

00241

**POST GRADUATE DIPLOMA IN TEACHING
AND RESEARCH IN MANAGEMENT**

Term-End Examination

June, 2014

**PGDTRM-05 : MANAGEMENT CONSULTANCY
AND ENTREPRENEURIAL DEVELOPMENT**

Time : 3 hours

Maximum Marks : 100

- Note : (i) Answer any three questions from Section - A.
All questions carry 20 marks each.
(ii) Section - B is compulsory and carries 40 marks.*
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SECTION - A

1. Outline the changing trends in management consulting in the globalised business scenario. 20
2. How can you market consultancy services? What are the popular methods for setting fee for consultancy services? 20
3. Explain diagnostic skills of a management consultant. What are the success factors in a client - consultant engagement? 20
4. Explain the meaning and nature of change. How can you manage change efficiently? 20

5. What are the sources of institutional finance to entrepreneurs ? Describe the significance of debt financing in the growth of entrepreneurship. 20
6. Explain the diagnostic skills required for consultants. What are the major techniques that facilitate diagnostics ? 20

SECTION - B

7. **Case 1** 20
- Bharat Integrated Social Welfare (BISWA), which initially operated as an NGO Micro-finance Institution (MFI), also established a Non-banking Financial Company in 2006 to carry forward its microfinance program. As of mid 2010, BISWA had established a presence in 16 states in India and had directly touched the lives of more than four million people who were usually considered non-bankable. However, to do this, BISWA had to overcome various challenges - challenges such as how to ensure that the poorest of the poor would benefit from their microfinance programme; what types of new financial services they should introduce and how to motivate the poor people to adopt these services; how to strike the right balance between expansion and consolidation of the microfinance programme; how and from which sources to mobilize funds; and how to strike the right balance between its social mission and business objectives which were often in conflict with each other.

As a consultant, explore ways in which the senior management team at BISWA can overcome these challenges.

8. Case 2

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After a successful period of twenty years a bicycle manufacturer noticed that their sales were starting to decline. The company, Rapid cycles, produced a range of bicycles to suit various segments and distributed them mainly through independent cycle shops. In recent years, however, the number of low - cost cycles entering the country had increased, with many distributed through supermarkets and national retail chains. The managing director of Rapid cycles felt that they could not compete with these low - cost imports and asked you for your opinion about what should be done.

Discuss the situation facing Rapid Cycles and make recommendations regarding their strategy.
