



JULIUS NYERERE SCHOOL OF SOCIAL SCIENCES

DEPARTMENT OF HUMAN RESOURCE MANAGEMENT

BACHELOR OF SCIENCE HONOURS DEGREE

LEVEL 4 SEMESTER 2

EXAMINATION QUESTION PAPER

MODULE CODE	HRMH 421
MODULE NARRATION	STRATEGIC HUMAN RESOURCE MANAGEMENT
DATE	
DURATION	3 HOURS

INSTRUCTIONS TO CANDIDATES:

Answer all questions in section A and any two questions in section B.

Section A carries 40 marks and each question in section B carries 30 marks.

Questions may be answered in any order.

Section A

Read the case and answer the questions below

Unilever is one of the greatest consumer goods manufacturing company in the world. It is a consumer goods manufacturing giant which serves to meet the needs of millions of hearts worldwide. The wide range of brands are intended to satisfy different types of consumer wants like food, health, hygiene, personal beauty, nutrition, home care and many more. The history of Unilever takes back us to the 1890's when William Hesketh (Lever brothers' founder) scribbled down his findings on his new invention, Sunlight soap. This amazing product helped the household of Victorian England in promoting neatness and hygiene. Later, in the year 1930 British soap maker Lever bros and the Dutch margarine producer Margarine Unie merged their entities to create the Unilever. Now it has grown into a major multinational company having 163,000 employees, 400 different brands, 14 departments and an expanded sales market segment covering about 170 countries. Apart from this, the company also extended its around the clock helpdesk to its range of distributors and suppliers. The company maintains 264 manufacturing centres all over the world engaged in the continuous process of raising the standard and performance of its product to an international level. Twenty five elite brands of the company contributes seventy five percent of its total revenue. It has established itself as a 'LEADER' in almost every spheres in which it operates because of its brand power. The companies' mission is to expand the activities by innovating and implementing new business methodologies by downsizing the adverse effect on environment at the same time.

Questions

1. From the case above discuss how unilever have managed to position itself as a leader in almost every sphere that it operates in at international level (25)
2. Highlight two business strategies that Unilever have adopted in order to create a sustainable competitive advantage (15).

Section B