

The
Management
University
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POSTGRADUATE UNIVERSITY EXAMINATIONS
SCHOOL OF MANAGEMENT AND LEADERSHIP
DEGREE OF MASTER OF BUSINESS ADMINISTRATION

HCO 507: CONSULTING IN HUMAN CAPITAL DEVELOPMENT

DATE: 28TH JULY 2026

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:

SWIFTHAUL TRANSPORT

SwiftHaul Transport, established in 1956 in Bujumbura Burundi, has grown into one of the largest flatbed trucking carriers in East and Central Africa. Specializing in hauling steel and construction materials, the company has built its reputation on reliability, safety, and operational efficiency. Over the decades, SwiftHaul Transport has become one of the top five open-deck/specialty carriers on the continent.

Despite its strong market presence, the company faced a critical challenge: driver turnover rates exceeding 125%. The leadership struggled to understand why drivers were leaving and how to address the problem. In response, SwiftHaul Transport partnered with People First, a human capital consultancy firm, to diagnose and resolve the issue.

The consultancy introduced structured interventions, including exit interviews to uncover root causes of attrition, fleet Manager Scorecards to measure managerial effectiveness and targeted Fleet Manager Training to address identified gaps. Findings revealed that fleet managers were the primary source of dissatisfaction among drivers. By implementing industry best practices, customized training, and continuous monitoring, SwiftHaul Transport gradually transformed its managerial culture. Over an eight-year period, the company achieved significant improvements in retention, safety, and customer satisfaction.

In less than two years, SwiftHaul Transport was recognized by the Truckload Carriers Association as the Best Fleet to Drive For. Subsequent accolades included the 2012 Best Fleets Award, the 2013 Commercial Carrier Journal Innovator of the Year, and the 2014 Most Valuable Carrier Award from JMC Steel Group. Interestingly, during the global recession, SwiftHaul Transport reduced driver pay multiple times yet observed

improved morale. This paradox was attributed to transparent communication and the company's ability to remain attuned to employee sentiment through People First's tools. President Richard Bailey emphasized that continuous improvement and sustained focus on fleet manager development were central to their long-term success.

SwiftHaul Transport' journey illustrates the transformative power of human capital consultancy in aligning organizational culture, leadership practices, and operational performance.

Required:

- a) SwiftHaul Transport emphasizes punctuality, accident-free operations, and efficiency. Critically evaluate strategic interventions the organization can adopt to institutionalize and reinforce this culture across multiple levels. **(10 marks)**
- b) One of the recommendations that you have made as a consultant at SwiftHaul involves advanced management development. Propose and justify five such areas for fleet managers, indicating their likely benefit. **(10 marks)**
- c) Beyond reduced turnover, analyze six multidimensional benefits that SwiftHaul Transport accrued through its partnership with People First. **(10 marks)**

QUESTION TWO

- a) Human capital consulting increasingly resembles a profession. Discuss five characteristics of professional practice and illustrate why they should manifest in consultancy engagements. **(5 marks)**
- b) You have been engaged as a consultant to carry out a project. Evaluate how you would navigate through the diagnosis phase of the consulting cycle, detailing its components and necessity for sustainable solutions. **(5 marks)**

- c) The need for effective communication cannot be overemphasized in consultancy. Non-verbal communication plays a pivotal role in consultancy. Discuss how you would use five non-verbal channels and their impact on consultant-client interactions.
(5 marks)

QUESTION THREE

- a) Critically examine the strengths and limitations of SWOT analysis in human capital consultancy projects, and propose complementary tools that enhance its effectiveness.
(8 marks)
- b) Consultants are expected to conduct themselves ethically in the course engaging with their clients. Analyze seven unethical consultant behaviors and their implications for organizational trust.
(7 marks)

QUESTION FOUR

- a) Consultancy projects will most of the time involve change especially during the implementation phase. Discuss the role of communication strategies in managing change during consultancy projects.
(5 marks)
- b) Examine key considerations in managing human capital within organizations undergoing transformation.
(5 marks)
- c) With globalization and technological development, e-consulting is gaining popularity. Evaluate five benefits of e-consulting in advancing

human capital development in contemporary organizations.

(5 marks)