



M.TECH DEGREE EXAMINATIONS: NOV/DEC 2023

(Regulation 2018)

First Semester

MASTERS OF TECHNOLOGY MANAGEMENT

P18TMT1105: Business Operations and Strategy

COURSE OUTCOMES

- CO1:** Understands the foundation & importance of strategy Management and importance of Vision Mission Goals & Objectives.
- CO2:** Demonstrate the learning of various Strategy frame work like VRIO, PESTEL 5 Force Factor & identify different strategies and create value to the customers.
- CO3:** Ability to formulate the right strategy by applying all strategy analysis tool kits.
- CO4:** Understand the strategy implementation process ,learning how to manage the change in real time environment and importance of culture.
- CO5:** Develop leadership skill on Sustenance of the results through good control methods,

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 [K₁]
- 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. When dealings or transactions take place between two companies or businesses is called CO1 [K₂]
- a) B2B b) B2C
- c) C2B d) C2C

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

List I	List II
SWOT	Four-question framework
VRIO	Identifies and analyzes the competitive force
FIVE Forces	identify threats and weakness of external.
PESTEL	Strength, weakness, opportunities & threats

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|---|---|
| <p>a) A B C D
3 2 1 4</p> <p>c) A B C D
4 1 2 3</p> | <p>b) A B C D
2 4 1 3</p> <p>d) A B C D
1 2 3 4</p> |
|---|---|

5. Which of the following is NOT a component of functional strategies? CO2 [K₂]

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|---------------------------|-------------------------------|
| a) Cost leadership | b) Branding |
| c) Market diversification | d) Organizational development |

6. Blue Ocean strategy emphasizes: CO3 [K₂]

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|--|--------------------------------------|
| a) Competitive advantage within existing markets | b) Creating uncontested market space |
| c) Focus on operational efficiency | d) Mergers and acquisitions |

7. What is the primary focus of Project Implementation in strategy implementation? CO3 [K₂]

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|--|---------------------------------------|
| a) Managing resistance to change | b) Allocating resources and budgets |
| c) Designing organizational structures | d) Setting clear goals and objectives |

8. Which of the following is NOT a consideration for resource allocation in strategy implementation? CO4 [K₂]

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|---|--|
| a) Skills and competencies of employees | b) Availability of technological resources |
| c) Budget constraints | d) Competitive landscape |

9. The 7S Framework in strategy evaluation and control refers to: CO4 [K₂]

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|--|---|
| a) Structure, Strategy, Systems, Skills, Shared Values, Style, Staff | b) Strengths, Weaknesses, Opportunities, Threats |
| c) Budget, Cost, Analysis, Performance | d) Market Penetration, Product Development, Market Development, Diversification |

10. Which of the following is NOT a typical control mechanism used in strategy execution? CO4 [K₁]
- a) Budgets and financial reports b) Balanced scorecard
- c) Employee feedback surveys d) MBO (Management by Objectives)

PART B (10 x 2 = 20 Marks)

11. What is Business Strategy and its key components ? CO1 [K₂]
12. What the different levels of strategy. CO1 [K₂]
13. What are the different types of Business Models CO2 [K₁]
14. Discuss – On Demand Business Model CO2 [K₂]
15. Discuss – Business Process Re-Engineering CO3 [K₂]
16. Explain value chain analysis CO3 [K₂]
17. Bring out two differences between formulation and implementation of strategy. CO4 [K₂]
18. Write short notes on strategy Control CO5 [K₂]
19. Define Blue Ocean strategy. CO5 [K₁]
20. Define Balance Score Card CO5 [K₁]

PART C (6 x 5 = 30 Marks)

21. What is the relationship between Business Operations and Strategy CO1 [K₂]
22. What is Value? Explain the concept of value chain with the help of figure and suitable examples. CO1 [K₂]
23. Critically assess the significance of SWOT Analysis in Strategic Management. CO2 [K₂]
24. What is Scenario Planning & Where it is being used? Share with your examples CO2 [K₂]
25. Discuss the internal and external causes of organizational failures CO3 [K₂]
26. Discuss Balance Score card and its importance CO4 [K₂]

Answer any FOUR Questions

PART D (4 x 10 = 40 Marks)

27. Discuss the relevance of McKinsey's 7-S model in modern business organizations & Critically evaluate the McKinsey's 7-S Model from your organisation perspective CO3 [K₅]
28. You are the CEO of an Electronics equipment manufacturing company. Your company manufactures PCB Boards and switches catering for all sectors. The designs of your products are with latest technologies and your products are unique in nature. Your products sold like hot cakes in early days of establishment but now also the sales have increased heavily. Analyze the situation and justify your strategy solutions to retain your competitive advantage position. CO3 [K₃]
29. Discuss in detail on Cost Benefit Analysis & Types of Evaluations. CO5 [K₂]
30. Discuss the challenges in Strategy Implementation. Share your own examples. CO4 [K₂]
31. Discuss Industry analysis using Porter's five forces theory CO4 [K₂]
