



UA-3545
Third Year B. B. A. (Sem. VI) Examination
March / April – 2012
Elements Of Strategic Management

Time : Hours]

[Total Marks : 70

Instructions :

(1)

<p>नीचे दर्शायेव निशानीवाणी विगतो उत्तरवडी पर अवश्य लपवी. Fillup strictly the details of signs on your answer book.</p> <p>Name of the Examination : T. Y. B. B. A. (SEM. 6)</p> <p>Name of the Subject : ELEMENTS OF STRATEGIC MANAGEMENT</p> <p>Subject Code No. : 3 5 4 5 Section No. (1, 2,.....): Nil</p>	<p>Seat No. : □ □ □ □ □ □</p> <p style="text-align: center;">Student's Signature</p>
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- (2) All questions are compulsory.
(3) All questions carry equal marks.

- 1 Answer Briefly 14
- (i) Explain strategic leadership.
 - (ii) Explain term 'stakeholder'.
 - (iii) Explain 'Competitive advantage'
 - (iv) Explain 'Experience curve'
 - (v) Why business strategies are formed?
 - (vi) Describe OCP.
 - (vii) Distinguish between 'strategy' and 'tactics'
- 2 (a) Differentiate between vision and mission statement. 07
Describe the components and features of a good mission statement.
- (b) Discuss role of environmental analysis in strategic management. 07

OR

- 2 (a) What is 'strategic intent'? Discuss various elements of hierarchy of strategic intent. 07
- (b) What are the different approaches for 'organisational appraisal'? Discuss functional approach for organizational appraisal. 07
- 3 (a) What are different corporate strategies? Explain retrenchment strategies in detail. 07
- (b) Explain BCG growth-share matrix. 07
- OR
- 3 What is growth strategy? Discuss different growth strategies in detail. 14
- 4 Write any two. 14
- (a) Discuss activating strategy.
- (b) Strategic Control process.
- (c) Explain in detail resource allocation and implementation.

5 Case Study 14

The top management of Lloyd Steel was greatly worried about future of the company. What could a Lloyds do with a meager annual capacity of making 0.6 Million tonnes of HR coils while SAIL sold over 160 million tonnes in the same time? In a market dominated by behemoths like SAIL and TISCO, finding a niche is of crucial importance for a small player. 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 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 1000 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, analogues to small gunboats that could effectively torpedo a large, slow-moving ship, Lloyds carved out a niche in the highly competitive steel market.

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