



**UNIVERSITY OF PETROLEUM AND ENERGY  
STUDIES**

**End Semester Examination, May 2023**

**Course: Consulting Skills 101/Consulting for Managers**  
**Program: MBA S&C**  
**Course Code: STGM8013**

**Semester : II**  
**Duration : 03 hrs.**  
**Max. Marks: 100**

**Instructions: Attempt all questions**

Q.No	Section A: MCQs	10Qx2M=20 Marks	COs
Q1	<p>1 Which of the following is not a potential outcome of a horizontal integration strategy?</p> <p>a. Increased market power  b. Improved economies of scale  c. Diversification into new industries  d. Reduced competition</p> <p>2 Which of the following is not a characteristic of a good strategic plan?</p> <p>a. Flexibility  b. Specificity  c. Measurability  d. Complexity</p> <p>3 Which of the following is a limitation of using the Porter's Five Forces model to conduct a competitive analysis?</p> <p>a. It focuses too heavily on internal factors of the organization  b. It assumes that all competitors in the industry are equally competitive  c. It fails to consider the impact of government regulations on the industry  d. It does not provide insights into the relative strengths and weaknesses of competitors</p> <p>4 Which of the following is not a common service line in Strategy Consulting?</p> <p>a. Environment, Social and Governance  b. Mergers and Acquisitions  c. Forensic Consulting  d. Randomized Controlled Trials</p>		CO1

	<p>e. Sector Focused Operations</p>		
5	<p>What is the primary goal of a company's corporate strategy?</p> <p>a. To develop marketing campaigns for individual products</p> <p>b. To allocate resources across business units</p> <p>c. To manage day-to-day operations</p> <p>d. To hire and train employees</p>		
6	<p>Which of the following is not a key element of the Balanced Scorecard approach to performance management?</p> <p>a. Financial perspective</p> <p>b. Customer perspective</p> <p>c. Learning and growth perspective</p> <p>d. Process perspective</p> <p>e. Stakeholder perspective</p>		
7	<p>Which of the following are necessary components of a Business/ Client Proposal Document?</p> <p>a. Understanding of the situation</p> <p>b. Executive Summary</p> <p>c. Study Approach</p> <p>d. Staffing, time and costs</p> <p>e. Monitoring and Evaluation</p>		
8	<p>What is the primary difference between an issue tree and a hypothesis tree?</p> <p>a. The issue tree is a branch wise, broken-down representation of the key business issues in the problem statement and the hypothesis tree is a pyramid-based representation of the key business issues in the problem statement</p> <p>b. The issue tree identifies sub-issues within a larger problem statement and the hypothesis tree identifies the assertions and analyses required to prove or disprove a hypothesis statement</p> <p>c. The issue tree is breaks down issues into 4 sub-levels and the hypothesis tree breaks down hypotheses into impact/ output/ lever of change categories</p> <p>d. The issue tree does not have to be MECE; the hypothesis tree has to be MECE (mutually exclusive, collectively exhaustive)</p>		
9	<p>Which of the following is a benefit of using open-ended questions in primary research?</p> <p>a. They provide more structure to the research process</p> <p>b. They are easier and quicker to analyze than closed-ended questions</p>		

	<p>c. They elicit a broader range of insights</p> <p>d. They eliminate the potential for researcher bias</p> <p>10 Which of the following are not primary components of the 3PM Project Management methodology?</p> <p>a. Organize</p> <p>b. Develop</p> <p>c. Execute</p> <p>d. Transition</p> <p>e. Evaluate</p> <p>f. Assess</p>		
	<b>Section B: Application based Questions</b>	<b>4Qx5M= 20 Marks</b>	
Q2	<p>1- Describe the primary differences between Supportive, controlling and Directive PMOs (Project Management Offices) from the perspective of strategic management.</p> <p>2- Describe the value chain analysis framework and explain the business circumstances under which a business should utilize this framework?</p> <p>3- Create a log frame template for the following case example: A non-profit organization called Water for Life has been working to provide clean water to communities in rural Rajasthan. The organization has received funding from a donor agency to implement a new initiative aimed at improving access to clean water in a particular region. The initiative involves drilling new boreholes, installing hand pumps, and providing education and training to local community members on the importance of clean water and basic hygiene practices. The organization has requested assistance from a consultant to create a log frame for the initiative.</p> <p>4. The <i>Water for Life NGO</i> has reached out to you to conduct an implementation evaluation on the aforementioned project. Create a Focus Group Discussion Brief (FGD brief) for your colleague who will be conducting the primary research. Ensure to include at least 3 guiding questions which your colleague must ask to understand whether the project has achieved its objectives</p>		CO2
	<b>Section C: Situation Based Questions</b>	<b>3Qx10M=30 Marks</b>	

