JAIPURIA INSTITUTE OF MANAGEMENT
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JAIPURIA INSTITUTE OF MANAGEMENT, NOIDA

PGDM / PGDM (M) / PGDM (SM)

FOURTH TRIMESTER (Batch 2024-26)

END TERM EXAMINATIONS, January 2026

SET-1

Course Name	Consulting for Managers	Course Code	20708
Max. Time	**2 hours**	Max. Marks	**40 MM**

INSTRUCTIONS:

a. **Answer ALL of the 4 questions below**
b. **Each questions carry equal marks, and it is 10**

1. (Zomato) Structured diagnosis + solution design (CO2, CO3) — 10 Marks

Context: Zomato's food delivery business has stable order volumes, but management has observed profitability pressure over the last quarter. The leadership wants a consulting team to diagnose the "why" before jumping to solutions.

(a) Build a MECE issue tree for "profitability decline" in Zomato's food delivery business (cover key revenue and cost drivers). (5)

(b) Propose two testable hypotheses for the decline and mention the data/metrics you will check to validate each hypothesis. (5)

2. (Digital Media Company) Firm/industry analysis + revenue strategy (CO2, CO3) — 10 Marks

Context: A digital news publisher relies heavily on advertising revenue (CPM/performance) and branded content. Ad yields are volatile, competition from social/video platforms is rising, and management is exploring subscriptions or bundles to stabilize revenue.

(a) Using Porter's Five Forces, analyze the competitive environment of Indian digital news publishing (write 2–3 points per force). (5)

(b) Propose two revenue model options (e.g., subscription, branded content, events, bundles, performance ads) and evaluate each using capability fit + risk + expected impact. (5)

3. (Client Problem) Diagnose a growth problem using consulting logic (CO2, CO3) — 10 Marks

Context: A consumer brand reports that sales are flat even after increasing marketing spend. Management is uncertain whether the issue lies in demand, pricing, product, channel execution, or internal capability gaps.

(a) Create a decision tree/issue tree to diagnose the problem (market, customer, product, channel, execution). (5)

(b) Identify two priority analyses you will run first and explain what each analysis will prove (e.g., funnel, cohort, price-volume, CAC/LTV, channel ROI, churn). (5)

4. (Recommendation & Implementation) Sell the solution to the client (CO2, CO3) — 10 Marks

Context: Your diagnosis shows the primary driver of the sales slowdown is declining conversion in the digital channel (traffic is stable, but fewer visitors are purchasing). The CEO wants a clear recommendation and an execution plan.

(a) Write an answer-first recommendation storyline (pyramid principle) in 6–8 bullets that you would present to the CEO. (5)

(b) Provide an implementation roadmap (60–90 days) and list two risks with mitigations. (5)