

The
Management
University
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POST GRADUATE UNIVERSITY EXAMINATIONS

SCHOOL OF MANAGEMENT AND LEADERSHIP

DEGREE OF MASTER OF BUSINESS ADMINISTRATION

HCO 507: CONSULTANCY IN HUMAN CAPITAL DEVELOPMENT

DATE: 26TH MARCH 2024

DURATION: 3 HOURS

MAXIMUM MARKS: 60

INSTRUCTIONS:

1. Write your registration number on the answer booklet.
2. **DO NOT** write on this question paper.
3. This paper contains **FOUR (4)** questions.
4. Question **ONE** is **compulsory**.
5. Answer any other **TWO** questions.
6. Question **ONE** carries **30 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 carefully and answer the questions that follow:

THE FOOD MANUFACTURER

A major food manufacturer had a number of subsidiaries. One of these subsidiaries had experienced problems with its costing system and stock valuations. Given that it had operated on very tight margins (less than 5 per cent) supplying national supermarket chains, cost control and early identification of adverse trends were crucial to the company's profitability.

The holding company was well aware of the problem and had decided to seek consultancy assistance. It had additionally decided which firm to appoint. The subsidiary was unhappy, both about the engagement itself and the firm to be appointed. It felt that the holding company was imposing its will.

While unable to forestall the engagement, the subsidiary did manage to gain permission for a competitive quote to be obtained. The holding company, while agreeing to this, still anticipated that the work would be given to its preferred consultancy firm. A tendering process was agreed and issued to the two firms. It was to culminate in a presentation to a selection panel comprising representatives of both the holding company and the subsidiary.

The consultancy firm that had been asked for a competitive quote gained knowledge of the background during its process of gathering data and views prior to making the presentation. The firm knew that it had to satisfy a number of individuals that their requirements would be taken into account:

- The Finance Director of the holding company (commissioning the work)
- The Finance Director of the subsidiary (paying for the work)
- The Chief Management Accountant of the subsidiary (agreeing to any recommendations resulting from the work)
- The Factory Manager of the subsidiary (having to implement any new system and being judged by the resulting output).

Great care was taken to listen to all these individuals during the tendering process. The result was a unanimous decision by the selection panel to choose the quote from the

- b) In addition to expertise, consultants are expected to exhibit high standards of ethics. Assess seven types of conduct that would be considered unethical behaviour by a consultant (7 marks)

QUESTION FOUR

- a) In carrying out consultancy work, it is expected that consultants will propose some change in the organization. Evaluate five strategies that a consultant can use to ensure change readiness (5 marks)
- b) Analyse the six factors that constitute human capital (5 marks)
- c) Increasingly, consultants have been employing e-consulting to serve their clients effectively. Examine five challenges that consultants may face when using e - consulting (5 marks)

competitor firm. Not only did it correctly identify the relevant sponsors, but, also, the original firm chosen by the holding company thought that the tendering process was a ritual and it had been predetermined to award the work to them.

Of course this was not the end of the story. During the undertaking of work and drawing up the recommendations, the needs of the various sponsors had to continue to be addressed. Expectations had been aroused and had to be managed and met.

Required:

- a) Assess five stakeholders whose requirements had to be met by the consultant throughout the process (10 marks)
- b) Examine five considerations that the selection panel must have considered during the selection of the consultant (10 marks)
- c) Evaluate five possible consequences of imposing a consultant on an organization like in the case of the subsidiary (10 marks)

QUESTION TWO

- a) Professionalism is a critical element in the operations of a consultant. Evaluate five postures that allow a person to function effectively in a professional role (5 marks)
- b) Consultants perform several activities at different stages as the consultancy assignment unfolds. Examine five activities that are associated with the entry phase of the consultancy cycle (5 marks)
- c) You have been approached by an organization to advise them on the traits that they should look for when selecting a human resource management consultant. Assess five traits that a consultant should exhibit (5 marks)

QUESTION THREE

- a) The number of consultants competing in the market has increased substantially over the years. This has necessitated the marketing of consultancy services. Evaluate four approaches to consultancy marketing (8 marks)