Sno	Name of the Scholar	Name of the Supervisor	Title of the Research Topic	Ph.D. Award
3.	B V Srinivas	Prof. V.K. Kumar	Strategic Cost Management in an integrated steel plant : an empirical study of Refractory cost at SAIL/Bhilai steel Plant	December 2014

ABSTRACT

The last three and half decades have been a period of tremendous foment and change in the business environment throughout the world. Competition worldwide in many industries has become hyper and the pace of innovation in product and services has accelerated. This has been good for consumers for they get goods and services at lower prices, with enhanced quality and more choices. However, the last three and half decades have been a period of challenge for many industries and their employees. Major industries have learned that old ways of doing business do not work anymore and major changes must be made reorganizing themselves to stay competitive to survive and serve. The result is that many industries have transformed themselves to be competitive. These transformations are driven by some practices such as just-in-time; Total Quality Management; Theory of Constraints; Business Process reengineering and automation. These practices have demonstrated their potential to enhance quality, reduce cost, increase output and its variety and eliminate delays in responding to customers. The shift in business environment which has led to these changes in industries has led to a shift from one of economy of product shortages to an economy of product surplus.

The conceptual framework for Strategic Cost Management is well developed over a period of five to six decades. However, its implementation in industry throughout the world is still incomplete. There are a few industries which have implemented strategic cost management. It is also true that much of literature appeared in strategic cost management is at the conceptual level, and not many empirical researches have taken place. The scant implementation of strategic cost management could be the reason for lack of empirical research in it. But as the competitive environment is increasingly becoming more hyper, increasingly more and more industries are embracing the strategic cost management.

Objectives of the study include (a) whether it is possible for manufacturer and supplier to come together in a process to manage costs by means of a system and (b) Whether such a strategic cost management would positively impact on costs were brought out. Refractory is a critical process input for the integrated steel plant. The research being an empirical study, data pertaining to refractory consumption and performance were collected from the integrated steel plant at Bhilai. Since the study calls for an in depth understanding of the various production

activities, and data covering a long period of 12 years was considered, the research was carried out with data from Bhilai steel Plant.

Any empirical study made in India in strategic cost management to examine the benefits that are conceptually claimed to accrue could not be seen in the literature. The empirical study of refractory cost at Bhilai Steel Authority of India Limited (SAIL) within strategic cost management framework is therefore carried out with a view to examine whether strategic approach to refractory cost during the period from 2007-08 to 2012-13 had led to cost advantage to the company. The results obtained in terms of improvement in life of refractory components at majority of the production areas and the overall impact of reduction in incidence of refractory cost in total cost were statistically tested and found to be significant.

This empirical study revealed that involving the supplier in the production process in a transparent and collaborative manner could lead to mutual advantages.

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