

No. of Printed Pages : 2

MS-94

MANAGEMENT PROGRAMME

Term-End Examination

December, 2011

MS-94 : TECHNOLOGY MANAGEMENT

Time : 3 hours

Maximum Marks : 100

(Weightage 70%)

Note : Attempt *any five* questions which carry *equal* marks.

1. (a) Discuss some of the important positive and negative effects of technology in relation to various human need factors like air, water, food, shelter, health communications, transportation, education, etc.
(b) What is appropriate technology concept. Give examples to illustrate the concept.
2. (a) Discuss "brainstorming" as a method of technological forecasting in terms of
 - (i) the steps involved;
 - (ii) its applications; and
 - (iii) its merits and demerits.(b) Give the categories of payments involved in pricing of technology. Illustrate with examples.

3. (a) What does management of technology absorption involve ? Discuss the important constraints in technology absorption.
(b) "Making the most of technological innovations should be an explicit goal of each company." Explain the importance of technological diffusion, by giving suitable examples.
 4. Discuss the role of Research Infrastructure in the development of Science and Technology. Illustrate with examples by giving different categories of science organisations in the country.
 5. (a) Discuss the dimensions of Technology Information Services to corporates.
(b) Discuss the various factors that may govern the choice of a particular technology.
 6. What do you understand by Technology Generation ? Discuss the various inputs required in the process of generation of technology.
 7. Write notes on the following:
 - (a) Venture capital and its role.
 - (b) Technology Missions.
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MANAGEMENT PROGRAMME

Term-End Examination

June, 2012

MS-94 : TECHNOLOGY MANAGEMENT

Time : 3 hours

Maximum Marks : 100

(Weightage 70%)

Note : *Answer any four questions.*
 All questions carry equal marks.

1. (a) Explain the role of technology and technology management in the overall business strategies of a firm. How does technology affect the business plan of a company? Give examples.
- (b) What is Appropriate Technology ? Discuss its various aspects and critically comment on the concept.
2. (a) Elaborate your understanding regarding nature of technological change with the help of examples.
- (b) What are the factors to be considered in developing technology strategies and R&D management.

3. (a) What is technology transfer? Discuss the various models of technology transfer.
(b) Explain the management of technology absorption, particularly in relation to projects, skills, facilities user's involvement.
4. (a) Define Technology Assessment. Briefly discuss the methodology of Technology Assessment.
(b) What do you mean by diffusion of technology? Discuss the important activities for diffusion.
5. (a) Enumerate the role of international agencies in promotion of S&T co-operation between developed and developing country.
(b) Discuss the various issues related to Technology Information.
6. Write short note on *Any Three* of the following :
 - (a) Venture Capital.
 - (b) Technology Evaluation
 - (c) Technology Life Cycle
 - (d) Technology forecasting
 - (e) Incentives and support mechanisms adopted by developing economies.

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MS-94

MANAGEMENT PROGRAMME

Term-End Examination

December, 2012

MS-94 : TECHNOLOGY MANAGEMENT

Time : 3 hours

Maximum Marks : 100

(Weightage 70%)

Note : Answer any four questions. All questions carry equal marks.

1. (a) Define Technology and Technology Management. Explain the various dimensions of Technology Management.
(b) What do you mean by Technology Life Cycle ? Discuss this from the perspective of growth and diffusion.
2. (a) Briefly discuss production functions and technological change. Explain their interrelationship.
(b) Discuss the role of Technology Forecasting at the national and enterprise level. How do they influence the decision making process ?

3. (a) Explain Technology Strategy and its importance at corporate level.
(b) Explain in detail the various issues related to pricing of technology.
4. (a) Distinguish between Technology Adoption and Technology Absorption. Identify the major benefits of effective absorption of imported technology.
(b) What is meant by diffusion ? Explain its importance in the context of technological innovation.
5. Write short notes on *any three* of the following :
 - (a) Technology up gradation.
 - (b) Stages of Technology information.
 - (c) Methodology of Technology assessment.
 - (d) Role of S and T in planning.
 - (e) Routes of Technology Transfer.

