

ISLAMIC UNIVERSITY OF TECHNOLOGY (IUT)**ORGANISATION OF ISLAMIC COOPERATION (OIC)****Department of Computer Science and Engineering (CSE)****MID SEMESTER EXAMINATION****SUMMER SEMESTER, 2020-2021****DURATION: 1 HOUR 30 MINUTES****FULL MARKS: 75****CSE 4807: IT Organization and Management****Programmable calculators are not allowed. Do not write anything on the question paper.**Answer **all 3 (three)** questions. Marks of each question and corresponding CO and PO are written in the right margin with brackets.

1. a) Define “Management” from your own perspective. Explain the decisional roles a manager needs to play in an IT organization. **2+6**
(CO1)
(PO1)
- b) Explain how entrepreneurship skills are necessary for a manager to run an organization with competitive advantage. Discuss how leadership is associated with entrepreneurship skills and activities. **4+4**
(CO1)
(PO1)
- c) Explain P-O-L-C framework in short. Compare Strategic, Tactical and Operational planning with examples. **3+6**
(CO1)
(PO1)
2. a) Briefly explain how capabilities are developed to get competitive advantage according to Porter’s value chain. **5**
(CO2)
(PO1)
- b) Mention the decision making models and identify their application scenarios. **8**
(CO3)
(PO1)
- c) VRIO analysis of the resources/capabilities of a certain coffee shop is given below. For each resource/capability find out the competitive implication. Also, give your reasoning behind your implication in brief. **3x4=12**
(CO2)
(PO2)

| Resource/ Capability | Valuable? | Rare? | Inimitable? | Organized to Exploit? |
|-----------------------------|-----------|-------|-------------|-----------------------|
| Strong Global Presence | Yes | Yes | Yes | Yes |
| Specialty Coffees | Yes | No | No | Yes |
| Upscale and Cozy atmosphere | 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) Explain how synergy and diversification impact corporate strategies of an organization. Mention how these help in business strategies. **6+3**
(CO3)
(PO3)
 - b) Read the following paragraphs about one of the market leading IT organizations. **12+4**
(CO2)
(PO2)
- Apple is one of the most valuable and strongest brands in the world. The company is capable of introducing profitable new products, such as new lines of mobile devices, by

virtue of its strong brand image. In addition, Apple's marketing mix or 4P involves a premium pricing strategy, which comes with high profit margins. This internal strategy maximizes profits, even when sales volumes are limited, such as in the case of MacBook laptops. Moreover, the generic competitive strategy and intensive growth strategies of Apple Inc. involve effective rapid innovation, which enables the business to keep abreast with the latest technologies to ensure competitive advantages.

Apple Inc. has the resources to expand its distribution network. An expanded distribution network can help Apple reach more customers in the global market. In relation, the company has the opportunity to increase its sales volumes through aggressive marketing, especially for mobile products. This opportunity is linked to the rising demand for mobile access, as illustrated in the PESTEL/PESTLE analysis of Apple Inc. Furthermore, the company can explore new product lines to complement existing ones, such as online services. With further innovation, the business can develop and introduce new products, like what it has already achieved with the Apple Watch. Developing new product lines supports business growth, especially against other technology firms in the international market.

Apple Inc. has a limited distribution network because of its policy of exclusivity. For example, the company carefully selects the authorized sellers of its products, such as iPhones and Macs. It exists despite exclusivity's advantages, such as Apple's strong control on the distribution of products. In addition, because of its premium pricing strategy, the technology company has sales dependence on high-end market segments. High prices attract customers from the middle- and high-income brackets, and prevent customers from low-income brackets from easily purchasing Apple's consumer electronics.

Tough competition in the technology industry is partly because of the aggressiveness of firms. For example, Apple competes with firms like Samsung, which also uses rapid innovation. In addition, Apple faces the issue of imitation of some products, such as the iPhone. Local and multinational firms could imitate the design and features of Apple's products. Also, rising labor costs involving contract manufacturers, such as those in China, reduce profit margins or push selling prices even higher.

Identify the strengths, weaknesses, opportunities and threats of the company from the given information.

Suggest how the weaknesses and threats can be minimized for the organization.