

# P P SAVANI UNIVERSITY

Third Semester of MBA Examination

December 2022

SLMB8020 Strategic Business Management (Capstone)

20.12.2022, Tuesday Time: 09:00 a.m. To 11.30 a.m. Maximum Marks: 60

## Instructions:

1. The question paper comprises of two sections.
2. Section I and II must be attempted in same answer sheets.
3. Make suitable assumptions and draw neat figures wherever required.

### SECTION - I

Q - 1	Answer the Following: <b>ANY FIVE (2x5)</b>	[10]	CO	BTL
(i)	What is strategy? How does it differ from tactics?		1	4
(ii)	Explain the concept of SBU.		1	5
(iii)	What is vision statement?		1	2
(iv)	What do you mean by stakeholders?		1	2
(v)	Write difference between goals and objectives.		1	4
(vi)	What do you mean by internal environment?		1	2
(vii)	Explain strength.		3	2
Q - 2	What is competitive environment analysis? Explain it with the help of Porter 5 force's model?	[10]	3	5
<b>OR</b>				
Q - 2 (a)	Discuss McKinsey's seven's framework.	[05]	3	5
Q - 2 (b)	Write a short note on value chain analysis.	[05]	3	5
Q - 3	Write Short Notes <b>ANY TWO (5x2)</b>	[10]		
(a)	ETOP		3	4
(b)	SAP		3	4
(c)	SWOT		3	4

### SECTION - II

Q - 1	Answer the Following: <b>ANY FIVE (2x5)</b>	[10]		
(i)	What do you mean by strategic alliance?		2	2
(ii)	Write down generic strategies.		2	3
(iii)	What is concentric diversification?		2	4
(iv)	What is resource allocation?		5	2
(v)	What do you mean by value?		5	2
(vi)	What is competitive advantage?		4	2
(vii)	Explain distinctive competence.		4	2
Q - 2	Explain Corporate level Strategy. Discuss growth strategy in detail.	[10]	2	5
<b>OR</b>				
Q - 2 (a)	Discuss briefly about McKinsey's 7's framework.	[05]	5	5
Q - 2 (b)	Discuss differentiation strategy.	[05]	2	4
Q - 3	<b>Case Study:</b>	[10]	6	6

### PROF. DHAR: STRATEGY FOR COMMERCIAL SUCCESS OF HIS INVENTION

Prof. Dhar, a physicist teaching at the Delhi University, told us he has finally developed a low-cost alternative to the traditional vision- correcting glasses. The dynamic new product also does away with the need for a vision test, a visit to the optician or an expensive prescription. According to Prof. Dhar, the lenses for these glasses are made from pairs of transparent membranes. Basically, they will be made of Mylar, an inexpensive plastic made by DuPont. The

spectacle frame will contain a colourless silicone fluid, in two circular "focus adjusters." The power of the lenses can be adjusted by twirling the adjusters which injects the silicone fluid through a tiny hole in the frame. A thinner lens that reduces magnification can correct farsightedness and a thicker lens that increases magnification can correct near-sightedness. The consumer can focus each eye himself and then seal off the adjusters by sealing the hole. The glasses will now be ready for use!

Prof. Dhar has spent 13 years working on his invention and wants to position the product as a low cost alternative to the more expensive traditional glasses that require optician visits and prescriptions. Third world countries should be a major market for these glasses. Here the need for basic vision correction is pressing (among middle-aged and older people) but there are few eye-care facilities. Also, a large section of the population cannot afford the more expensive traditional glasses. Lack of correct vision can take years off a person's working life especially in skilled professions like tailoring, handlooms, carpet weaving and carpentry etc.

The adjustable glasses are superior to traditional ones as they are personalised by the buyer himself by using the adjusters. Thus, they can be sold as a regular consumer product. They are also cheaper, costing 100 per piece. One of the limitations of these new glasses, though, is that they cannot correct astigmatism, which is caused by an irregular curvature of the eye lens. Market trials in Africa have been encouraging. Prof. Dhar has put together a management team that is currently working on making this project a commercial success.

**Questions:**

1. How does Prof. Dhar want to help the Indian customers with their invention?
2. What kind of strategy can be adopted by Prof. Dhar to get commercial success of his invention in domestic as well as global market?

OR

Q - 3 (a) Write a note on BCG analysis.

[05]

Q - 3 (b) Write a note on GE 9 cell matrix.

[05]

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CO : Course Outcome Number

BTL : Blooms Taxonomy Level

Level of Bloom's Revised Taxonomy in Assessment

1: Remember	2: Understand	3: Apply
4: Analyze	5: Evaluate	6: Create