

POST GRADUATE DIPLOMA IN TEACHING  
AND RESEARCH IN MANAGEMENT

00230

Term-End Examination  
December, 2012

PGDTRM-05 : MANAGEMENT CONSULTANCY  
AND ENTREPRENEURIAL DEVELOPMENT

Time : 3 hours

Maximum Marks : 100

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- Note :** (i) There are two sections A and B.  
(ii) Attempt any three questions from Section - A each carrying 20 marks.  
(iii) Section - B is compulsory carrying 40 marks.
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SECTION - A

1. Discuss the impact of globalisation on management consultancy. Explain the issues concerning professionalism of consultants in developing countries like India. 20
2. What are the popular methods of creative thinking? Explain popular diagnostic techniques used by consultants? 20
3. Explain the nature and characteristics of an entrepreneur. How can entrepreneurial education help in nurturing entrepreneurs? 20

4. Explain the techniques for successful implementation of consultancy assignments. 20
5. Write short notes on *any three* of the following : 20
- (a) Inherent characteristics of an entrepreneur
  - (b) Reasons for hiring consultants
  - (c) Role of IT in management of consulting firms.
  - (d) Code of ethics of management consultants
  - (e) Counselling and guiding in consulting.

## SECTION - B

6. Read the following case and answer the question given at the end. 20

Folix operates in an industry that is experiencing a transition to maturity. The slowdown in growth rates of the industry implies that the firm cannot maintain its own growth rate in the industry simply by maintaining market share. To maintain growth rate in sales, market share has to be increased at the expense of competition. This sudden change in strategy may be interpreted by Folix's competitors, who have so far co-existed amicably, as aggressive and irrational and may lead to substantial retaliation. Another problem has been that customers' attention has moved from deciding whether to purchase the product at all to making choices among brands.

During the time of growth and expansion, capacity additions to the industry were continual and regular. Scaling down operations or at least careful monitoring of any further demands for increasing capacity have to be carefully examined.

The ability to find new products and applications has diminished and where they can be found they tend to be more risky and costly. A reorientation in terms of approach to R and D is required. There are also international competitors which possess different cost structures and these represent a powerful threat as potential new entrants to the industry. There has been some general reduction in profit levels. The fall in

profits has reduced cash flow and decreased the value of shares in the firm.

### **Question**

In trying to introduce a new way of strategic thinking into the organisation there are obviously going to be many organisational problems that need to be met. Indicate the nature of these problems and suggest a programme for implementing the new way of strategic thinking which will also get to grips with the organisational issues that may raise obstacles to implementation.

7. A firm called Ecoprods has produced a prototype battery charger that does not require a mains source for its power. In fact, a product is essentially a solar car battery booster. The charger uses the latest type of solar cells to trickle charge a car battery while the car is left standing for long periods of time. It simply sits on the dash board and plugs into the cigarette lighter socket. Even on dull or cloudy days it can convert enough energy from available sunlight to keep the battery charge satisfactorily topped up. 20

Ecoprods needs to assess the market for such a product. In particular it is keen to assess the potential market size.

### **Questions**

- (a) How would you undertake a market analysis for this product?
  - (b) What do you consider to be the main problems or difficulties in undertaking such a market analysis ?
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