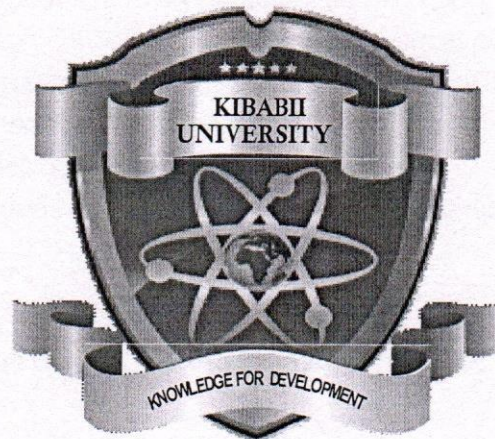


**KIBABII UNIVERSITY**



**UNIVERSITY EXAMINATIONS  
SPECIAL/SUPPLEMENTARY EXAMS**

**2016/2017 ACADEMIC YEAR**

**SECOND YEAR FIRST SEMESTER**

**FOR THE DEGREE OF MASTER OF SCIENCE IN  
HUMAN RESOURCE MANAGEMENT**

**COURSE CODE: HRM 821**

**COURSE TITLE: CONSULTANCY IN HRM**

**DATE: 14<sup>TH</sup> SEPTEMBER 2017**

**TIME: 8.00 - 11.00AM**

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**INSTRUCTIONS TO CANDIDATES**

- Answer question **ONE** (compulsory) and any other **THREE** questions
- Question **ONE** attracts **40 marks**
- Time allowed is **THREE** hours
- All other questions attract equal marks (**20 marks**)

### QUESTION ONE

- a) Briefly explain FOUR steps involved in the termination of a contract (8 marks)
- b) Explain the role of implementation phase in management consultancy (10 marks)
- c) Explain why it is important for a consultant to understand the culture of an organization before embarking on the contract (6 marks)
- d) Does change require leadership? Explain (6marks)
- e) Why should organizations take seriously the concept of change management? (10 marks)

### QUESTION TWO

- a) Identify and explain THREE (3) critical dimensions of the consultant–client relationship (12 marks)
- b) Enumerate and discuss any Four (4) consulting process models used in Human Resource Management Consultancy (10 marks)

### QUESTION THREE

- a) During a typical consulting intervention, the consultant and the client undertake a set of activities required for achieving the desired purposes and changes. These activities are normally known as “the consulting process”. This process has a clear beginning (the relationship is established and work starts) and end (the consultant departs). Between these two points the process can be subdivided into several phases, which helps both the consultant and the client to be systematic and methodical, proceeding from phase to phase, and from operation to operation. Briefly describe FIVE (5) Phases of the consulting process (10 marks)
- b) Customer engagement and life-cycle management consulting service helps you unlock the full value of your customers at every stage of their journey from acquisition to upsell through to repeat purchase and retention. Explain the FIVE (5) Consulting Engagement Life Cycle used in project consultancy of your own choice (10marks)

### QUESTION FOUR

- a) Write brief notes on “*Consulting as a temporary service*” (2 marks)

- b) The fields of knowledge embraced by management consulting relate to two critical dimensions of client organizations. Describe these **Two** critical dimensions **(8 marks)**
- c) Independence is a salient feature of consulting. A consultant must be in a position to make an unbiased assessment of any situation, tell the truth, and recommend frankly and objectively what the client organization needs to do without having any second thoughts on how this might affect the consultant's own interests. This detachment of the consultant has many facets and can be a tricky matter in certain cases. Discuss **FIVE** types of consultant's independence **(10 marks)**

#### **QUESTION FIVE**

- i). Consulting purposes can be looked at from several angles and described in various ways. Identify and explain the **FIVE** broad, or generic, purposes pursued by clients in using consultants, irrespective of the field of intervention and the specific intervention method used **(10 marks)**
- ii). Identify and briefly describe any **FIVE** consulting assistance to the management **(10 marks)**