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| **Sem: Dec-2024**  **Maximum Marks:** 50 **Examination:** End Exam **Date: Duration:** 2.5 hrs | | |
| **Programme code:** 18  **Programme:** MBA for Working Executive | **Class:** FY | **Semester:** III  **Batch-** 2023-24 |
| **College:** K. J. Somaiya Institute of Management | **Name of the department/Section/Center:** GENMGT | |
| **Course Code:** 117P18C339 | **Name of the Course:** Contemporary Topics in Strategic Management (CTSM) - 1 | |
| **Instructions:** Answer all questions. The first two questions are based on Hindustan Unilever (HUL) case distributed in advance. | | |

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| **Question No.** |  | **Max.**  **Marks** |
| Q1 | What drivers were behind HUL’s decision to invest in Assam? List and briefly describe at least 5.  (maximum answer length: one A4 size page) | 5 x 2 = 10 |
| Q2A | Given the current business environment, should the company make fresh investments in Assam, or should it consider reducing and eventually even shutting down its Assam operations?  (maximum answer length: half A4 size page) | 5 |
| Q2B | Which of the concepts / tools / frameworks learnt in class can be applied to analyze the question above (Q2A) and develop a strategic response? Discuss how you can apply these concepts / tools / frameworks. Which strategic style could be appropriate in such environment?  (maximum answer length: half A4 size page) | 5 |
| Q3 | Describe 5 elements of “Strategy Diamond”.  (maximum answer length: one A4 size page) | 5 x 2 = 10 |
| Q4 | Describe how ITC invested in Bottom of the Pyramid (BOP) market in India via their e-Choupal initiative and why it was a win-win situation for all stakeholders.  (maximum answer length: one A4 size page) | 5 + 3 = 8 |
| Q5 | Describe each individual element of ESG (E, S and G) briefly.  Describe 3 ways in which a strong Environmental, Social, and Governance (ESG) proposition can help in creating value for a business. Illustrate with examples from your experience. | (3 x 2) + (3 x 2) = 12 |