

it meant was that Lloyds could operate with a much smaller batch size of 100 tones 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 :

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

1. Define strategy.
2. Write short notes on customer analysis.
3. What is strategic alliance ?
4. Give short notes on expansion strategies.
5. What do you mean by corporate restructuring ?
6. What do you mean by standardization ?

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Register Number :

Name of the Candidate :

2 3 6 2

M.B.A. (E-Business)

DEGREE EXAMINATION, 2011

(SECOND YEAR)

(PAPER - X)

220. STRATEGIC MANAGEMENT

May] [Time : 3 Hours

Maximum : 75 Marks

SECTION - A (5 × 3=15)

Answer any FIVE questions.

All questions carry equal marks.

7. Write short notes on resource audit.
8. What do you mean by Kaizen ?

SECTION - B (3×15 = 45)

Answer any THREE questions.

All questions carry equal marks.

9. Explain different types of strategies in detail.
10. Elucidate the key success factors in market analysis.
11. Explain the various stages of six sigma and its strategy effects in detail.
12. Elaborately explain the process of implementing strategy and its relative merits.
13. Explain the global competitive advantage and how it can be positioned with its bases.

SECTION - C (1×15 = 15)

(Compulsory)

14. *CASE STUDY :*

In a market dominated by behemoths like SAIL and TISCO, finding a niche is of crucial importance for a small player. What could a Lloyd

do with a meager annual capacity of making six lakh tones of HR coils while SAIL sold over 1,600 lakh tones in the same time ? Should Lloyd follow the market leader or adopt its own unique approach to its business strategy ? It is in the context of such questions that Lloyd's 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.

Lloyd looked for an alternative technology that could suit its requirements. The solution lay in the electric arc furnace technology where the unique feature was that initial manufacturing stages need not differentiate among different products. Such a differentiation came from at a much later stage. Translated into a business proposition, what

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