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-2

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. (Consumer Durables Company) Structured diagnosis + solution design (CO2, CO3) — 10 Marks
Context: A leading consumer durables company (e.g., appliances like ACs, refrigerators, washing machines) is reporting stable unit sales, but management has observed profitability pressure over the last quarter. The leadership wants a consulting team to diagnose the "why" before deciding on price cuts, promotions, or cost actions.

(a) Build a MECE issue tree for "profitability decline" in the consumer durables business (cover key revenue and cost drivers across product mix, pricing, channel, and operations). (5)

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

2. (Automobile Company) Firm/industry analysis + revenue strategy (CO2, CO3) — 10 Marks
Context: An automobile manufacturer is facing increasing competition, discounting pressure, and changing customer preferences (EV interest, connected features, financing options). While volumes are moving, margins are volatile, and management is exploring ways to strengthen profitability through product mix, services, and ecosystem partnerships.

(a) Using Porter's Five Forces, analyse the competitive environment of the Indian automobile industry (write 2–3 points per force). (5)

(b) Propose two revenue model options (e.g., extended warranty/AMC, subscriptions/connected services, financing & insurance, accessories, used-car ecosystem, fleet sales) 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 durables brand reports that sales are flat even after increasing marketing spend. Management is uncertain whether the issue lies in demand, pricing, product proposition, channel execution (retail/e-commerce), or internal capability gaps (sales force, distribution, service).

   (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 for an automobile company's online sales funnel shows the primary driver of the sales slowdown is declining conversion in the digital channel (traffic is stable, but fewer visitors are booking test drives / generating qualified leads / completing bookings). 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)