6. (a) Explain the various criteria for evaluating R&D projects.
(b) Elaborate your understanding about the process of deriving technology strategy for the enterprise.
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MANAGEMENT PROGRAMME

Term-End Examination

June, 2013

MS-94 : TECHNOLOGY MANAGEMENT

Time : 3 hours

Maximum Marks : 100

(Weightage : 70%)

Note : Attempt *any four* questions. All questions carry equal marks.

1. What are the major changes brought about by development in information technology ? Discuss any two of them citing relevant examples.
2. Define technology forecasting. Explain any two technology forecasting methods giving examples.
3. Explain how does a company, which has imported a technology for a particular product adopt the 'technology absorption management strategy' to remain competitive in the market.
4. Write a brief account on the main features of technology policies followed by :
 - (a) United States of America (USA)
 - (b) Japan

5. (a) Discuss the role of working capital in the success of a business.
- (b) What are the factors, which are considered by financial institutions and commercial banks while evaluating a project proposal ? Discuss.
6. How is the evaluation of technology options and routes done ? Discuss.



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MANAGEMENT PROGRAMME

Term-End Examination

December, 2013

MS-94 : TECHNOLOGY MANAGEMENT

Time : 3 hours

Maximum Marks : 100

(Weightage : 70%)

*Note : Attempt **any four** questions. All questions carry equal marks.*

1. What do you understand by technology transfer ? Elucidate the various stages of technological transformation in the production of goods.
2. Briefly explain the various stages innovation process. Explain how technology forecast and technology chain are related.
3. Differentiate between technology assessment and technology evaluation. What are the parameters, which need to be taken into account when evaluating a particular technology ?
4. What are the primary objectives of Technology Consultancy Organisations (TCOs) ? Explain the importance of Science and Technology Parks (STEPs) and Technology Business Incubators (TBIs).

5. Discuss the role of Development and Training of human resources in organising for technology management at enterprise level.
6. What are the various sources of technology information ? Discuss them in brief giving examples.



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MS-94

MANAGEMENT PROGRAMME

Term-End Examination

June, 2014

MS-94 : TECHNOLOGY MANAGEMENT

Time : 3 hours

Maximum Marks : 100

(Weightage : 70%)

Note : *Attempt any five questions. All questions carry equal marks.*

1. Discuss, with examples, the macro effects of technological changes on production, manpower skills, and competitive advantage of developing countries.
2. Explain any **two** of the following :
 - (a) Incremental and Radical innovations and their impact.
 - (b) Effective technology planning at the national level
 - (c) Process of technology generation
3. Discuss and illustrate the modes and routes of technology transfer.
4.
 - (a) What factors at the enterprise level can facilitate technology absorption ?
 - (b) "Technology assessment is different from technology evaluation." Explain and illustrate.

5. (a) Comment on the research infrastructure that exists in India for promotion and development of technology development, giving examples.
- (b) "Linkages, whether national or international, are important for all enterprises - large or small - for generation, development and transfer of technology. Explain and illustrate.
6. Write short notes on **any four** of the following :
- (a) Foreign technology collaborations
- (b) Prominent features of technology Policy in Japan
- (c) Delphi as a method of exploratory / intuitive forecasting
- (d) Relationship between R&D and Technology Management
- (e) Technology life cycle
7. Explain with the help of examples the multidisciplinary approach to technology evaluation.
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MANAGEMENT PROGRAMME

Term-End Examination

December, 2014

MS-94 : TECHNOLOGY MANAGEMENT

Time : 3 hours

Maximum Marks : 100

(Weightage : 70%)

Note : Attempt *any five* questions. All questions carry *equal* marks.

