

Lloyds looked for an alternative technology that could suit its requirements. The solution lay in Electric Arc Furnace technology where the unique feature was that the initial manufacturing stages need not differentiate among different products. Such a differentiation came at a much later stage. Translated into a business proposition, what it meant was that Lloyds could operate with a much smaller batch size of, say 100 tonnes and deliver quickly. For instance, a 1,000 tonnes small order of specialized product custom made to buyer's specification could be delivered in as little as 15 days. Such a quick delivery schedule would not be possible for a large, integrated steel manufacturer. In this manner, analogous to small gunboats that could effectively torpedo, a large, slow moving ship, Lloyds carved out a niche in the highly competitive steel market.

Question:

- (a) Comment on the nature of the business strategy of Lloyds. What are the conditions in which such a strategy would succeed? Could fail?

Register Number :

Name of the Candidate :

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**M.B.A. (E-Business)
DEGREE EXAMINATION, 2010**

(SECOND YEAR)

(PAPER - X)

220. STRATEGIC MANAGEMENT

December]

[Time : 3 Hours

Maximum : 75 Marks

SECTION - A (5 × 3= 15)

Answer any FIVE questions.

All questions carry equal marks.

1. Define strategy. Explain its importance.
2. Briefly explain business vision of a single business company.
3. Define global strategy. Discuss its role in a business.
4. Explain the strength of a competitor.

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5. Give a brief introduction on BCG matrix.
6. Write short note on Kaizen system.
7. Explain the importance of acquisition.
8. Write a short note on value chain analysis.

SECTION - B (3 ×15= 45)

Answer any THREE questions.

All questions carry equal marks.

9. Explain the tasks involved in strategic management.
10. Differentiate between corporate strategy and competitive strategy and give a brief account of strategic management process.
11. Explain the key success factors involved in market analysis.
12. Discuss the different stages of six sigma.
13. Discuss in detail about positioning competitive advantage.

SECTION - C (1 ×15= 15)

(Compulsory)

14. *Case study :*

In a market dominated by behemoths like SAIL and TISCO, finding a niche is of critical importance for a small player. What could a Llyods do with a meagre annual capacity of making six lakh tonnes of HR coils while SAIL sold over 1,600 lakh tonnes in the same time ? Should Lloyds follow the market leader or adopt its own approach to its business strategy ? It is in the context of such questions that Lloyds attention came to rest on the manufacturing process.

Almost all steel producers adopt the blast furnace technology. In this, the process starts with a clear differentiation among the ultimate products to be manufactured. So manufacturing batch size has to be large enough to take up customized orders. The raw material, iron ore, has to pass through several complex stages of manufacturing.

Turn over