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| **Examination: End Term Examination** | | | | |
| **Programme code: 08**  **Programme: MBA Exec** | | **Class: SY** | | **Trimester: V**  **(SVU 2023)** |
| **Name of the Constituent College: KJ Somaiya Institute of Management studies and Research**  **K. J. Somaiya Institute of Management** | | | **Name of the department/Section/Center:**  **Human resources** | |
| **Course Code: 217P08C506** | **Name of the Course: Management Consulting** | | | |

**Maximum Marks: 25 Date: 21/12/23**

**Notes:**

1. **Que 1 - Solve any one (a or b)**
2. **Que 2 - Solve any one (a to d)**
3. **Que 3 - Solve any one (a to d)**

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| **Question No.** |  | **Max.**  **Marks** |
| Q1 | Three years back , you along with two batch mates of IIM-A had set up Performers Inc with the ambition of giving serious competition to International Consultants like Aon Hewitt, Hay and KPMG in the largely untapped HR consulting domain. You want to position your company as a high quality, *desi* MNC with comparable resources in a short time. You have developed a proprietary package of EVA based PMS system and targeted it on Retail sector.  You have a turnover of around 10 crores, but you have an ambitious business plan to quickly move into the bracket of 30 crores in the next two years , largely by leveraging your PMS package and license fees accrued from it. You have several products ready for launch- an HR outsourcing software ( to take care of Payroll and Talent Management) and several others ( Training , recruitment Modules in the pipeline). Your breakthrough opportunity has come in the form of an opening in Pantaloon group, who are keen on a PMS based on EVA to boost up their customer image and sales. It is important for you to charge as high as possible for three reasons: (1) the PMS system is proprietary, (2) the company wants to position itself in a niche and (3) it wants to charge a high fee to fuel the cash flow. But Pantaloon, a well established retail chain, wants to control cost as it is keeping funds ready for opening 10 new outlets.  Based on your information collected from various sources you have come to know that Pantaloon is badly hit by attrition ( 45%) of their experienced sales personnel , a trend triggered by the resignation of their Sales & Marketing Manager , who has joined a famous on-line Retail Marketing company.  You have been asked by Rakesh Modi to submit a consulting proposal. You are aware that consultants like Hay Group or KPMG will charge between 20 and 25 Lakhs for this work. Normally the consulting firms cost their services based on Consulting man-days and the rates of consultants vary between Rs. 1 lakh to Rs. 15000 per day . This assignment will require 20 and 30 consulting man-days of a Senior and Junior Consultant respectively. There could be some add -ons depending on the clients’ specific requirements.  Make a brief consulting proposal with   1. Your understanding of the client’s need 2. Unique approach and methodology & Work plan | 8 marks |
| Q2. | 1. Kindly refer to the video ‘CBS Talks- The future of Consulting’. Why have freelancers suddenly become a threat to the big consulting firms? 2. In the video ‘Success in Consulting’ James Chan, while talking on how to manage potential clients, uses two metaphors ‘sunfish’ and ‘frog’. Can you explain the insights shared by James Chan? 3. 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 ? 4. Explain the Systemic Loop Process. | 7 marks |
| 3. | 1. What are the seven deadly sins of the clients as listed in the article ‘Rate yourself as a client’ by Anthony Jay? 2. In the article ‘The logic of Management consulting’ the author quotes Nees and Greiner categorizing strategy consultants into five groups. Explain the five groups. 3. In the article ‘Consulting on the cusp of disruption’ , the author mentions two factors which made consulting immune to disruption? Explain the factors. 4. 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. | 10 marks |