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

Term-End Examination

December, 2010

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

Time : 3 hours

Maximum Marks : 100

SECTION - A

Section A carries 60 marks.

Answer any four questions.

All questions carry equal marks.

- 1. Outline the history of management consulting and the current trends in global consulting. What are the challenges faced by management consultants from developing countries like India ?**
- 2. Explain the major diagnostic skills that are widely used by consultants. What are the popular methods of creative thinking ? Describe the advantages of these methods.**

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3. Differentiate consultancy and normal managerial processes. Take two major consulting firms in India and write a report on the nature of services offered by them and the nature and types of clients they serve.
4. What are the steps involved in change management ? Explain the principles of change management.
5. Discuss various theories of entrepreneurship.
6. Write notes on any three of the following :
 - (a) Different types of debt financing.
 - (b) Professionalism in consulting.
 - (c) Criticism against management consulting firms.
 - (d) Merits and demerits of different data collection methods by consultants.
 - (e) Role of consultants at the implementation stage.

SECTION - B

Section B is compulsory and carries **40** marks. The two case studies in this section carry equal marks.

(A) Case 1

The marketers of Arrow shirts was known as conservative and traditional catering to the premium formal wear. Over the years, the youth as well as the older generation started moving to informal wear and that made Arrow rethink on their strategies. They wanted to adapt to the changing trends and reposition themselves from formal to casual wear like T-shirts.

As a management consultant you are approached by the management of Arrow shirts to develop strategies and assist in implementing them to capture the Indian market. Elaborate on a course of action.

(B) Stan runs an antiques and curios shop in Singapore. Most of his clientele are visitors who take away relics or copies as souvenirs of their visit. They want something which seems to be genuinely oriental in nature to remind them of their visit to the far East. Stan's shop is not far from the city centre in a shopping mall. It is easily accessible and many passers-by gaze at the various artifacts he has on show.

Stan did a degree in England where he took Computer Science as his principal subject. He is a proficient programmer and an expert in both software and hardware. However, stan's first love was antiques and curios and following a five - year spell with a large multinational computer company with large offices in Kuala Lumpur after he returned with his degree from England, he decided to return home to his native Singapore and develop a small business of his own specializing in antiques and curios. That was six months ago and in the meantime the business has started to develop but it has not really taken off in a big way. Stan can just about make ends meet but still lives at home with his parents in their small suburban flat.

Stan's interest in antiques and curios goes back to his childhood when he read books that were given to him by an uncle and which contained many pictures of such items. It is a passion he shares with his girlfriend May. She helps from time to time in the shop while Stan is out looking for new items in the suburbs of Singapore or further afield in Kuala Lumpur. He also has contacts in Hong Kong and Shanghai - the latter being the place from where his parents originated. The suppliers in both these places regularly ship him items that he has ordered after perusing their 'lists'. The lists are send out monthly

along with photographs or sometimes sketches of the items concerned. Stan and May hope to marry in the near future but money is something of a problem and a place of their own hard to even think about.

Questions

1. How can Stan increase his business ?
 2. Chart out strategies and workout implementation programmes.
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