UNIVERSITY OF PETROLEUM AND ENERGY STUDIES

End Semester Examination, April 2018

Program: Open Elective (OG/ FT/RM/FSM)
Semester – 6th

Subject (Course): Competitive Intelligence
Max. Marks : 100
Course Code : BBOE 104 **Duration : 3 Hrs.**
No. of page/s:4

Short Answer Question

1) Explain difference between backward and forward integration 2 marks
2) Name three sources of studying sector 3 marks
3) List Three axes of Competition given by Competition 3 marks
4) Explain linchpin analysis 3 marks
5) Expand the term STEP,STEEP,PESTLE 3 marks

True or False 3* 2 marks (6 marks)

6) Adequate planning is the foundation of CI success both as a business function and in relation to specific projects.
7) Data gathered by individual firms or trade association to understand the whole sector might not be a good source of information.
8) ITIL framework is for strategy formulation.

Long Answer Question 10* 3 = 30 marks

9) Define Competitive Intelligence Cycle.
10) Explain points to keep in mind while planning and initial data gathering in the process of CI analysis.
11) Rouach and Santi, who studied companies in the US and Europe in 2001, divide corporate attitudes to CI into five types. Explain the types of attitudes.

Short Note (Any two) 15*2 = 30 marks

12) How competitive intelligence helps in understanding the sector.
13) Explain the importance of having CI in today's corporate scenario.
14) Explain application of CI , in the sector of your choice.

Case Study : 20 Marks

Managing IT in an era of dynamically changing computer technologies demands credible, reliable information. This is particularly important because information technologies can have significant, long-term effects, forcing a careful trade-off between benefits and costs. Applied Materials' investment in a seven-person CI research unit in Japan was a major factor behind the company becoming one of the major players in chip manufacturing. Ashton, Johnson, and Stacey believe that CI in the form of tracking science and technology developments is very helpful to organizations for several reasons. It gives direction to research and development (R&D) programs or supports a decision to terminate a particular R&D program. It also helps firms identify opportunities for investing in or commercializing a new technology and helps incorporate new technologies into their own products. They close by stating that such tracking helps identify potential technology-based or augmented threats to market share and identify possible partners for collaborative R&D efforts. CI can also play a role in the development and operation of strategic information systems (SIS). Cerveny, Pegels, and Sanders4 believe that one of IT's contributions to SIS is identifying new business opportunities and horizons. Their job description of an SIS project manager includes investigating inter-company relationships and competitive forces, identifying potential IT applications that could result in new or differentiated products or services, and monitoring emergent IT for better problem-solving or competitive-advantage tools. IT plays a significant role in organizationwide CI processes. Unfortunately, some IT units have been slow to recognize the importance of CI-oriented applications. Finally, the security of internal corporate information is under threat. Business espionage is an obvious danger but corporate alliances and other agreements for information sharing can also raise difficulties. Competitive intelligence tools and methods can be useful in dealing effectively with these problems.

All CIOs and CEOs who did not report CI activity were asked why they did not have an active CI program. The major reasons given were that they did not have the budget or the resources needed for CI and that they had never given serious thought to using CI. Other reasons were that they were familiar with CI but believed that the costs would exceed the benefits, or that they were concerned about possible legal or ethical effects, or both. An interesting observation is that previous bad experience with CI was not a significant reason given by the respondents.

Over half of the role of the CIO is viewed as a technologist or change agent for technology. Although the role of CIO is viewed as being a technologist, over half of the respondents also view the IT function as being a partner in the strategic planning process. Hence, the CIO is expected to focus on technical issues while still maintaining a strategic perspective. While the majority of IT support for CI activities was for

senior management or marketing, that support was one of technical advice rather than active involvement in the development of CI systems. The role of the CIO is so heavily tied to technology that some may overlook the potential value the CIO brings to an organization, that of being a specialist in information. For example, very few of the CIOs (15 percent) reported a heavy involvement of IT in CI activities. However, over half of them believe that the IT function should have more involvement in CI efforts. CIOs could provide the same leadership role in CI activities that they do in database development, data warehousing, and data mining functions. This aspect of CI has yet to be pursued, as evidenced by the small usage of online databases used in CI functions.

Q.1: Explain the role of CIO in an organization to develop CI systems in the organization. 5 marks

Q.2: Imagine you are CIO of an organization , create a framework for implementation of CI system in the organization. (Additional information : Your company is a IT service company , with market in 20 countries , Market Cap : $30 Billion , revenue : $10 billion , IT skilled manpower : 3000). 15 marks