



NAMIBIA UNIVERSITY
OF SCIENCE AND TECHNOLOGY
FACULTY OF COMMERCE, HUMAN SCIENCES AND EDUCATION
DEPARTMENT OF GOVERNANCE AND MANAGEMENT SCIENCES

QUALIFICATION: BACHELOR OF MANAGEMENT HONOURS	
QUALIFICATION CODE: 08BBMH	LEVEL: 8
COURSE CODE: MCG821S	COURSE NAME: MANAGEMENT CONSULTING
SESSION: NOVEMBER 2024	PAPER: 1
DURATION: 3 HOURS	MARKS: 100

FIRST OPPORTUNITY EXAMINATION QUESTION PAPER	
EXAMINER(S)	Ms O.N Kangandjo
MODERATOR:	Dr C van Zyl

THIS QUESTION PAPER CONSISTS OF 3 PAGES (Including this front page)

INSTRUCTIONS	
1.	Answer all questions .
2.	Read all the questions carefully before answering.
3.	Marks for each question are indicated at the end of each question.
4.	Please ensure your writing is legible, neat and presentable. Start each Question on a new page i.e Question 1 (new page).

PERMISSIBLE MATERIALS

1. Examination question paper
2. Examination answer sheet

Question 1

[59 Marks]

- 1.1 Most management consulting projects will involve gathering and analysing information and sharing findings with the organization. Identify the three informational roles of a consultant. (3)
- 1.2 Management consultant responsibilities are essential for management consultants to deliver value to their clients, maintain their professional reputation, comply with industry standards, and contribute to a positive societal impact. Discuss the economic, legal, moral, and discretionary responsibilities of a management consultant. (12)
- 1.3 List the six value addition platforms that a consultant provides to a client's business. (6)
- 1.4 Once a company has identified the country or countries offering the best potential, it has to decide how it will develop a marketplace presence. As a consultant, discuss the various market entry options that you will advise your clients to choose from. (10)
- 1.5 A problem has three facets that determine the way in which it will be understood and acted upon by managers. Discuss these three facets. (10)
- 1.6 To a consultant and a client business, a problem may be an opportunity the business could potentially exploit. However, the consultant needs to fully understand the nature of the problem by analysing it and discovering whether the client has correctly identified the problem and its root cause. Identify the stages consultants will employ in analysing the problem before they can start solving it. (8)
- 1.7 Workshops are a favourite tool of consultants. Discuss any five key factors that consultants should consider for a workshop to be successful. (10)

Question 2

[41 Marks]

“Afriart” is a mid-sized Namibian company that produces handcrafted jewellery and home decor. The company has successfully expanded to several African countries, setting up branches each with its own production and hiring local managers. However, “Afriart” has encountered issues with consistency in product quality and adherence to brand standards across different locations.

- 2.1 A consultant’s expertise must deliver value to the client organisation. By means of diagram illustrates the different phases of Greiner’s Organisational Growth Model with the different crisis experienced when an organisation is transitioning to the next stage. (15)
- a. Which stage of Greiner's model is Afriart currently in? (2)
 - b. What type of crisis is the company likely experiencing? (2)
 - c. You are hired as a consultant to provide a solution to this crisis, what steps would you advise or recommend the company to take to address these challenges to ensure consistent quality and brand integrity? (6)
 - d. As a consultant, disclose any two preliminary analysis techniques you would employ in analysing the challenges faced by Afriart? (2)
- 2.2 Your company Vision Consulting has been hired by Ehafo Logistics to help improve their supply chain efficiency. As part of the engagement, Ehafo Logistics has requested a project proposal and, upon completion, a final project report. Your task, as part of the consulting team, is to prepare the project proposal. You are thus required to present the **format of the project proposal** that will be submitted to Ehafo Logistics before the commencement of the project. (14)

END OF QUESTION PAPER