

K. J. SOMAIYA INSTITUTE OF MANAGEMENT STUDIES AND RESEARCH

Program: PGDM –Executive (Batch 2017-2018)

Subject: HR Consulting (End Semester examination)

Maximum Marks: 50

Duration: 3 hours

Date: 27/12/2018

1. Please read the following Case carefully and follow the instructions at the end(25 marks)

Rialto 18 Media Pvt. Ltd. Is a 50/50 joint venture operation in India between Rialto Inc and the Network18 Group, (with interests in television, internet, filmed entertainment, mobile content & allied businesses, comprising brands like CNBC TV18, CNBC Awaaz, Newswire18, moneycontrol.com, CNN-IBN, IBN 7, Homeshop18 and E18 amongst others).

Rialto 18 Media Pvt. Ltd. Operates six general entertainment channels – MTV, Nickelodeon, Vh1, COLORS, SONIC, Comedy Central and film business through Ziacom18 Motion Pictures, that produces, acquires and distributes Hindi films, This apart, Rialto 18 also runs Rialto 's consumer products division in India.

Rialto 18 is faced with a situation where they have grown rapidly, without seriously looking at their people practices. They are currently worried about holding on to their creative personnel, attracting talents from the market, motivating and engaging their employees for better productivity and infusing right set of organizational values in their employees to build a robust organizational culture.

Please make a consulting proposal on any of the domains of HR Consulting with the following elements:

- Understanding of the clients problem.
- Unique Approach and methodology
- Work plan and time line
- Commercials.
- Roles and responsibilities.

2. On the basis of the facts given in question 1, please answer any one of the following questions(10 marks):

- a. Using the four levels of Consulting Intervention, state what would you do at each level?
- b. Adopting Arthur Turner's hierarchy of consulting purposes model (Consulting is more than giving advice), write a graded action plan for Consulting in the present case.
- c. 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'?

3. Please indicate the correct answer(any three) 15 marks:

- a. This Model of Consulting consists of two phases: problem formulation and Action planning.
- b. In this Model of Consulting , there is a stage on ‘Discovery and Dialogue’.
- c. His Model has four phases: gathering information,building hypotheses,planning interventions and interventions.
- d. In this Role (Reference Lippitt’s Eight Roles of a Consultant) the consultant consciously strives to have the client move in a direction desired by the consultant.
- e. In this Role (Reference Three Roles by Edgar Schein) the consultant and the manager work to become interdependent and the Decision making is bilateral.
- f. Answer True or False
 - a. The Case Interview method is a technique adopted to select potential consultants on their commercial acumen.
 - b. In the Expert Role (Edgar Schein) , the Manager plays an inactive part .
 - c. The five step Consulting Process by Lippitt and Lippitt includes the process of Discovery.
 - d. Organizations tend to hire External consultants if they are frequently experiencing the need for similar projects in different parts of their organization.
 - e. The spurt in the demand for classic strategy consulting is the evidence of disruption in consulting.

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