

The  
Management  
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**DIPLOMA UNIVERSITY EXAMINATIONS**  
**SCHOOL OF MANAGEMENT AND LEADERSHIP**  
**DIPLOMA IN ENTREPRENEURSHIP**

**DES 107: CONSULTANCY AND COUNSELLING FOR MSMES**

**DATE: 8<sup>TH</sup> APRIL 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 **FOUR** questions.
6. Question **ONE** carries **30 MARKS** and the rest carry **10 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**

### **TREADS INTERNATIONAL COMPANY**

Treads International is a leading footwear company that specializes in high-quality athletic and casual shoes. Established in 2010, the company has grown rapidly, thanks to its focus on innovation, customer satisfaction, and sustainability. The company would like to expand and has embarked on strategic management process.

The company conducts regular market analyses to understand consumer preferences, trends, and competitive dynamics. Tools like SWOT and PESTEL analyses are employed to assess external opportunities and threats.

Through surveys and social media monitoring, the company gathers insights into customer satisfaction and preferences, which inform product development.

Treads mission is to provide innovative and sustainable footwear that enhances performance and comfort. The vision is to be the leading global brand in eco-friendly footwear. Goals include expanding market share by 15% in the next three years, launching a new line of sustainable products, and achieving carbon neutrality by 2030. Treads International invests in R&D to create innovative designs and materials, focusing on eco-friendly options. Collaborative efforts with universities and tech firms help in this regard. The marketing team utilizes a multi-channel approach, combining digital marketing, influencer partnerships, and community events to engage customer. Key Performance Indicators (KPIs) include sales growth, market share, customer satisfaction scores, and sustainability metrics. Regular review meetings assess the effectiveness of strategies, allowing for real-time adjustments based on performance data. Some of the activities at the lowest level of strategy include;

The HR department focuses on attracting talent with a passion for sustainability and innovation. The ongoing training programs emphasize company values and sustainability practices, fostering a culture of engagement and innovation. Funding Treads explores grants and partnerships for funding eco-friendly projects and innovation. The company's strategic management process is a dynamic and integrated approach that aligns its operational activities with long-term goals. By focusing on sustainability, innovation, and customer engagement, Treads is well-positioned to enhance its market presence while maintaining a commitment to environmental responsibility. The company's emphasis on continuous evaluation and adaptation ensures that it remains competitive in the evolving footwear market

**Required:**

- a) Imagine you are a consultant for a fictional retail company, "Trends" which specializes in eco-friendly fashion. The company has experienced declining sales and increased competition in recent years. The company's leadership has decided to undergo a strategy formulation process to revitalize its brand and market position. Outline the key steps involved in the strategy formulation process that Trends should undertake. **((10 Marks)**
- b) Differentiate between Corporate Strategies and Functional Strategy. **(10 marks)**
- c) Clearly elucidate four corporate values that would be very ideal for the success of the new strategy. **(10 Marks)**

**QUESTION TWO**

A business consultant has been hired to help a company streamline its operations and improve profitability. During the analysis, you uncover several unethical practices, including potential violations of labour laws, inaccurate financial reporting, and conflicts of interest involving senior management.

- a) Identify and explain three major ethical issues that you, as a business consultant, might encounter in this scenario. Discuss the potential consequences of each issue on the company and its stakeholders. **(6 marks)**
- b) If you discover conflicts of interest involving senior management, how should you approach the situation ethically? Identify three strategies you would use to address conflicts of interest while maintaining professional ethics and protecting the interests of all parties involved. **(4 marks)**

### QUESTION THREE

- a) A business consulting firm that has been hired to assist a company in expanding its operations internationally. The firm claims to have a proven track record of helping businesses in similar industries and emphasizes its ability to deliver customized strategies. You have access to several documents outlining the consultancy's history, case studies, client testimonials, and their methodologies. Based on the information provided, identify and explain three key characteristics that make a consultancy firm effective in achieving its clients' goals. **(6 marks)**
- b) Discuss the significance of consultancy proposal in Business Enterprise **(4 Marks)**

### QUESTION FOUR

- a) A medium sized business is looking for a consultant to streamline its operations; you have been hired as a business consultant by a medium-sized company that is facing difficulties in managing its internal operations. The company is experiencing delays in project

execution, a lack of clear ownership of tasks, and inefficient resource allocation. Based on the provided documents, identify and discuss three key problems related to task distribution within the organization that may be contributing to the inefficiencies in project execution. Be sure to explain the impact of each problem on overall business operations. **(6 marks)**

- b) After identifying the issues, propose three specific goals that should be set to address the task distribution problems within the company. Each goal should be linked to an actionable outcome that will help improve the organization's efficiency and project delivery. Discuss how these goals will align with the company's broader objectives. **(4 marks)**

## QUESTION FIVE

As a business consultant hired to assist a company in executing a complex service contract with a new vendor for a critical project. The contract involves several parties, outlines multiple deliverables, and spans a period of 18 months. The contract has been agreed upon, and now you are tasked with ensuring that the execution phase proceeds smoothly, stays within scope, and meets all agreed-upon terms. You have access to the contract documents, project timelines, and the agreed-upon key performance indicators (KPIs).

- a) If issues arise during the contract execution, how would you manage disputes and necessary contract modifications? Identify three actions you would take to resolve these issues and ensure that the contract remains on track. **(5 marks)**
- b) During the execution of the contract, how would you monitor and ensure compliance with the terms outlined in the contract? Discuss three methods you would use to track performance, adherence to deadlines, and delivery of the agreed-upon services.

**(5 marks)**

**QUESTION SIX**

- a)** Having been in business counselling for over 10 year, lately new issues relating to business counselling seem to be emerging. Discuss four of these issues that have recently become common in your field. **(5 Marks)**
- b)** Discuss five reasons why a business person may need a the services of a Business Councillor **(5 marks)**