

K. J. SOMAIYA INSTITUTE OF MANAGEMENT STUDIES AND RESEARCH

Program: PGDM Executive (Batch 2018-2019)

Subject: HR Consulting (V TRIM - End Semester examination)

Maximum Marks: 50

Duration: 3 hours

Date: 20/12/2019

Notes:

Question no 1 is compulsory (20 marks). Please answer any three questions from Question no 2-6 (10 marks each).

1. Read the following Case and answer any one question at the end

Mudra Business Services Limited is into XBRL solutions and services, working with stock exchanges, central banks, securities commissions and leading companies to support their XBRL requirements. The company has a current turnover of Rs. 150 crores, and is growing at the rate of 20-25% for the last three years. Currently it has 700 employee strength with offices in 3 locations [Vashi, Sanpada, and Airoli -Mindspace].

Mudra Business Services Ltd. is the only Indian firm to have end to end solutions in the XBRL space. It has designed frameworks that can be and have been flexibly deployed across domains/ regulators, including RBI, BSE. Mudra iFile, is modular and scalable software based on XBRL framework which could be used for collection, validation, submission, review and dissemination of information filed by regulated entities. Mudra iFile has been deployed at the BSE and NSE, Reserve Bank of India as well as within Government, and is currently being deployed within a commercial bank for their credit risk management process.

XBRL stands for extensible Business Reporting Language. It is one of a family of "XML" languages which is becoming a standard means of communicating information between businesses and on the internet. XBRL is being developed by an international non-profit consortium of approximately 450 major companies, organizations and government agencies. It is an open standard, free of license fees. It is already being put to practical use in a number of countries and implementations of XBRL are growing rapidly around the world.

The employees in Mudra belong to four categories: (1) Research Officers (the role is to advise clients on how to implement laws). Qualification: CA, ICWA. There are around 20-25 currently employed; (2) Conversion Services Officers (Taking data and giving back).). Qualification: Graduates. There are around 300 ;(3) Software Developers. Provides software, as required by the clients; (4) Technology team (customizes and delivers products) and Support Team (HR, Finance, Sales). Qualification: Graduates. There are around 150 employees.

The senior leadership team consists of three partners, who between them managed the organization so far. Two years back, there were only 250 employees, all of them being recruited by either of the Partners and personally known to each of them. Now the numbers have grown three fold and still growing, with ambitious growth plan (50% in next 3 years).The leadership team wants to spend less time on transactions and micro management and more

time on strategic activities and business development. The team feels that the growth plan of Mudra needs to be supported by a shift in culture – from being an informal, personalized, purely knowledge driven environment (where each employee is personally known to the Partners) to a more professionalized work environment, driven by performance, quality orientation and high customer orientation. The current PMS is based on 180 Degree Appraisal and appraisals (not linked with Incentives) are descriptive, not based on proper KRAs /KPI.

- a. Prepare a Consulting proposal with approach, work plan, timeline, and commercials.
 - b. Prepare a justification for creating an internal consultant organization with roles, skill sets and experience.
1. Using Lippitt and Lippitt’s Consulting Process, what are the four work focuses that you would explore in the stage of ‘initial contact and entry’ in the above case ?
 2. Explain the two models to assist contracting in the article ‘Consulting Process: a multi-dimensional approach’ Why it is important for the consultant to know the forces for and against change?
 3. In the article ‘Consulting is more than giving advice’ the author suggests that a consultant should ask a series of questions to be able to provide effective solutions. State the questions and explain the reasons for asking them.
 4. Briefly state the implications of disruptions on consulting business, as analyzed by the authors in the article ‘Consulting on the cusp of disruption’.
 5. What are the seven deadly sins of the clients as listed in the article ‘Rate yourself as a client’ by Anthony Jay?
 6. What are the three key concepts that one should keep in mind while buying/ selling professional services?
 7. What is a Case Interview? What are the skills and competencies tested through a Case Interview method and how?
 8. What could be the different levels in which a consultant could engage in a consulting assignment? What key question does he need to ask at each of the levels?

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