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III Semester M.B.A. (Day/Evening) Degree Examination, May/June - 2025

MANAGEMENT

Strategic Management and Business Ethics

(CBCS Scheme 2019 Onwards)

Paper : 3.1

Time : 3 Hours **Maximum Marks : 70**

SECTION - A

Answer any **Five** questions from the following. Each question carries **5** marks. **(5×5=25)**

1. Analyze how mission and vision statements contribute to strategy formulation.
2. Describe the significance of Porter's Five forces model in competitive analysis.
3. Differentiate between low - cost and differentiation strategies with suitable examples.
4. Explain the purpose and components of the BCG Matrix.
5. Compare the Blue Ocean Strategy with traditional competitive strategies.
6. Identify and explain ethical concerns in functional areas of a business.
7. Illustrate how the Balanced Scorecard is used for strategic control.

SECTION - B

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

8. Elucidate strategic analysis using McKinsey's 7S framwork for a company of your choice.
9. Explain the different forms of corporate restructing.
10. Apply the GE 9 cell Model in portfolio analysis and strategic decision - making.
11. Analyze the role of disruptive innovations, in creating new Business Models.

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SECTION - C

12. Compulsory Case study: **(1×15=15)**

Netflix, founded in 1997 as a DVD rental service, has transformed into one of the world's leading streaming entertainment platforms. Its strategic journey is a prime example of innovation and business model evolution. Initially, Netflix disrupted the video rental industry through a mail - order DVD subscription model, removing late fees and offering convenience. As internet infrastructure improved, Netflix pivoted toward streaming, making a bold strategic shift that redefined content consumption globally. The company further diversified its strategy by producing original content, a move that allowed greater control over quality and distribution. It leveraged data analytics for consumer behavior prediction, tailoring content and marketing strategies accordingly. Netflix's strategy reflects elements of Blue Ocean thinking - creating uncontested market space with original series like 'Stranger Things' and 'The Crown'. The firm's success is anchored in its ability to realign its business model rapidly in response to technological shifts and competitive pressures. By applying the Business Model Canvas, Netflix's value proposition lies in uninterrupted access to a vast library of content, supported by key resources like data infrastructure and creative partnerships. Despite growing competition from Amazon Prime, Disney+, and others, Netflix continues to maintain its competitive edge through innovation, brand loyalty, and global expansion. However, challenges such as rising production costs, content saturation, and regional regulations pose continuous threats. Netflix's case illustrates how effective strategy formulation and implementation can help firms remain agile and relevant in a dynamic global market.

Questions :

a. How did Netflix use strategic innovation to transform its business model over time?

b. What strategic tools can Netflix use to sustain its competitive advantage?

c. How does Netflix apply the Business Model Canvas to support its growth strategy?

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