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

MBAC 2005/MBLF 3001

M.B.A. DEGREE EXAMINATION, DECEMBER 2016/JANUARY 2017.

General/Finance

STRATEGIC MANAGEMENT

Time : Three hours Maximum : 100 marks

SECTION A — (5 × 6 = 30 marks)

Answer any FIVE questions.

1. State the various levels of strategy.

2. Distinguish between mission, purpose and goals.

3. List out the advantages of diagnosis.

4. Write a note on SWOT analysis.

5. State the need for modernization.

6. Write a short note on:
   (a) Bench marking
   (b) Value chain analysis.

7. What are the need for R and D strategic plan?

8. State the importance of strategic control.

SECTION B — (5 × 10 = 50 marks)

Answer any FIVE questions.

9. Explain the various approaches to strategic decision making.

10. What are the components of environmental analysis?

11. List out the factors affecting strategic choice.

12. Explain the personnel strategic plans and polices of an organization.

13. What are the issues in strategy implementation?

14. Explain the various techniques of strategic implementation.

15. Bring out the strategies of liquidation.

16. Explain various methods of strategic appraisals.

SECTION C — (1 × 20 = 20 marks)

(Compulsory)

17. Case Study:

In a market dominated by behemoths like SAIL and TISCO, finding a miche is of crucial importance for a small player. What could a Lloyds 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 Lloyds follow the market leader or adopt its own unique 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.

Lloyds 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 different ion came at a much later stage. T translated into a business proposition, what it meant was that Lloyds could operate with much smaller batch size of, say, 100 tones and deliver quickly. For instance, a 1,000 tones small order of specialized product custom-made to buyer's