



Name:  
Enrolment No:

**UPES**

**End Semester Examination, December 2023**

**Course: Consulting for Managers**  
**Program: MBA LSCM**  
**Course Code: STGM8013**

**Semester : III**  
**Time : 03 hrs.**  
**Max. Marks: 100**

**Instructions: Mobile Phones, Smart Watches, Earbuds, Books, Notes are strictly not allowed. It's a closed book examination.**

**Section A: All questions are compulsory.**

**Section B: All questions are compulsory.**

**Section C: Q1 & Q2 are compulsory. Q3 has internal choice, attempt anyone.**

**Section D: Q1 is compulsory. Q2 has internal choice, attempt anyone.**

**Please mention Section & Question numbers carefully.**

**SECTION A**  
**10Qx2M=20Marks**

S. No.		Marks	CO
Q1	<b>In the context of the Pareto Principle, what is meant by the “Vital few”, 20% of the causes that have the most significant impact on the outcomes. (True/False)</b>	2	CO1
Q2	<b>The Industrial Organizational (I/O) approach to competitive advantage advocates that external factors are _____ internal factors in a firm achieving competitive advantage.</b>  a. Less important than b. Equally important as c. More important than d. More common than e. Less common than	2	CO1
Q3	<b>Intensity of competition _____ in lower-return industries.</b>  a. Is lowest. b. Is non-existent. c. Is highest. d. Is not important. e. Fluctuates.	2	CO1
Q4	<b>What is NOT one of Michael Porter’s five competitive forces!</b>	2	CO1

	<ul style="list-style-type: none"> <li>a. New entrants</li> <li>b. Rivalry</li> <li>c. Bargaining power of Unions</li> <li>d. Bargaining power of suppliers</li> <li>e. Bargaining power of consumers</li> </ul>		
Q5	<p><b>Which section of SWOT Matrix involves matching internal strengths with external opportunities!</b></p> <ul style="list-style-type: none"> <li>a) WT cell</li> <li>b) SW cell</li> <li>c) WO cell</li> <li>d) ST cell</li> <li>e) SO cell</li> </ul>	2	CO1
Q6	<p><b>The purpose of matching key factors is to generate feasible alternate strategies! (TRUE/FALSE)</b></p>	2	CO1
Q7	<p><b>BCG Matrix is designed specifically to enhance which type of firm's efforts to formulate strategy!</b></p> <ul style="list-style-type: none"> <li>a) Companies with more than one division</li> <li>b) Large companies</li> <li>c) Companies with annual sales greater than \$1 million,</li> <li>d) Companies with annual sales of less than \$1 million.</li> <li>e) All companies</li> </ul>	2	CO1
Q8	<p><b>In BCG Matrix, how would a division with low relative market share position in a high growth industry be described!</b></p> <ul style="list-style-type: none"> <li>a) Question mark</li> <li>b) Cash cow</li> <li>c) Star</li> <li>d) Stuck in the middle.</li> <li>e) Dog</li> </ul>	2	CO1
Q9	<p><b>In BCG Matrix, which strategy would be most appropriate for a division classified as Dog!</b></p> <ul style="list-style-type: none"> <li>a) Market penetration</li> <li>b) Market development</li> <li>c) Product development</li> </ul>	2	CO1

	d) Retrenchment e) Forward integration		
Q10	<b>In a BCG Matrix the pie slice indicates the proportion of corporate profits generated by that division. (TRUE/FALSE)</b>	<b>2</b>	<b>CO1</b>

**SECTION B**  
**4Qx5M= 20 Marks**

Q1	Explain Project Management Office (PMO)! Identify and briefly describe different types of PMOs based on their purpose and degree of influence with an organization!	<b>5</b>	<b>CO1</b>
Q2	Describe Pareto Principal and its application! Demonstrate your understanding of the 80-20 rule by examining the chart below.	<b>5</b>	<b>CO3</b>

