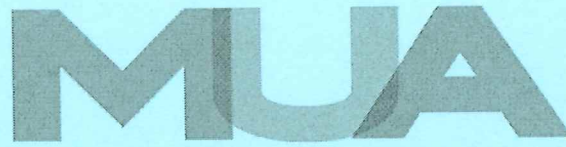


The
Management
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UNDERGRADUATE UNIVERSITY EXAMINATIONS

SCHOOL OF MANAGEMENT AND LEADERSHIP

DEGREE OF BACHELOR OF MANAGEMENT AND LEADERSHIP

BML400/UCU400/BDS404/

BDS406/BDS408/BDS410: PRACTICE OF CONSULTING IN MANAGEMENT

DATE: 27TH MARCH 2023

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 carefully and answer the questions that follow

NAKITENDE NATIONAL HEALTH MAINTENANCE ORGANIZATION

The head of training in Nakitende National health maintenance organization (NHMO) received a request from the director of one of its member organizations Nakasero Health Facility (CHF)—for an ambitious program that would train Nakasero Health Facility employees to undertake a major organizational transformation. The transformation proposed by the director would radically redefine the goals and mission of Nakasero Health Facility. Moreover, it would alter Nakasero Health Facility's patient characteristics, personnel, size, structure, and its relations with other health-care organizations. The director of Nakasero Health Facility was worried that his nursing staff and administrative employees would oppose the far-reaching changes he envisioned. Unconvinced that the training program was justified, the head of training in the Nakitende National health maintenance organization reached an agreement with the Nakasero Health Facility director to ask an independent consultant to assess the situation. After discussions between the consultant, the head of training, and the top managers at Nakasero Health Facility, all parties agreed to broaden the study goals to include assessment of the feasibility of the proposed transformation and the staff's readiness for the change. Training was to be considered as only one possible step that might facilitate the transformation. Over a period of three weeks, the consultant conducted in-depth interviews with Nakasero Health Facility three top managers and seven staff members who held positions of authority. In addition, he conducted focus group interviews with twelve lower-level staff members; made site visits; and examined data on Nakasero Health Facility's personnel, patient characteristics, and administration. The consultant analyzed and presented these data within the context of a guiding model of preconditions for strategic organizational change. This model drew concepts from research on open systems, organizational politics, and leadership for organizational transformation. The major diagnostic finding was that the transformation was both desirable and feasible, but accomplishing it would be

risky and difficult. In his report and oral feedback to the Nakasero Health Facility management and the Nakitende National health's director of training, the consultant conveyed these conclusions and some of the findings on which they were based. Moreover, the consultant recommended steps that the director of Nakasero Health Facility could take to overcome opposition and build support for the proposed transformation of Nakasero Health Facility and suggested ways of implementing the transformation. The report also recommended ways to improve organizational climate, enhance staffing procedures, and improve other aspects of organizational effectiveness with or without implementing the program to transform Nakasero Health Facility

Required

- a) Assess five data collections methods that Nakitende National Health Maintenance Organization would use when collecting data from Nakasero Health Facility staff. (10 Marks)
- b) Critique on the use of diagnosis phase in Organization Development and Change Management. (10 Marks)
- c) Evaluate five pitfalls to be avoided in using recorded data (5 marks)

QUESTION TWO

- a) Consulting takes many forms. Discuss any five forms that consulting takes today (5 Marks)
- b) All too often managers see opposition to change as being negative and those resisting change as troublemakers who need to be converted. Analyze Ten reasons why individuals resist change (10 Marks)

QUESTION THREE

- a) Ssendagala is a Human Resource consultant within the Human Resource Industry. Discuss any eight types of clients that he expects to deal with on a day-to-day basis. (8 Marks)

- b) Assess seven aspects of the consulting contract that are negotiated between the client and consultant. (7 Marks)

QUESTION FOUR

- a) Evaluate any five creative thinking methods that consultants can use for problem solving (10 Marks)
- b) Discuss the role of consultants during implementation. (5 marks)

QUESTION FIVE

Analyze seven Tactical guidelines for introducing changes in work methods (15 marks)

QUESTION SIX

- a) When evaluating a consultancy assignment, examine five key issues that should be focused on. (5 Marks)
- b) Successful consulting require the consultant and the client to nature and maintain a good working relationship throughout the duration of the consultancy. Examine the various pitfalls that a client should avoid in an effort to nature and maintain a good working relationship with the consultants. (10 Marks)