1. Explain **any two** of the following :
 - (a) Role and importance of Technology Management
 - (b) Technology Life Cycle (illustrate graphically)
 - (c) Exploratory and Normative approaches to technology forecasting
2. Discuss the application of advances in the Information Technology on various functions of a business enterprise. Illustrate with examples.
3. Discuss the different methods of pricing the proprietary technology. Also explain some of the commonly used royalty approaches with their merits and demerits.
4. (a) What is technology diffusion and why is it important from the macro and micro levels ?

- (b) Discuss the requisites for successful and timely absorption of technology. What has lately been the overall experience of Indian industry in this respect ?
5. (a) Giving some examples of venture capital funds/institutions, discuss and comment upon the role the latter have played for technology development in India.
- (b) Explain the elements of an effective technology strategy at the enterprise level.
6. (a) What could be the sources for technology information to an enterprise ? What infrastructure in India exists for such information ?
- (b) Discuss the salient features of technology policy in India and comment upon it.
7. Write short notes on **any four** of the following :
- (a) Technology Missions
- (b) Intellectual capital and its benefits
- (c) Appropriate technology
- (d) Code of conduct for technology transfer
- (e) Technology business incubators
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MANAGEMENT PROGRAMME

Term-End Examination

June, 2015

MS-94 : TECHNOLOGY MANAGEMENT

Time : 3 hours

Maximum Marks : 100

(Weightage : 70%)

Note : Attempt any five questions. All questions carry equal marks.

1. (a) Explain, with examples, the role and importance of Technology Management.
(b) "Every technology eventually reaches a decline phase." Why such a thing happens ? Explain this phenomenon with the help of S-curves and the various stages of Technology Life Cycle.
2. Explain (i) the Delphi and (ii) Relevance Trees as techniques for technological forecasting pointing out their applications, advantages and limitations.
3. (a) Explain Technology Transfer modes with diagrammatic presentation.
(b) What developments in the recent past have made diffusion of technology assume greater importance ?
4. (a) What managerial actions and decisions are required for an effective technology absorption in a business enterprise ?

- (b) In what ways Technology Evaluation differs from Technology Assessment ? Discuss with examples.
5. (a) Discuss the role of venture capital and venture capitalists in promoting technology development in a developing country by highlighting some relevant examples.
- (b) For technology upgradation and development a strong and sound technology information system is required both at the macro and micro levels. Examine the statement underlying the salient features of such a system.
6. A medium level business enterprise with significant use of technology approaches you to develop a concept paper for technology strategy for its enterprise (which the enterprise does not have it at present). How would you go about it ? Develop the concept paper underlining the various steps/facets of the strategy, briefly explain each step/facet clearly for the benefit and potential use of management.
7. Explain any four of the following :
- (a) Recent trends in R and D expenditure in India
- (b) Imported technology Vs. in-house developed technology
- (c) Technology Missions
- (d) Salient features of Technology Policy in Japan
- (e) Technology support and modernization of small scale sector
- (f) Role of international linkages in technology modernization
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MANAGEMENT PROGRAMME

Term-End Examination

December, 2015

MS-94 : TECHNOLOGY MANAGEMENT

Time : 3 hours

Maximum Marks : 100

(Weightage : 70%)

Note : *Attempt any five questions. All questions carry equal marks.*

1. (a) Discuss the positive and negative effects of technology developments in the domain of
- (i) food,
 - (ii) health and
 - (iii) transport sector

(b) Discuss the objectives and functions of Technology Management.

2. What are the considerations for senior management to align technology structure with corporate strategy ?
3. "Technology Assessment methodology includes not only the listing and application of major stages in the process but also the organization and management of technology assessment exercise." Explain the various stages of technology assessment exercise.

