

<b>Name:</b>	 <b>UPES</b> UNIVERSITY WITH A PURPOSE
<b>Enrolment No:</b>	

**UNIVERSITY OF PETROLEUM AND ENERGY STUDIES**  
**End Semester Examination, May 2020**

**Course: Consultancy Management**  
**Program: MBA Business Analytics**  
**Course code: DSBA 8010**

**Semester: IV**  
**Time: 03 Hours**  
**Max. Marks: 100**

**Instructions:**

**All Questions are COMPULSORY and carry EQUAL MARKS.**

There are THREE **(3)** cases in this question paper. Read the cases carefully and answer the questions given at the end of each case. You may be required to make certain assumptions, clearly state the assumptions made. Your answers to the questions should be backed by evidence. Be concise and to the point.

		<b>Marks</b>	<b>CO</b>
Q 1	<b>Case 1: ABC Company</b>  Your client ABC company has one main customer, XYZ. Revenues from XYZ have been declining. XYZ represents 30% of ABC's revenues and ABC has over 100 customers in total.  How should they grow revenues from XYZ?	<b>(30 Marks)</b>	<b>CO 1</b>
Q 2	<b>Case 2: Family oriented cars manufacturer</b>  Your client is the manufacturer of family oriented cars in India. He only sells through dealers, which he owns. He recently attended a seminar on customer loyalty and he wants you to find a way to solicit customer feedback and identify how loyal his customers are?  Please note: <ul style="list-style-type: none"> <li>• The company makes a full range of cars</li> <li>• They are marginally profitable</li> <li>• He has 10 dealerships across India and has never solicited this sort of feedback before</li> <li>• The company does have a customer complaint department and does have a list of all their existing customers.</li> <li>• People buy from us because we have good cars and they like to buy a local car</li> <li>• The company charges a slight premium over the big players</li> </ul>	<b>(30 Marks)</b>	<b>CO 2</b>
Q 3	<b>Case 3: A Venture Capital Firm</b>  Our client is a Venture Capital company that has invested in a truck engine manufacturing company. This company has been losing money, but the client thinks there is potential to turn it around. They would like to see a turnaround as early as one year. I as the Consultant have to meet with the Venture Capital company two days from today. Can you form an agenda for us?  We have gathered some additional information for the meeting. They are:	<b>(40 Marks)</b>	<b>CO 3</b>

	<ul style="list-style-type: none"><li>• There are only two truck engine manufacturers in India.</li><li>• The customers are the big Indian truck manufacturers.</li><li>• There is only one other competitor and they make engines similar to the ones built by this company. Price is the only differentiator.</li><li>• The cycle from manufacturing to selling takes over one year. Since the sales cycle is over one year, any increase in revenues will not be realized before one year. Only cost savings would be immediately discernible.</li><li>• 60% of costs are for raw materials used in building a truck engine.</li></ul>		
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