

QUESTION SIX

- a) Analyse five factors that can lead to a successful consultant-client engagement
(5 marks)
- b) Examine Porter's Five Forces Analysis that applied when carrying out consultancy assignments
(10 marks)

The Economic situation has also not helped the situation since the onset of a global **economic recess**. **The airline's market** share has been reducing. The previously held monopoly status is fast diminishing with the emergence of other airlines.

Required:

- a) Using the SWOT analysis, assess the strengths, weaknesses, opportunities and threats afflicting the organization (12 marks)
- b) Assuming the role of a consultant, advice the organization on how to deal with the problems it is facing. (10 marks)
- c) Examine three changes relating to human resources that you would recommend to be effected at Hu Hwang Airlines (3 marks)

QUESTION TWO

- a) Assess five activities associated within the initial phase of the consultancy cycle (10 marks)
- b) Examine five objectives of management consulting (5 marks)

QUESTION THREE

- a) Evaluate five key competences that a consultant must have in order for him or her to succeed in carrying out the duties of a consultant (5 marks)
- b) Explain five key activities that can be useful in managing change (10 marks)

QUESTION FOUR

- a) Analyze five elements of a consulting contract (10 marks)
- b) Explain five factors that affect pricing of consultancy services (5 marks)

QUESTION FIVE

- a) Highlight five ethical guidelines for consultants (5 marks)
- b) Assess five disadvantages of using internal consultants (10 marks)

QUESTION ONE

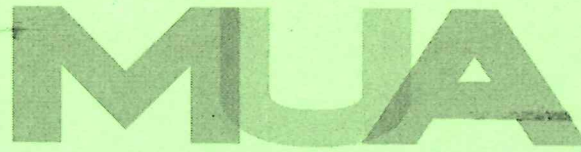
Read the case below carefully and answer the questions that follow:

HU HWANG AIRLINES

Hu Hwang Airlines (HHA) - a national carrier conjured up an image of a monopoly with the absolute power over the market. The number of aircraft that the company possesses is enormous. Their fleet, as of the end of 2022, stands at 850 aircraft. The company has also built an exemplary image for itself in customer service, employee satisfaction, and operations. It has been widely recognized as one of the most admired companies and has made it to the list of Most Innovative Companies Worldwide as well. The Airline has taken care of its finances in an excellent way. They have multiple revenue streams which is a very sustainable way of maintaining constant cash flow. By having different revenue streams, they were successful in achieving good returns on capital expenditure. They have also tried to maintain a safe ratio of financial debt to equity for a long time. However in recent years, continual losses, frequent human resource problems and gross mismanagement are just some of the problems that have plagued the company. Widespread media coverage of the frequent strikes by HHA highly experienced pilots not only reflected the adamant attitude of the pilots, but also resulted in increased public resentment towards the airline. HHA's recurring human resource problems were attributed to its lack of proper manpower planning and underutilization of existing manpower.

The recruitment and creation of posts in HHA was done without proper scientific analysis of the manpower requirements of the organization. HHA's employee unions were rather notorious for resorting to industrial action on the slightest pretext and their arm-twisting tactics to get their demands accepted by the management. This coupled with poor communication has complicated the matters for the airline. The employees have not been taken for training in a long time and this has also not augured well with the airline staff. It has also led to complains from the passengers who decry the deteriorating level of customer care. New employees are not well inducted or trained and this has led to frustration with these employees taking longer to settle on their jobs.

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UCU 404/BDS 410/BDS 406/ BDS 404/BDS 408/BML 400: PRACTICE OF
CONSULTANCY

DATE: 12TH AUGUST 2024

DURATION: 2 HOURS

MAXIMUM MARKS: 70

INSTRUCTIONS:

1. Write your registration number on the answer booklet.
2. **DO NOT** write on this question paper.
3. This paper contains **SIX (6)** questions.
4. Question **ONE** is compulsory.
5. Answer any other **THREE** questions.
6. Question **ONE** carries **25 MARKS** and the rest carry **15 MARKS** each.
7. Write all your answers in the Examination answer booklet provided.