

End-Term Examination May/June 2019

Total No of Pages: 2 pages + 2 cases

Roll No: _____

Course: MBA Batch 2017-19

Semester: IV

Subject: Operations Research and Strategy Subject code: MGS-10E

Maximum Marks: 60 Marks

Maximum Time: 3.0hrs.

Instructions:

Printouts of the following cases are attached:

1. Case: Wal-Mart China: Sustainable Operations Strategy
2. Case: Trouble at Tessei

Notes and textbooks NOT permitted in the exam.

Answer ALL questions.

Assume suitable missing data, if any.

The maximum word limit for each question is 750 words.

Question 1:

What are the characteristics of emerging ecosystems like that of AppleTV+, Amazon Prime and Netflix? The traditional supply chain concept may not be appropriate to manage operations in such ecosystems. Discuss and suggest what possible theory you would apply to manage such ecosystems strategically. (10 marks)

Question 2:

What steps can be taken to ensure coupling of operations to strategy plans? Explain the 6 Stage framework useful for a closed-loop management system to link strategy and operations. Mention some tools that are useful at each stage. (20 marks)

Question 3:

Based on the Case: Trouble at Tesci, what are the key operational challenges that Yabe is facing? What concepts in service can lead to a turnaround and what steps would you recommend? (10 marks)

Question 4:

Based on the Case: Walmart China, what are the distinguishing features of Walmart China's distribution system? What initiatives has Walmart China taken to implement sustainability? How can Walmart improve sustainability in its distribution and retail operations? (20 marks)
