



Plot No. 2, Knowledge Park-III, Greater Noida (U.P.) – 201306

**POST GRADUATE DIPLOMA IN MANAGEMENT (2017-19)**  
**MID TERM EXAMINATIONS (TERM -III)**Subject Name: **Strategic Management**  
Sub. Code: **PG-25**Time: **01.30 hrs**  
Max Marks: **20**

**Note: 1. Writing anything except Roll Number on question paper will be deemed as an act of indulging in unfair means and action shall be taken as per rules.**  
**2. All questions are compulsory in Section A, B & C. Section A carries 2 Case Study of 4 marks each, Section B carries 3 questions of 2 marks each and Section C carries 2 questions of 3 marks each.**

**SECTION - A****04+04 = 08 Marks**

Q. 1: Read the Case Study and answer the questions given below:

Hindustan Unilever Limited (HUL) is a subsidiary of Unilever, which is one of the world's largest organizations in the Fast Moving Consumer Goods (FMCG) sector. The brands of HUL touch the everyday lives of various consumers in India.

The vision of HUL involves continuously innovating the technologies to increase conservation in its operations. It aims to reduce the water consumption by using advanced technologies. The mission of HUL includes meeting everyday needs for nutrition, hygiene, and personal care with brands that help people feel and look good and get more out of life. The main aim of HUL is to add vitality to the lives of people.

HUL cares about its customers, employees, shareholders, and business partners. It is committed towards making continuous improvements according to the changing environment.

HUL's core business is home and personal care products and food items. Home and personal care products include skin care, laundry, deodorants, and health care; whereas, food items include tea, coffee, ice creams, and processed food products. HUL has a planned strategy for developing strong brands; thus, covers different market segments with its different brands, such as Dove, Lux, Liril, Pears, and Lifebuoy.

The increasing competition in the FMCG sector has posed a great challenge for HUL, Proctor & Gamble and Nivea are the strong competitors of HUL. Many competitors of HUL has copied its marketing and distribution strategies, affecting the competitive advantage of HUL to a great extent.

Earlier, the top management of HUL was responsible for making strategic decisions and the functional head looked after the functional management of HUL. Now, there is a shift in strategic decision making from HUL to Unilever. The global strategy of Unilever focused on producing limited number of high- priced products in a year. However, it affected HUL's own strategy of offering low priced products.

HUL has always tried to align with the Indian environment. It has always experimented with new ideas; for example, it entered, the Indian rural market with an effective distribution system. The global strategies of Unilever indicate a change and maturity in the Indian markets.

- (i) Give your opinion on strategic decision making at HUL. Do you think the shift in decision making was advantageous for HUL?  
(ii) Comment on the strategic thinking of HUL.

**SECTION - B****02×03 = 06 Marks**

Q. 2: What are the components of McKinsey 7 –S framework?

Q. 3: What are the different components of the external environment? Explain them.

Q. 4: Explain Porter's five forces model?

**SECTION - C****03×02 = 06 Marks**

Q. 5. What do you mean by strategic intent? Give the steps of strategic intent process.

Q. 6. An organization being an open system interacts continuously with its external environment. List out the internal and external forces that influence a firm to adapt to its changing external environment, taking the example of the fast food industry.