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III Semester M.B.A. Degree Examination, March - 2021

MANAGEMENT

Strategic Management & Corporate Governance

(CBCS Scheme 2014-15 and Onwards)

Paper : 3.1

Time : 3 Hours

Maximum Marks : 70

SECTION - A

Answer any **FIVE** of the following questions. Each question carries five marks. (5×5=25)

1. Explain the concept of strategic management.
2. Describe the different levels of strategic management.
3. Explain the effectiveness of strategic control.
4. Discuss the importance of SWOT analysis.
5. Explain Blue Ocean Strategy.
6. Explain value Chain Analysis.
7. What is meant by Balance Score Card?

SECTION - B

Answer any **THREE** of the following questions. Each question carries 10 marks. (3×10=30)

8. Explain the importance of corporate governance.
9. Explain new business models for internet & global economy.
10. Explain Mc Kinsey's 7s framework.
11. Write short notes on:
 - a) BCG Matrix
 - b) PESTLE Analysis.

P.T.O.

**SECTION - C****12. Compulsory Case Study****Blu-Ray versus HD DVD**

Between 2004 & 2008, there was a format war in the consumer electronics industry between 2 different versions of next generation high definition DVD players & discs. In one camp, there was Sony with its Blu-ray format, in the other was Toshiba who was championing the rival HD DVD format. Format wars like this have occurred many times in the past. If history is any guide, format wars tend to be 'winner-take-all contests', with the loser being vanquished to a niche. Format wars are high-stakes games. Initially, it looked as if Sony had the early advantage. Columbia Pictures and MGM (both owned by Sony), along with Disney and Fox Studios, all committed exclusively to Blu-ray. By late 2005, several other studios that had initially committed exclusively to HD DVD, including Warner Brothers & Paramount, also indicated that they would support Blu-ray as well. This left Universal Studios committed exclusively to HD DVD. To further strengthen its hand, Sony announced that it would incorporate Blu-ray technology in its next generation PS3 gaming console & its Vaio line of PCs. HP & Dell also indicated that they would support the Blue-ray format. Things began to go wrong for Sony. The company had to delay delivery of its P3 gaming console by a year due to engineering problems, which sapped some of the momentum from Blue-ray. In mid 2006, the first Blue ray and HD DVD players hit the market much as twice the price of entry level HD DVD players. According to Toshiba, HD DVD players & discs are cheaper to manufacture, although Sony disputes this. To complicate matters, one of the first Blu-ray players, made by Sony licensee Samsung was shipped with a bad chip that marred its image quality. Toshiba persuaded Paramount to switch from Blu-ray and back the HD DVD format, paying it \$150 million to do so. By late 2007, sales of Blu-ray DVDs were outselling HD DVDs by a margin of two to one, to further accelerate its lead, Sony cut prices on stand-alone Blu-ray players. Warner announced that it would back Blu-ray, the remaining fence sitters backed Blu-ray & HD DVD were dead.

- 1) Evaluate Sony & Toshiba's perceptions to get an early lead in sales?
 - 2) Identify the strategies & assets enabled Sony to win the format war?
 - 3) Formulate strategies for Toshiba to compete with Sony?
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