K. J. SOMAIYA INSTITUTE OF MANAGEMENT STUDIES AND RESEARCH

MMS/PGDM/RM/COMM (Batch 2017-2019) – V TRIM

Subject: Business & HR Consulting (End Trimester examination)

Maximum Marks: 25   **Duration: 2 hours**   **Date : 08/01/2019**

Note: Question 1 is compulsory and carries 15 marks.
Answer any two questions from 2 - 6 (10 marks).

1. After having worked with a Consultancy firm for about 15 years as a Senior Consultant (last salary drawn is 50 lakhs per annum), you have recently set up your own consulting practice. A friend sent you a word that WNS, a Five Star Hotel chain is wanting to implement a Performance Management system for its employees in their hotels in all the major Indian cities. On further investigation you also learned that :
   a. They are very keen to improve their occupancy and customer satisfaction index.
   b. They had 10% more attrition in their front office and food and beverages staff as compared to average competitor attrition rate.
   c. They plan to expand overseas in 2 years' time and grow their profits by 200%.

   Prepare a Consulting proposal with the following elements:

   d. Your understanding of the client situation.
   e. Your unique approach and methodology
   f. The time plan for engagement
   g. The commercials
   h. The roles and responsibilities

2. Explain SPARE framework by James Chan (Success in Consulting) and your own personal insights (at least one paragraph).
3. "Increasingly the best management consultants define their objective as not just recommending solutions, but also helping institutionalize more effective management processes". Explain the eight fundamental objectives of management consulting described in the article 'Consulting is more than giving advice 'by Arthur N. Turner.
4. In the article "Consulting on the cusp of disruptions", Christensen et al, talks about questions which clients need to ask to ensure that they are hiring the right firms. Mention at least three such questions.
5. Edgar Schein (1988) categorizes management consultants with respect to the role they play in their interaction with clients. Mention the three models and their characteristics (not more than two sentences each).
6. Explain the case interview method , its use , and the root cause as well as the MECI with an example.

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