

The
Management
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UNDERGRADUATE UNIVERSITY EXAMINATIONS
SCHOOL OF MANAGEMENT AND LEADERSHIP
DEGREE OF BACHELOR OF MANAGEMENT AND
LEADERSHIP/ BACHELOR OF ARTS IN DEVELOPMENT
STUDIES/ BACHELOR OF COMMERCE

UCU 404: PRACTICE CONSULTANCY

DATE: MAY 2026

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.**

QUESTION ONE

Read the case study below and answer the questions that follow;

THE STRATEGIC STAGNATION AT TRANSTEC LOGISTICS EAST AFRICA

The Strategic Stagnation at Transtec Logistics East Africa (TLEA) began when the family-owned freight forwarding business, established in 2012 in Nairobi, Kenya, hit a severe growth wall after a decade of exponential expansion into a mid-sized supply chain provider operating across the Northern Corridor. By late 2024, rapid expansion had severely outpaced its internal management capacity, causing operating costs to skyrocket by **35%**, delivery delays to double due to chaotic fleet scheduling along the highway network, and two of its largest corporate accounts to threaten contract termination due to a complete breakdown in communication and service reliability. In a bid to salvage the situation, the Board of Directors appointed a new Managing Director, Mr. Philip Kamau, an experienced local operations executive, who quickly convinced the board to retain *Ethical Consulting Services Ltd*, a local management advisory firm, to lead an organizational turnaround because he lacked the specialized diagnostic tools and objective distance needed to unpack the compounding crises.

The consulting engagement started under heavy tension as Mr. Kamau, eager to show quick wins, began acting as an internal consultant himself by bypassing established department heads to issue direct operational changes on the warehouse floor in Nairobi and rewriting shift schedules based on his personal observations. While well-intentioned, his interventions bred deep resentment from the Operations Manager, who felt undermined and openly resisted Kamau's directives, leading to a fragmented command structure where staff were unsure whether to follow the new MD's experimental rules or the traditional operating procedures. When the lead external consultant from Ethical Consulting Services, Dr. Evelyn Vance, arrived for the entry phase, she found an organization at war with itself, further complicated by Mr. Kamau handing her a pre-written brief stating that the core issue was "lazy

middle management and an outdated IT tracking system," while demanding that the firm immediately draft a procurement plan for a new **\$1.5 million** ERP platform.

Dr. Vance refused to take the MD's diagnostic brief at face value and instead spent the first two weeks conducting structured diagnostic interviews, mapping workflow dependencies, and running a comprehensive performance analysis against regional logistics benchmarks. Her independent assessment revealed that the existing IT system was highly capable but underutilized due to zero staff training during its rollout, while the true driver of delivery delays was a structural failure in governance where strategic decisions were bottlenecked entirely at the executive level in Nairobi, leaving regional dispatch managers along the transit corridors with no autonomy to reroute trucks during border delays or mechanical breakdowns. Furthermore, her diagnosis established that middle managers were not lazy but were instead paralyzed by a punitive corporate culture where taking individual initiative and failing resulted in immediate termination.

When the firm presented these findings, the board was highly receptive, but Mr. Kamau became defensive, viewing the critique of the corporate culture as a personal attack on his leadership style, and subsequently asked Dr. Vance to modify the final diagnostic report due to pressure to deliver immediate financial updates to lenders. He requested that she downplay the structural governance flaws and instead attribute the operational failures entirely to the technical limitations of the current IT infrastructure to justify the immediate capital expenditure for the new ERP system, which a close associate of his happened to vendor. Dr. Vance now faced a critical crossroad, compounded by an emerging implementation gap where middle managers—still operating under a climate of fear and viewing the external consultants as management spies—began quietly withholding operational data and stalling the rollout of the newly designed decentralized dispatch protocols despite full board approval of the restructuring roadmap.

Required:

- a)** Analyze the value-addition dynamics at play in this case by contrasting the actions of Mr. Philip Kamau acting as an internal consultant with those of Dr. Evelyn Vance acting as an external consultant, **(10 Marks)**
- b)** Explain why the client-consultant relationship is failing among the middle management tier despite board approval, and propose specific relational or structural strategies that the consultant should deploy to overcome their resistance and close this gap. **(6 marks)**
- c)** Assess the ethical dilemma presented by Mr. Kamau's request to alter the diagnostic report, and, with reference to professional codes of ethics on consulting services, **(9 Marks)**

QUESTION TWO

- a)** Critique the specific operational activities, milestone deliverables, and primary risks associated with the **Entry Phase** of the consultancy cycle. **(6 Marks)**
- b)** Propose actionable strategic mitigation measures that a professional consultant must institute to avoid assignment failure during the preliminary problem diagnosis stage. **(9 Marks)**

QUESTION THREE

- a) Compare and contrast the following three structural consulting approaches, highlighting the role of the consultant and the expected client system engagement in each:
- (i) The Expert Model **(3 Marks)**
- (ii) The Doctor-Patient Model **(3 Marks)**
- (iii) Process Consultation **(3 Marks)**
- b) Analyze the primary organizational and relational reasons why client-consultant relationships fail during the implementation phase. **(6 Marks)**

QUESTION FOUR

- a) Explain the **5 Cs of Pricing** within a consultancy context, and examine the strategic problems commonly encountered by emerging consultants during fee setting. **(9 Marks)**
- b) Differentiate between a Psychological Contract and a Written Contract within the context of management consulting practice. **(6 Marks)**

QUESTION FIVE

- a) Appraise the operational utility of the ADKAR Model and Kotter's 8-Step Change Model in guiding an organization through a complex structural realignment. **(9 Marks)**
- b) Comprehensive strategic guidelines a consultant can deploy to effectively overcome this resistance. **(6 Marks)**

QUESTION SIX

- a) Discuss the core principles governing ethical consulting, and analyze at least four distinct forms of unethical behavior that consultants must actively avoid during an engagement. **(8 Marks)**
- b) Explain the structural purpose and professional utility of an International Code of Ethics on Consulting Services when managing complex cross-border or multi-stakeholder advisory assignments. **(7 Marks)**