

**INDIAN MARITIME UNIVERSITY**  
(A Central University, Govt.of India)

**May/June 2015 End Semester Examinations**

**SEMESTER – IV, M.B.A (INTERNATIONAL TRANSPORTATION AND LOGISTICS /  
PORT AND SHIPPING MANAGEMENT)**

**BUSINESS CONSULTANCY (T 1404)**

**Date:12.06.2015**

**Time:-3 Hrs**

**Max.Marks:75**

**Pass Marks:38**

**SECTION – A**

**(10x1=10 Marks)**

*Answer ALL the questions. All question carry equal Marks*

1. The four phases of client-consultant relationship are
  - a) Orientation-analysing-preparing-reporting
  - b) Orientation-analysing-synthesising-reporting
  - c) Orientation-identification-exploration-resolution
  - d) Exploration-preparing-orientation-resolution
2. The five competitive forces that determine industry profitability
  - a) Competition in the industry, potential entrants ,substitutes, suppliers, buyers
  - b) Market demand, potential entrants ,substitutes, suppliers, buyers
  - c) Market demand, tax structure ,substitutes, suppliers, buyers
  - d) Competition in the industry, tax structure, substitutes, suppliers, buyers
3. A business plan
  - a) Indicate when the business should start
  - b) Is a schedule of factors brought together to create a desired future.
  - c) Is a creative exercise.
  - d) is prepared before market research is undertaken
4. The BCG matrix assumes
  - a) Market share relates to profitability
  - b) Market share and profitability are not connected
  - c) Market share alone is not an important feature
  - d) Market share indicate liquidity of the firm
5. Key function of knowledge management is
  - a) To identify explicit knowledge
  - b) To identify where knowledge is available
  - c) Making tacit knowledge explicit.
  - d) To identify tacit knowledge.
6. Delphi approach is
  - a) A brain storming approach
  - b) Is a structured approach
  - c) Is an unstructured approach
  - d) Used only in quality management

7. Divergent thinking is
  - a) Ability to see and think in opposite dimension
  - b) Ability to see and think beyond the obvious and formulate original solutions.
  - c) Is a structured thinking process
  - d) Provides solutions which are economical and cheap
8. Six sigma quality is concerned with
  - a) Defects
  - b) Defect opportunities
  - c) Defective items
  - d) Producer's risk
9. Balanced score card **does not** consider
  - a) Financial perspective
  - b) Internal perspective.
  - c) Competitor's performance
  - d) Customer perspective
10. Exit strategy in business plan
  - a) Indicate when the present strategy will end.
  - b) Indicate new strategy in case the present strategy fails.
  - c) Indicate about remuneration to take place upon transfer of ownership
  - d) Is a summary at the end of the plan

### **SECTION – B**

**(5x5=25 Marks)**

***Answer ANY five of the following questions. Each answer should not exceed 200 words.***

11. Explain the concept of decision tree analysis.
12. Explain the process of preparing a questionnaire in data collection
13. Identify primary and secondary factors in value chain analysis
14. Compare actual work content and basic work content of an activity. How it helps in improving value of the activity?
15. What approach a consultant may follow to improve the performance of marketing function of a firm?
16. Develop a competency model for a job in finance function.
17. Explain the role of statistics in data analysis in market research.

**SECTION – C**

**(4x10=40 Marks)**

***Question No. 18 is compulsory. Answer ANY THREE of the remaining questions  
Each answer should not exceed 500 words.***

18. Analyse the following case

Healthy life products is a manufacturing firm which produces of baby/child carriages. it is in business for over 100 years. They are a family run firm and trusted by many generations of parents. Endorsed by royalty and many famous people they are the by-word for security for the child. They currently sell over 80% of their output to large retailers in Europe. The brand ‘child star’ is universally recognized. However their newer models have not been as successful as their traditional ones. There is one big problem. Their turnover £ 10 million per annum but they are making a £ 2 million loss. The directors are all family members and shareholders. They want to capitalize their assets and sell the company to a venture capitalist. However they need to improve the performance of the company in the short term to make the company more attractive and secure a higher price .they have a loyal highly skilled workforce that is willing to work flexibly to secure the future of the business.

Mr. X, the managing director and majority shareholder has called you to a meeting as a good friend of his has recommended you. He believes that the loss is a short term issue associated with not producing enough stock to sell (the products are still largely handmade) and being forced to accept lower margins by the large retailers. He therefore wants you to look at his production to find ways of making it more efficient and also look for alternate channels for selling ,for example selling direct to public via the web.

(a) What are the questions you would ask Mr. X to challenge some of his assumptions and uncover his explicit needs?

(b) Assuming Mr. X is correct in his assumption that they need to look for alternative sales channels prepare a proposal on how you might help him as a consultant.

19. What is the purpose of preparing a business plan. What factors are considered in preparing a business plan?

20. Identify the job responsibilities of a consultant? How to evaluate a consultant’s performance?

21. What is market research? How it helps a consultant?

As a consultant what factors you will analyse in order to improve the marketing practices of a firm?

22. What value can the right consultant deliver to a firm that the company’s own management could not provide for themselves?

23. Explain the role of a financial consultant? What aspects the consultant need to analyse from Financial perspective?

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