4. Explain the role and functions of the following for promoting technical and technological development in the country :
 - (a) Technical consultancy organizations;
 - (b) S and T Entrepreneurs' Parks; and
 - (c) Technology Business Incubators (TBI)
5. Discuss the role of venture capital fund for growth of technology development and give examples of such funds operating in India.
6. A recently established medium level enterprise producing consumer goods wants your help in evaluating different technology options for assimilation to address the large scale requirements of the enterprise. The enterprise is particularly interested in acquiring/importing technology from outside. How would you facilitate and what should be the road map for technology acquisition.
7. Explain **any four** of the following :
 - (a) Strength and weaknesses of Research infrastructure in India.
 - (b) Salient features of latest Technology Policy in India.
 - (c) Linkage between Education Policy and build up of technological capabilities.
 - (d) Technology Absorption and Adaptation Programme.
 - (e) Incremental innovations Vs. Radical Innovations.
 - (f) Is technology eroding the competitive advantage of developing countries ?

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MS-94

MANAGEMENT PROGRAMME

Term-End Examination

June, 2016

MS-94 : TECHNOLOGY MANAGEMENT

Time : 3 hours

Maximum Marks : 100

(Weightage : 70%)

Note : *Attempt any five questions. All questions carry equal marks.*

1. Explain the following with respect to implications of technological change in the following :
 - (a) Changes in products
 - (b) Changes in services
2. List and explain different types of forecasting methods giving examples.
3. Discuss the management of technology absorption with the help of suitable examples.
4.
 - (a) What are the various dimensions of technology information services ? Explain.
 - (b) Discuss the advantages of technology information system.
5. How is the evaluation of technology options and routes done ? Explain.

6. Discuss in brief various incentives and support mechanisms followed by the developed and developing countries.
7. Write short notes on the following :
 - (a) Technology Planning
 - (b) Technology Management in India
 - (c) Technology Strategy
 - (d) Technology Mission
 - (e) Technology development at the enterprise level.
 - (f) Venture Capital



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MS-094

MANAGEMENT PROGRAMME

Term-End Examination

December, 2016

MS-094 : TECHNOLOGY MANAGEMENT

Time : 3 hours

Maximum Marks : 100

(Weightage : 70%)

Note : Attempt any five questions. All questions carry equal marks.

1. (a) How is technology linked to strategy ? Explain.
(b) Explain how can technology be integrated with socio-economic planning.
2. How is R&D managed and monitored at corporate level ? Explain with the help of suitable examples.
3. Explain as to how a diffusion strategy is developed. Give suitable examples.
4. Discuss the investment activity financed by IDBI, TDICI, ICICI, NRDC and BCIL under technology finance schemes.
5. How does an organization achieve its objective by development and training of human resources ? Explain.

6. Briefly discuss international S&T cooperation programme in India. Also discuss how effective this programme has been in strengthening national technological capabilities.
7. Write short notes on **any four** of the following :
- (a) Direct and Indirect effects of technology.
 - (b) Technological transformation.
 - (c) Brain-storming.
 - (d) Routes of technology transfer.
 - (e) Technology import in India.
 - (f) International cooperation.



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MS-094

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MANAGEMENT PROGRAMME

Term-End Examination

June, 2017

MS-094 : TECHNOLOGY MANAGEMENT

Time : 3 hours

Maximum Marks : 100

(Weightage : 70%)

Note : Attempt any five questions. All questions carry equal marks.

1. (a) Explain the various phases of Technology Life Cycle. Why is the understanding of these phases important for management ?
(b) Explain the concept of Appropriate Technology and examine its relevance in today's context.
2. (a) Distinguish, with examples, between Incremental Innovation and Radical Innovation.
(b) Discuss the changes the IT revolution has brought about in products and processes.
3. Discuss Delphi as a method of Technological Forecasting. Explain its merits, demerits and limitations.
4. (a) Explain the concept of Technology generation in brief.
(b) Discuss the various Technology Development Approaches.

