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**UNIVERSITY OF PETROLEUM AND ENERGY STUDIES**

**School of Business (SoB)**

**End Semester Examination, May 2021**

**Program: MBA (Business Analytics)**

**Subject (Course): Consultancy Management**

**Course Code : DSBA 8010**

**Semester : III**

**Max. Marks: 100**

**Duration : 3 Hrs**

**No. of page/s: 3**

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Structure of the question paper and allocation of marks are given below.

Note: All sections are compulsory.

**Section – A (28 Marks)**

**(Attempt all questions in this section, all carry equal marks)**

**(All are CO 1)**

Define/Describe the following terms in not more than 3-4 lines.

1. What is Management consulting?
2. Problem statement with example
3. Problem Structure
4. Issue Tree
5. MECE and rule of three
6. Hypotheses tree
7. Summary vs Synthesis
8. Work Plan
9. The Elevator Test
10. Five generic purposes of consultant being used
11. Name the five-phase mode of the consulting process
12. Resource Role Vs Process Role of consultant
13. Name Three best Strategic Consulting firms
14. Commoditization of Consulting

## Section – B (36 Marks)

Read the problem 1 & 2 and answer the questions. Answer must have the following;

Case facts and type, Approach towards solving the problem, Assumptions taken, Use of any appropriate strategy/problem solving framework, Relevant calculation for decision & Final decision

### Problem 1

#### ADT Security Services to Accelerate Growth in India

Industry Coverage: electronics.

The client ADT Security Services (NYSE: ADT) is an American corporation that provides residential and small business electronic security systems, fire protection and other related alarm monitoring services in 35 countries. The corporate head office is located in Boca Raton, Florida. ADT is the largest security company in the United States and Canada, serving over 6.5 million customers. As of 2013, ADT holds 25% market share of the residential market and 13% of the small business market in the US.

ADT has been in India for the last 7 years. It installs and maintains electronic security equipment for both residential and business in India. This case concerns ADT's Indian business only. The company saw a 15%-18% growth in profitability in the first four years after which growth has tapered off to 10% and is still decreasing.

#### **Additional information**

1. ADT primarily sell CCTV cameras in India and have a pan Indian presence
2. They have a solid product that has a good reputation in the market.
3. Market is segmented.

**Question:** Each question carries 12 marks

1. The Company wants to accelerate its growth in India and improve its profitability in India, tell how it can be done. (CO 3)
2. What do you think is the market potential of Mumbai? (CO 4)
3. Give your consulting recommendation. (CO 2)

## Section – C (36 Marks)

### Problem 2

## **Pfizer to Introduce Anti-smoking Drug Chantix in India**

**Industry Coverage:** healthcare: pharmaceutical, biotech, life sciences.

Your client Pfizer, Inc. (NYSE: PFE) is a large multinational pharmaceutical corporation. Headquartered in Midtown Manhattan, New York City and with its research headquarters in Groton, Connecticut, United States, Pfizer produces a wide range of drugs. Global revenues in year 2010 are USD \$67.8 billion. Pfizer is in the business of making anti-smoking drugs such as Chantix. Chantix (trade name Chantix in the USA and Champix in Canada, Europe and other countries, usually in the form of varenicline tartrate) is a prescription medication used to treat smoking addiction. It both reduces cravings for and decreases the pleasurable effects of cigarettes and other tobacco products. Through these mechanisms, the drug can effectively assist some patients to quit smoking.

The client wants to sell Chantix at a premium price.

### **Additional Information**

1. Unlike the lozenges or patches, this product is completely nicotine free. It is 5 times more effective as proved by lab results and 50% of the test results responded to the pill (which in this industry is an extremely high number thus indicating success).
2. Moreover, it is a drug that cannot be sold over the counter – it requires a prescribed dosage given by the doctor. It is to be taken for 3 months daily, 3 times a day.

**Question:** Each question carries 12 marks

1. You have been hired as a consultant to find out if the product can be introduced in a country like India (CO 3)
2. If so, what is the expected target market, market share and a feasible price at which the drug should be sold. (CO 4)
3. Give your consulting recommendation. (CO 2)

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