

POST GRADUATE DIPLOMA IN TEACHING
AND RESEARCH IN MANAGEMENT

Term-End Examination

June, 2010

PGDTRM-05 : MANAGEMENT CONSULTANCY
AND ENTREPRENEURIAL DEVELOPMENT

Time : 3 hours

Maximum Marks : 100

Note : Answer any four questions from Section - A. All questions in this section carry 15 marks each. Section B is compulsory. The two case studies in this section carry 20 marks each.

SECTION - A

Section A carries 60 marks.

Answer any four questions.

All questions carry equal marks.

1. Discuss the impact of Liberalisation, Privatisation and Globalisation (LPG) on management consultancy services. Explain the core principles in successful marketing of consultancy services in the liberalised scenario.
2. Describe the personal characteristics and diagnostic skills of a management consultant. What are the major features of a good client - consultant relationship ?

3. Explain the qualities and functional skills of an excellent management consultant.
4. Why are people considered to be an integral part of change process ? Describe the steps involved in change management. How will you develop an implementation strategy ?
5. Discuss the role of entrepreneurship in economic development. How can entrepreneurial education help in promoting entrepreneurship ?
6. Write notes on **any three** of the following :
 - (a) Institutional framework for financing entrepreneurs.
 - (b) Manager and Intrapreneur.
 - (c) Psychological theories of entrepreneurship.
 - (d) Consulting and Intellectual Property Rights (IPR).
 - (e) Principles of change management.

SECTION - B

Section B is compulsory and carries 40 marks.

The two case studies in this section carry equal marks.

7. A small scale entrepreneur based in Cochin wants to export spices extracts to the middle east countries. Hence he wants to increase his operations to capture the overseas market.

You are requested to prepare an outline of the required consultancy services for the various areas of management for the organisation.

8. Folix :

Folix operates in an industry that is experiencing a transition to maturity and there are fundamental changes taking place in the competitive environment. Unfortunately, many executives in the firm do not perceive the need for change, while others perceive them very clearly but are reluctant to make the substantial changes that are required. This is perhaps because they feel it has implications for organisational structure and leadership and that is not in their own personal best interests.

During the time of growth and expansion, capacity additions to the industry were continual and regular. The situation has now been reached where over-capacity has occurred. Scaling down

operations or at least careful monitoring of any further demands for increasing capacity have to be carefully examined. Over-capacity can lead to over-production and thence to price warfare to take up the production capacity.

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. A reorientation in terms of R & D and other operations is considered very important to thrive in the industry.

Questions :

- (a) Critically analyze the situation and suggest measures to overcome the organisational problems.
 - (b) How will you implement your suggestions ?
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