

Section - B Essay Questions

Answer only three (03) questions including question number one (01).

1.

Disney is a diversified, international entertainment firm whose operations consist of three principal segments: theme parks and resorts, filmed entertainment, and consumer products. Disney is acknowledged as the world's leading theme park operator. Disney management had set a 20% growth target for the firm. Expansion of the theme park operations was an integral part of Disney's strategy for achieving this target. With a well-penetrated American market, Disney realized that international expansion was crucial. The first international expansion took place when the Tokyo Disneyland theme park opened. The success of this project prompted Disney to explore other international opportunities. Europe seemed to be an ideal site because of the development of the European Union.

Assume that you are the Manager in charge for the Disney's expansion strategy. Prepare the Implementation Plan by focusing sequential steps of Strategic Implementation.

(30 Marks)

2.

a) Discuss how value chain activities enable cost-efficient management in order to implement cost leadership strategy.

(08 Marks)

b) Explain a situation where a focus low cost/ differentiation strategy is attractive.

(07 Marks)

3.

a) Explain how functional-level divisions contributes in order to achieve customer responsiveness

(08 Marks)

b) Compare the BCG matrix elements with product life cycle states. Explain with suitable example.

(07 Marks)

4.

a) Discuss the problems created by corporate governance and explain how the stakeholders apply different types of mechanisms in order to reduce the problems

(08 Marks)

b) Explain the competitive rivalry among the existing players are high by using five force model.

(05 Marks)