**Pareto Chart: Types of Errors Discovered During Surgical Set-up**

Error Type	Frequency	Cumulative Percentage
Wrong Supplier	65	65%
Excess Count	20	85%
Too Few Count	15	97.5%
Wrong Size	10	107.5%
Wrong Instrument Set	8	115.5%
Missing Item	5	120.5%
Damaged Item	3	123.5%
Other	2	125.5%

**SECTION-C**  
**3Qx10M=30 Marks**

Q1	Apply five forces framework to Indian aviation industry and as a consultant illustrate and assess its attractiveness and competitiveness!	<b>10</b>	<b>CO3</b>
Q2	SWOT Matrix enables consultants to develop four types of strategies: Name the four matching strategies and develop a nine-cell matrix to explain its application in case of Indigo Airlines. Identify one key internal & external factor for developing four strategies using matching technique.	<b>10</b>	<b>CO4</b>

Q3	Value chain portrays nine activities a company engages in while doing business and aims to identify where low-cost advantages or disadvantages exist anywhere along the value chain from raw material to customer service activities. Explain using value chain how as a consultant you convert the cost data into information by looking for competitive cost strengths and weaknesses that may yield competitive advantage or disadvantage for your company. You may use Industry/company examples of your choice!  <b>(OR)</b>	<b>10</b>	<b>CO4</b>
Q3	Explain Belbin model! Name and describe the nine different roles that individuals can adopt based on behavioral tendencies within a team. Justify how all the nine roles lead to build high performing teams.		<b>CO2</b>

**SECTION-D**  
**2Qx15M= 30 Marks**

Q1	<b>Intel Corporation: Outsourcing Dilemma (Case Based)</b> 1. Examine how has the semiconductor industry evolved! What challenges does it pose to firms! 2. Analyze and synthesize in your own words whether Intel CEO should be opting for outsourcing manufacturing to third party! 3. Evaluate & justify the wider strategic choices available to the CEO! Use exhibits to support your arguments wherever possible!	<b>15</b>	<b>CO4</b>
Q2	<b>Ford Vs GM: The Evolution of Mass Production (Case Based)</b> 1. Describe how did Ford company balanced exploration and exploitation in early years! 2. Illustrate GM's motivations for vertical integration! 3. Analyze and explain how Ford motors could, the inventor of the moving line assembly lose its first mover advantage! <b>(OR)</b>	<b>15</b>	<b>CO4</b>

Q2	Develop a BCG Matrix clearly defining and labeling x-axis and y-axis. Name all the quadrants and recommend three strategies appropriate for each quadrant. Analyze and evaluate the difference among five divisions of an organization using BCG matrix and the data in given table!		<b>CO3</b>																																										
	<table border="1"> <thead> <tr> <th>Div</th> <th>Rev (\$)</th> <th>% Rev</th> <th>Profits (\$)</th> <th>% Profits</th> <th>Mkt. Share</th> <th>Ind. Growth %</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>60,000</td> <td>37</td> <td>10,000</td> <td>39</td> <td>.80</td> <td>+15</td> </tr> <tr> <td>2</td> <td>40,000</td> <td>24</td> <td>5,000</td> <td>20</td> <td>.40</td> <td>+10</td> </tr> <tr> <td>3</td> <td>40,000</td> <td>24</td> <td>2,000</td> <td>8</td> <td>.10</td> <td>+1</td> </tr> <tr> <td>4</td> <td>20,000</td> <td>12</td> <td>8,000</td> <td>31</td> <td>.60</td> <td>-20</td> </tr> <tr> <td>5</td> <td>5,000</td> <td>3</td> <td>-500</td> <td>2</td> <td>.05</td> <td>-10</td> </tr> </tbody> </table>	Div		Rev (\$)	% Rev	Profits (\$)	% Profits	Mkt. Share	Ind. Growth %	1	60,000	37	10,000	39	.80	+15	2	40,000	24	5,000	20	.40	+10	3	40,000	24	2,000	8	.10	+1	4	20,000	12	8,000	31	.60	-20	5	5,000	3	-500	2	.05	-10	
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	<b>Total</b>	<b>165,000</b>	<b>100</b>	<b>25,500</b>	<b>100</b>	-	-		
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