5. Discuss the stages in Technology Assessment process. How would you organize and manage the technology assessment task in a business enterprise ?
6. How would you go about identifying technology gaps at the enterprise level ? What would your plan of action include to implement the technology options and routes.
7. Discuss various sources of Technology Information, pointing out their uses and limitations.
8. Explain briefly **any four** of the following :
 - (a) Methods for evaluation of R&D projects
 - (b) Technology Business Incubators
 - (c) Monitoring technology transfer process
 - (d) Technology Absorption
 - (e) Technology management in India
 - (f) "25 per cent" Rule as a pricing method in technology transfer agreement

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MS-094

MANAGEMENT PROGRAMME

Term-End Examination

December, 2017

MS-094 : TECHNOLOGY MANAGEMENT

Time : 3 hours

Maximum Marks : 100

(Weightage : 70%)

Note : *Attempt any five questions. All questions carry equal marks.*

1. Define Technology and give examples of some significant technology developments that have taken place over the last fifty years in the areas of transportation and communications.
2. (a) What do you understand by Technological Change ? What can a business enterprise do to guard itself against negative impact of such a change ?
(b) Discuss Brainstorming as a method of Technological Forecasting and the steps involved in the process.
3. Explain Technology Search Strategy and the process involved giving suitable examples.
4. Explain what is meant by Technology Absorption. What kind of skills and facilities are needed for technology absorption ? Explain the benefits a business firm is likely to reap from successful technology absorption.

5. Discuss the role and importance of R & D set up in a business enterprise. What capabilities the R & D set up should aim to develop ? Discuss.
6.
 - (a) Explain the benefits of Technology Information System at the macro and micro levels.
 - (b) Discuss the role of Venture Capital in technology promotion and development.
7. Describe the research infrastructure existing in India. Critically examine the system, pointing out any shortcomings, if any.
8. Explain briefly **any four** of the following :
 - (a) Salient features of Technology Policy Statement, 1983
 - (b) NRDC and its role
 - (c) Technology upgradation
 - (d) Importance of technology Diffusion
 - (e) Routes of Technology transfer
 - (f) Technological change

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MS-094

MANAGEMENT PROGRAMME

Term-End Examination

June, 2018

00155

MS-094 : TECHNOLOGY MANAGEMENT

Time : 3 hours

Maximum Marks : 100

(Weightage : 70%)

Note : Answer *any five* questions. All questions carry equal marks.

1. Discuss the role of technology Management for the successful operation of an enterprise on a long-term basis. The answer should focus on the following three basic considerations :
 - (a) The idea for technological innovation
 - (b) A potential market
 - (c) Team work in both technological and business expertise
2. (a) Explain how does the structure of the economy change with the technological advancement.
(b) How can technology be integrated with socio-economic planning ? Explain.
3. Why is it necessary for organizations to carry out technology forecasting ? Explain giving examples.
4. What are the different modes of technology transfer ? Explain each with the help of examples.

5. List and explain various terminologies and concepts used in technological absorption giving examples.
 6. 'Fiscal incentives and tax concessions are some of the measures adopted in several developed and developing economies to encourage and promote industrial research and technological development at enterprise level'. Critically comment on the statement.
 7. How is a project proposal evaluated by the financial institutions and commercial banks for funding ? Explain with the help of suitable examples.
 8. Write short notes on any four of the following :
 - (a) Evaluation of technology options and routes;
 - (b) Technology upgradation;
 - (c) Technology support and modernisation in small - scale sector;
 - (d) "Technology Missions" in India.
 - (e) Technology search strategy.
 - (f) Problem relevance tree.
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MS-094

MANAGEMENT PROGRAMME

Term-End Examination

December, 2018

MS-094 : TECHNOLOGY MANAGEMENT

Time : 3 hours

Maximum Marks : 100

(Weightage : 70%)

Note : Answer any five questions. All questions carry equal marks.

1. List and explain the macro effects of technological change. Substantiate your answer with the help of examples.
2. Explain the concept of technology giving examples.
3. What is the need for technology monitoring ? Explain the technology monitoring process in detail.
4. Discuss in brief the various stages of R & D process and how R & D helps an organization to develop technological competitiveness.
5. Explain the process of technology assessment and evaluation.

