

MAJOR EXAMINATION (May-2016)
Department of Management Studies
Indian Institute of Technology Delhi
Subject : Strategic Technology Management (SML 701)

Total Marks-30

(Duration: 2 Hour)

Instructions: Internal choices (if applicable) and are stated with each question & Marks are stated for each question. Read other stated instructions carefully.

Que.1. Three readings from Module-III , presented and discussed in class, which is followed by a question.
(Write not more than 20 lines for each que. i.e. max. 40 lines) (2X5=10Marks)

Reading by Group 09: Integrating Environment, Competitive Strategy, and Structure with Technology Strategy - The Strategic Configurations

Reading by Group 08: Technology Strategy and Management - Globalization of Knowledge-Intensive Professional Services

Reading by Group 07: Linking international technology transfer with strategy and management - a literature commentary

Reading/s based question: Enumerate/Discuss with justification, key learning/issues (from any two readings) you acquired from strategic technology management perspectives.

Que.2. Three cases from Module-III , presented and discussed in class, which is followed by a question.
(Write not more than 20 lines for each que. i.e. max. 40 lines) (2X5=10Marks)

Case by Group 07: Technology Road mapping for wind energy - case of the Pacific Northwest

Case by Group 06: Technology Strategy and Management - Cloud Computing and SAAS

Case by Group 05: Technology strategy and management - Resurgence of Apple

Case/s based question: Enumerate/discuss with justification your key learning/issues (from any two cases) you acquired from strategic technology management perspectives and its relevance in the Indian context.

Que. 3: Why Operational Plan should also be aligned when we have already aligned People, Process and Structure? How operational plans are important to achieve ' Execution Excellence'? Discuss with suitable example/s of your choice (Write not more than 16 lines) (4 Marks)

OR

Que. 3: With reference to "The Four Aces Model of Strategy Execution Excellence" discuss and analyse How the four aces/factors should be sequenced to achieve strategy execution excellence in technology management domain of any organisation? Support your answer with suitable diagram/example/s of your choice. (Write not more than 16 lines) (4 Marks)

Que. 4: Write short notes / answers on the basis of sessions slides /class discussions (any 3 out of 6).

(Write not more than 12 lines)

(3X2=6 marks)

- (i) Why vendors must open their infrastructure technology to other product companies to become an industry platform?
- (ii) Elements and Challenges of 'Execution Excellence'.
- (iii) Why combining new consumer devices and Internet platforms with online services and content is proving to be a successful strategy?
- (iv) Dimensions of Technology Strategy.
- (v) Globalization of Knowledge-Intensive Professional Services.
- (vi) Why Integration of Environment, Competitive Strategy, and Structure with Technology is important for any organisation?