

**ISLAMIC UNIVERSITY OF TECHNOLOGY (IUT)**  
**ORGANISATION OF ISLAMIC COOPERATION (OIC)**  
**Department of Computer Science and Engineering (CSE)**

**MID EXAMINATION****SUMMER SEMESTER, 2019-2020****DURATION: 1 Hour 30 Minutes****FULL MARKS: 3 x 25**

**CSE 4807: IT Organization and Management**

**Programmable calculators are not allowed. Do not write anything on the question paper.**

Figures in the right margin indicate marks.

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1. Read the following paragraphs about recent analysis of a famous supermarket. 4x6.25  
= 25
- 100 years ago, Jack Cohen, a former member of the Royal Flying Corps, invested the demobilization money he received at the end of World War I to set-up shop in London. On his first day, he made a profit of £1 for £4 of sales. That was the start of Tesco – UK’s biggest supermarket.
- After a devastating accounting scandal caused a £6.4 billion loss in 2015, people thought Tesco’s run at the top of the supermarket chains was over. However, Tesco recovered from an annual loss of £6.4 billion in the annual report of 2015 to an operating profit of £1.9 billion in the annual report of 2020. Tesco has 26.9% of the grocery market share in Great Britain, which is the highest market share. Dave Lewis ended his chapter as CEO of Tesco in the last September. Ken Murphy, the new CEO has the challenge to accelerate the development achieved by Mr. Lewis.
- Tesco paid £175,000 in fine for displaying products 15 days past their expiry date. In addition, they issued urgent food recalls after discovering safety issues and defects that endanger customers. An article in the Guardian shows a massive decline in employment numbers for people aged 16-24 years, for whom super shops are convenient workplace. Brexit will affect 80% of the imported food sold in supermarkets. Also, rising unemployment adds another layer of financial uncertainty for Tesco’s patrons.
- Despite the pandemic, Tesco registered a 10.5% growth in the last three months to September, which came through online sales. In response to pandemic-triggered restrictions on in-store purchases, Tesco was able to double its delivery capacity to 1.5 million slots. However, corona virus-related expenses hit £533 million for the company. Measures to prevent the spread of COVID-19 also prevent people from stepping out, which in result popularized buying products online. Besides, Using AI and machine learning to predict and deliver street-level requirements could be a game-changer.
- Now, find the Strengths, Weaknesses, Opportunities and Threats of the company from the given information.**
2. VRIO analysis of the resource/capabilities of a certain coffee shop given below. **For each resource/capabilities find out the competitive implication. Also, give your reasoning behind your implication in brief.** 5x5=25

<b>Resource/ Capability</b>	<b>Valuable?</b>	<b>Rare?</b>	<b>Inimitable?</b>	<b>Organized to Exploit?</b>
Strong Global Presence	Yes	Yes	Yes	Yes
Specialty Coffees	Yes	No	No	Yes
Upscale and Cozy atmosphere	Yes	Yes	No	Yes
Special ingredients	Yes	Yes	No	Yes
Exclusive Brand Ambassador	Yes	No	Yes	Yes

Hint: Competitive implications are - competitive advantage/disadvantage/parity. Moreover, these can be temporary or sustainable.

3. a) Mention the disadvantages of individual decision-making and group decision making. Give two scenario where you will follow these decision making process. 6+4
- b) Define “Management” from your own perspective. Explain the roles managers need to play in the organization. 2+8
- c) Illustrate the steps in planning process. Write the main difference between Strategic, Tactical and Operational planning. 2+3