<p>Q3</p>	<p>Please read through the following case study introduction and answer the questions asked. You will be evaluated on the clarity/ structure of thought demonstrated in your response. Each question is worth 10 marks.</p> <p>Case Study: Company Y</p> <p>Company Y is a global leader in the telecommunications industry. The company offers a wide range of products and services, including mobile devices, internet services, and home entertainment systems. Company Y has a strong reputation for innovation and customer service and has consistently outperformed its competitors in terms of market share and revenue.</p> <p>Background:</p> <ul style="list-style-type: none"> <li>— Company Y is a global leader in the telecommunications industry.</li> <li>— The company has a wide range of products and services, including mobile devices, internet services, and home entertainment systems.</li> <li>— Company Y has a strong reputation for innovation and customer service.</li> <li>— Company Y has consistently outperformed its competitors in terms of market share and revenue.</li> <li>— Company Y's main competitors include Company Z and Company X.</li> <li>— Company Z is a similar-sized company that offers similar products and services as Company Y.</li> <li>— Company X is a smaller company that primarily offers mobile devices and related services.</li> </ul> <p><b>Task:</b></p> <p>You have been hired as a consultant to help Company Y maintain its competitive advantage in the telecommunications industry.</p> <p><b>Please answer the following questions:</b></p> <p>1 Explain the concept of competitive advantage and how organizations can sustain it over time. List and exemplify 8 different sources of maintaining competitive advantage which are applicable to technologically driven industries.</p> <p>2 What is Company Y's current competitive advantage in the telecommunications industry? List 3 different factors which supplicate Company Y's current competitive advantage. Provide an example for each of the listed factors.</p> <p>3 How can Company Y maintain its competitive advantage in the face of increased competition from Company Z and Company X? List 3 different factors which threaten Company Y's competitive advantage in the face of external competition. Provide a viable mitigation strategy for each listed threat.</p>	<p>10</p> <p>10</p> <p>10</p>	<p>CO3</p>
	<p align="center"><b>Section-D : Case Based Analytical Questions</b></p>	<p><b>2Qx15M= 30 Marks</b></p>	<p><b>CO4</b></p>

Company Z is a successful online retailer that specializes in selling athletic apparel and footwear. The company has been growing steadily over the past few years, but its management team is now facing a critical decision. They must decide whether to expand into new product categories or to focus on further developing their existing product lines. To inform this decision, Company Z's management team has gathered the following data:

- Company Z's revenue by product category for the past three years:

Product Category	2020 Revenue (USD)	2021 Revenue (USD)	2022 Revenue (USD)
Athletic apparel	50 million	60 million	70 million
Athletic footwear	30 million	40 million	50 million
Accessories	10 million	12 million	15 million

Market research data on consumer demand for athletic products:

- Athletic apparel is a mature market with stable demand growth rate of 5% per year.
- Athletic footwear is a highly competitive market with strong demand growth rate of 8% per year.
- Accessories are a relatively new and growing market with demand growth rate of 15% per year.
- Company Z's internal data on customer demographics and purchasing behavior:
  - The majority of Company Z's customers are between the ages of 18 and 35.
  - Women make up approximately 60% of Company Z's customer base.
  - The average purchase value for athletic apparel is \$75, while the average purchase value for athletic footwear is \$100.
  - Customers who purchase both apparel and footwear spend an average of \$150 per transaction.

Based on this data, Company Z's management team has identified the following potential growth strategies:

	<ol style="list-style-type: none"> <li>1. Expand into new product categories, such as yoga apparel or outdoor gear, to capture new market segments and increase revenue streams.</li> <li>2. Focus on developing the existing athletic apparel and footwear product lines to maintain market share and increase customer loyalty.</li> <li>3. Increase marketing and sales efforts to attract new customers and increase customer retention.</li> <li>4. Develop partnerships with other companies in the athletic and fitness industry to expand product offerings and increase brand recognition.</li> </ol>		
Q4	Using the data provided, assess the current state of Company Z's business and identify at least three potential growth challenges that the company may face. Provide relevant justification for each growth challenge which has been identified. Provide relevant business examples, where appropriate.	15	CO4
Q5	Evaluate each of the potential growth strategies identified by Company Z's management team and recommend the most viable strategy for the company to pursue. Provide a rationale for the strategic route which you have recommended.	15	CO4