shoes sold like hot cakes in early 2000s but now the sales have declined heavily. Analyze the situation and suggest appropriate strategy solutions to get the company back on track | CO3 | [K ₃] |
| 29. Illustrate how a firm can pursue both low-cost and differentiation strategies. | CO2 | [K ₂] |
| 30. Discuss VRIO frame work in detail | CO1 | [K ₃] |
| 31. Discuss Industry analysis using Porter's five forces theory. | CO1 | [K ₃] |
