XIM BHUBANESWAR – PGDM 2011-13 – TERM III
End-Term Examination, Time: 90 Minutes, Total Marks: 40

NAME: _____   **ROLL #** _____

INSTRUCTIONS

This is a closed book examination (you are only allowed to carry your STM handout). You are not allowed to borrow calculators, books, etc. Answer all questions. In case of multiple-choice questions, <u>you are required to write the appropriate choice in the question paper; You are also required to explain/reason the solution in the space provided.</u>

Anyone who resorts to unfair practices, as judged by the examiner, the minimum penalty will be zero in this segment of evaluation, while the maximum penalty could be expulsion from the institute. There will be no further warnings.

PART I

<u>Instructions</u>: Match the concepts given below, with the examples/ explanation by writing the appropriate letter on the left of the examples. For each example there is only one most appropriate concept (since there are 3 concepts and 6 examples/explanations, some concepts will occur more than once in the answers)

[Each correct answer will get + 2 marks, Total: 12 marks]

Your Response	Examples	Concept
____1____	Characterized by planning, control, and hierarchy.	1. Decreasing returns world
____2____	According to some experts, in a networked economy, "the winner takes all".	2. Increasing returns world
____3____	When Microsoft bought over Hotmail for more than $400mn in 1997, it suddenly led to thousands of tech-entrepreneurs to start their own net-based businesses.	3. The Tipping/ "Inflection" Point
____2____	consists of psychology, of cognition, of adaptation.	
____2____	Characterized by observation, positioning, flattened organizations, missions, teams and cunning.	

Your Response	**Examples**	**Concept**

_____**1**____ (Typically consists) of materials, of processing, of optimization.

PART II

Instructions: Match the concepts given below, with the examples/ explanation by writing the appropriate letter on the left of the concepts. For each example there is only one most appropriate concept (since there are 6 concepts and 6 examples/explanations, each concept will have only one correct answer)

[Each correct answer will get + 2 marks, Total: 14 marks]

Your Response	**Examples**	**Concept**
_____**A**____	House of Tata	A. A single resource constraint can lead to terrible failures in strategy implementation process
_____**B**____	Hattari-Seiko	B. Innovations are not adopted by all firms simultaneously hence the impact of an innovation on competition thus differs greatly from the early stage when few firms are using the technology to the final stage when its use is widespread.
_____**C**___	Intel Corporation	C. Chandler says early innovators can have a strong market position
_____**D**_	Mohd. Yunus's Grameen I scheme does not ask for collateral against loans.	D. Principle of self-monitoring
_____**E**	Under the Food For Work Program, all government norms were violated, deviation from the 'norms' is indeed 'the norm' in action	E. Strategic imperatives differ
_____**F**	Tube Investments (TI Cycles) had a poor success in its international initiatives	F. Export-import markets are usually porous

Your Response	**Examples**	**Concept**
_____**G**_____	ITC e-Choupal got created from a corporate social responsibility initiative	G. Imposed Strategy

PART III

Instructions: Answer only in the space provided (below the question)

[Each correct answer will get + 4 marks]

1. The Japanese wholesale and retail trading networks (including Apparel distribution) had historically developed a business practice (which was unlike the others … especially the west). Mention the same; and its possible positive implications; and its possible negative implications.

ST Book Case Study 1.3 and 4.6 contains its solution. Just look at the usage of the specific key words in the answer and then give marks.

2. In the apparel distribution case, which issue was heavily contested in the bilateral trade negotiations between the US and Japan? Who could be the potential beneficiaries of the same (from the US side) and who could be the potential sufferers of the same (from the Japanese side)?

ST Book Case Study 1.3 and 4.6 contains its solution. Just look at the usage of the specific key words in the answer and then give marks.

3. Toyota is a rule bound rigid organization – thus, can we call it as a "command-control system"? Do you agree or disagree? Support your argument with an example or two.

ST Book Case 2.3 contains its solution.

4. Is Toyota a "learning organization"? Do you agree or disagree? Support your argument with an example or two.

ST Book Case 2.3 contains its solution.