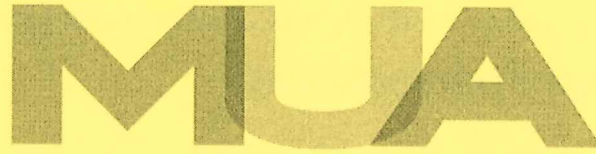


The
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UNDERGRADUATE UNIVERSITY EXAMINATIONS
SCHOOL OF MANAGEMENT AND LEADERSHIP
DEGREE OF BACHELOR OF MANAGEMENT AND LEADERSHIP
AND BACHELOR OF ARTS IN DEVELOPMENT STUDIES

UCU 404/BDS 410/BDS 406/

BDS 404/BDS 408/BML 400: PRACTICE OF CONSULTANCY

DATE: 5th DECEMBER 2022

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 below carefully and answer the questions that follow:

SATIRE GROUP OF COMPANIES

During the initial period of change prior to the grouping, external consultants were brought in to help the CEO manage organizational change. As part of the mobilization process all managers and a cross-section of all staff were invited to give feedback as to how they saw the organization, what the key issues were and what some of the solutions might be. Some managers and staff were very clear about what the Group's vision and values were. Others were not so sure. People needed more clarity about what the new organization would look and feel like in the future. People saw the need to further develop the vision and values for the organization through greater communication and engagement, both vertically and across the organization. Balancing the drive for growth whilst maintaining and improving the level of current service emerged as quite a creative tension. Ways had to be found to increase management capacity and capability. Managers needed to shift the balance from managing the increasing complexity of the Group (planning, organizing, controlling and problem solving) to demonstrating leadership and strategic thought (through setting a direction, aligning people, motivating and inspiring).

More creative and innovative ways of doing things were needed to get to grips with the challenges. That included creating an environment where some risk taking was more acceptable and mistakes were inevitable but could be learnt from. Managers needed to be able to match their efficiency (doing things right) with their effectiveness (doing the right things). As roles, responsibilities and structures change the challenge on an organizational level seemed to be, 'Where should managers' time best be deployed and how much can they empower their staff?' Managers acknowledged the shifting culture and are generally and genuinely signed up to developing it and taking their part in shaping it. However, it might be difficult to step fully into the new role of manager and

leader and even more difficult to develop staff to play their part.

A series of workshops were designed to help managers share knowledge and understanding across the whole Group; to develop skills to better manage change; for managers to understand their management style and the impact it has on others; and to address the important and pressing issues arising from a dynamic and changing organization. In addition three working groups were set up to: develop practical ways in which people will 'buy-in', own and act out the values; develop ways for managers to keep their 'finger on the pulse' - know the key issues emerging for staff and the organization to take action on; and generate ideas as to how people can take on responsibility and grasp opportunities. Managers and staff were involved, in a variety of ways, with developing the ongoing agenda for change. In addition to the workshops there were staff briefings, staff discussion groups and a staff conference (which now continues annually) where the forward agenda was communicated, ideas generated, and potential obstacles highlighted and worked on collaboratively. A key component of the grouping was the bringing together of all the managers from both organizations. They spent time together over two days addressing the following challenges: meeting and getting to know one another's organizations and ways of working; developing a shared view of Satire's strategic opportunities; identifying some of the practical synergies for individuals and constituent businesses; and agreeing key lines of ongoing organizational development.

Required

- a) Assuming the role of a consultant, advise the management of Satire Group on five competences that they should look for when hiring the external consultants (10 marks)

- b) Analyze five likely drivers of change at Satire Group (10 marks)

- c) Assess five strategies that were adopted to proactively deal with resistance to

change at Satire Group.

(5 marks)

QUESTION TWO

a) Describe FIVE the phases in the consultancy process

(10 marks)

b) Consultants are expected to exercise professionalism in their dealings with the clients. Examine five characteristics of a profession

(5 marks)

QUESTION THREE

a) Evaluate five key competences that a consultant must have in order 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 SIX

a) Analyse five factors that can lead to a successful consultant-client engagement

(5 marks)

b) Examine the importance of the SWOT analysis in consultancy assignments

(10 marks)