6. (a) How is technology management linked at enterprise level ? Explain.
(b) Write a brief note on International Cooperation in Science and Technology.
7. What is the need for technology information ? Explain the different stages of technology information.
8. Write short-notes on **any four** of the following :
 - (a) Technology strategy of an enterprise
 - (b) Venture capital
 - (c) International agreements
 - (d) Technology Diffusion
 - (e) Technology transfer agreements
 - (f) Trend extrapolation for Technology Forecasting

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No. of Printed Pages : 3

MS-94

MANAGEMENT PROGRAMME (MP)

Term-End Examination

June, 2019

MS-94 : TECHNOLOGY MANAGEMENT

Time : 3 Hours

Maximum Marks : 100

Note : Answer any five questions. All questions

carry equal marks.

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-
1. Explain the role of technology in the production process with the help of suitable examples.
 2. List different technological forecasting methods and explain any *two* with the help of examples.

[2]

MS-94

3. What are the different steps involved in technology assessment ? Explain each stage citing examples.
4. Write a brief note on Science and Technology (S & T) in India. Discuss the present status of S & T in India.
5. (a) Discuss the role of development finance institutions in providing funds for project financing.
(b) Discuss the different forms of financing adopted by venture capital funds.
6. What are the various dimensions of technology information services ? Also explain the benefits of technology information system.

[3]

7. Explain the process of management of technology absorption at enterprise level, to remain competitive in market.
8. What are the different stages of Research and Development (R & D) process ? Explain.



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No. of Printed Pages : 2

M02173

MS-93

MANAGEMENT PROGRAMME

Term-End Examination,

December 2019

MS-93 : MANAGEMENT OF NEW AND SMALL ENTERPRISES

Time : 3 Hours]

[Maximum Marks : 100

- Note :*
- (i) There are two sections : Section-A and Section-B.*
 - (ii) Attempt any three questions from Section-A, carrying 20 marks each.*
 - (iii) Section-B is compulsory carries 40 marks.*

Section-A

1. Identify the major entrepreneurial competencies relevant for entrepreneurial development.
2. Describe marketing orientation. How are marketing and selling differentiated?
3. Discuss the technical feasibility of an enterprise. What are the provisions required for knowing the technical know-how of a plant?
4. What are the quality control tools used by a MSME entrepreneur? Discuss.

(2)

5. Write short notes on **any Four** of the following :
- a) MSE-cluster development programme
 - b) Technology determination for MSME
 - c) Control of cash flow
 - d) Sales promotion
 - e) Characteristics of a company

Section-B

6. How are growth strategies formulated and implemented by a firm? How does such firms maintain sustainable competitive advantage?
7. Discuss the relevance of Industrial Policy Resolutions (IPRs) for a MSME.



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MS-93

MANAGEMENT PROGRAMME (MP)

Term-End Examination

June, 2020

**MS-93 : MANAGEMENT OF NEW AND SMALL
ENTERPRISES**

Time : 3 Hours

Maximum Marks : 100

**Note : (i) There are two Sections : Section A and
Section B.**

**(ii) Answer any three questions from
Section A carrying 20 marks each.**

**(iii) Section B is compulsory carrying
40 marks.**

[2]

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Section—A

1. Explain the problems faced by Micro, Small and Medium Enterprises (MSMEs). How is conducive environment created for functioning of MSMEs in India ? Discuss with examples.
2. What is the meaning of marketing orientation for an MSME ? Briefly discuss the need for market assessment for starting an MSME.
3. What is a Business Plan ? Discuss exclusive summary of a Business Plan, by giving an example of the same.
4. What are the three phases of production planning ? Briefly discuss how is production control planned and executed.
5. What are the various forms of internationalization of MSMEs ? Discuss them with suitable examples.

[3]

Section—B

6. Explain the formation of company form of business organization. What are the special characteristics of a company ? Briefly differentiate between a private and a public limited company.
7. Describe Marketing Mix. Explain briefly the 4 P's of marketing mix helpful in marketing of any product.

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