



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

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

THIS QUESTION PAPER CONSISTS OF 4 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 that 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**[5x2=10 Marks]**

Select the correct answer from the given options. Indicate the letter of the correct answer next to the corresponding question number in the given answer book.

- 1.1 What is the primary benefit of management consulting for client organisations?
- a. Obtaining a ready-to-implement solution for all business challenges
 - b. Gaining external validation for existing strategies
 - c. Accessing specialised expertise and fresh perspectives
 - d. Avoiding any changes to maintain the status quo
- 1.2 What is the primary objective of conducting a SWOT analysis in management consulting?
- a. To determine the profitability of the consulting firm
 - b. To evaluate potential risks and threats in the market
 - c. To assess the strengths, weaknesses, opportunities, and threats of the client organization
 - d. To compare the client organisation with competitors in the industry
- 1.3 Consultants usually take this role when clients have the capacity to contribute to solutions. For this reason, both parties share responsibility of the tasks.
- a. Coach role
 - b. Technical advisor role
 - c. Partner role
 - d. Modeler role
- 1.4 Which term refers to management consultants taking all responsibility about the tasks on behalf of the client, and they are the only party to take decisions of actions and expected to produce the best results for the client?
- a. Hands-on expert role
 - b. Experiential consulting
 - c. Advisory role
 - d. Implementation consulting
- 1.5 The following are business etiquette behavioral factors influencing business conduct except
- a. time
 - b. finance
 - c. body
 - d. entertainment

Question 2**[50 Marks]**

- 2.1 Decisional roles require a management consultant to identify a future direction for the organization, define the projects and strategic imperatives to take it there and resolve the crisis that may impede its progress. Identify the four decision roles of a consultant. (8)
- 2.2 A consultant must consider the firm's desire to expand internationally when helping clients with their overall strategy. Discuss at least five factors that encourage international operations. (10)
- 2.3 As a management consultant, you are tasked with helping a manufacturing company understand the competitive pressures it faces in the market. You are required to draw Michael Porter's five forces model. (10)
- 2.4 Meetings are an important tool in progressing projects, henceforth thought and preparation should go into setting up and running meetings properly. Elaborate on any six key considerations when organising meetings. (12)
- 2.5 Company XYZ is a mid-sized manufacturing company experiencing declining profitability and increasing competition. The company's management team is considering two options to address these challenges: hiring a management consultant or assigning an internal employee to lead a problem-solving initiative. Why would you advise company XYZ to rather hire a management consultant? (10)

Question 3

[40 Marks]

"AgriAllied" is a Zambian agribusiness company specialising in the production and distribution of agricultural inputs and machinery. To expand its market reach and enhance its product offerings, AgriAllied has entered into partnerships with several international firms. However, issues have arisen around trust and the alignment of goals, particularly concerning profit sharing and decision making processes.

3.1 A consultant's expertise must deliver value to the client organisation. By means of diagram illustrate 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. What stage of Greiner's model is AgriAllied in? (2)
- b. What specific crisis is the company facing? (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 build trust and ensure successful alliances (7)
- d. As a consultant, disclose any two preliminary analysis techniques you would employ in analysing the challenges faced by AgriAllied? (4)

3.2 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 report. You are thus required to present the **format of the project report** that will be submitted to Ehafo Logistics after the completion of the project. (10)

END OF QUESTION PAPER