

Roll No.....

Time allowed : 3 hours

Maximum marks : 100

Total number of questions : 8

Total number of printed pages : 3

P A R T – A

(Answer ANY TWO questions from this part)

1. In a market dominated by behemoths like SAIL and TISCO, finding a niche is of crucial importance for a small player. What could a Lloyds do with a meager annual capacity of making 6 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 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 customised 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 is 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 specialised 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 efficiently torpedo a large slow-moving ship, Lloyds carved out a niche in the highly competitive steel market.

Answer the following questions :

- (i) Comment on the nature of the business strategy of Lloyds.

(10 marks)

- (ii) What are the conditions in which such a strategy would succeed ? Could fail ?

(10 marks)

2. Explain the following :

(i) SWOT analysis

(ii) BCG growth matrix

(iii) McKinsey's 7-S Framework

(iv) Balanced Score Card approach.

(5 marks each)

3. (a) Explain in detail Michael F. Porter's five forces model of industry analysis.
(10 marks)
- (b) Distinguish between 'goals' and 'objectives'. Also mention the major features of objectives in an organisation.
(10 marks)

P A R T – B

(Answer ANY ONE question from this part.)

4. (a) Discuss the preliminary steps required for the creation of a successful alliance.
(8 marks)
- (b) Discuss the restrictive covenants being used in the foreign collaboration and technology transfer agreements.
(8 marks)
- (c) What are the methods of funding investments in overseas joint-venture and wholly-owned subsidiaries ?
(4 marks)
5. (a) Discuss the important clauses to be incorporated in a foreign collaboration agreement.
(10 marks)
- (b) Discuss the types of strategic alliance and its advantages.
(10 marks)

P A R T – C

(Answer ANY TWO questions from this part.)

6. (a) What is fair trade ?
(3 marks)
- (b) Explain the theory of comparative advantage in international trade.
(7 marks)
- (c) Why was NAFTA created and what objectives has it achieved ?
(5 marks)
- (d) What are 'de minimis margins' and 'price undertakings' which necessitate the suspension or termination of anti-dumping investigations ?
(5 marks)

7. (a) Re-write the following sentences after filling-in the blank spaces with appropriate word(s)/figure(s) :
- (i) Quota is an important non-tariff barrier affecting the quantum of _____.
 - (ii) Tariff is a source of _____ to the government exchequer.
 - (iii) When duty is assessed as a percentage of the value of the imported commodity, it is called _____.
 - (iv) When the political relations between two countries are strained, a country imposes _____ on the imports from that particular country.
- (1 mark each)
- (b) Distinguish between **any four** of the following :
- (i) 'Prohibited subsidies' and 'actionable subsidies'.
 - (ii) 'Geographical indications' and 'trade marks'.
 - (iii) 'Green box' and 'blue box'.
 - (iv) 'Substantive rules' and 'procedural rules'.
 - (v) 'Most favoured nation (MFN)' and 'national treatment'.
- (4 marks each)
8. Write critical notes on **any four** of the following :
- (i) World Intellectual Property Organisation (WIPO)
 - (ii) Multilateral trading system
 - (iii) Export subsidy on agriculture
 - (iv) Role of WTO
 - (v) Necessity of dumping for exporting countries.
- (5 marks each)

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