



*(University of Choice)*

**MASINDE MULIRO UNIVERSITY OF SCIENCE AND  
TECHNOLOGY  
(MMUST)**

**MAIN CAMPUS**

**UNIVERSITY MAIN EXAMINATIONS**

**2021/2022 ACADEMIC YEAR**

**SECOND YEAR FIRST SEMESTER EXAMINATION**

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

**COURSE CODE: HRM 817**

**COURSE TITLE: CONSULTANCY IN HUMAN RESOURCE  
MANAGEMENT**

**DATE: WEDNESDAY, 27<sup>TH</sup> JULY 2022      TIME: 2:00 - 5:00PM**

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**INSTRUCTIONS TO CANDIDATES**

Answer question **ONE** and any other **THREE** questions

**TIME: 3 HOURS**

MMUST observes **ZERO** tolerance to examination cheating

This Paper Consists of 4 Printed Pages. Please Turn Over.

### **QUESTION ONE (COMPULSORY) (40 MARKS)**

For quite some time, the management of Unga Processors Ltd. has been forced into getting bank overdrafts to remain afloat. This is despite having a progressive strategic plan that provided a projection of a positive outlook of the firm in five years. The Board of Directors of the firm, in evaluating the firm's annual performance, has noted a decrease in sales of their products, an increase in work place accidents, an unprecedented level of exits of staff and a rise in product spoilage. This is despite the firm investing in state of the art machinery and acquiring several distribution outlets. Competing firms seem to be expanding their markets share which has been attributed to their employees' commitment. For Unga Processors, their employees always report to work as scheduled and perform their normal tasks. However, there seems to be disquiet among them, a factor that has made the Board of directors to get concerned and seek your help, given your profile as a HR professional.

#### **Required**

- a) Being an Advisor from outside Unga processors Ltd., discuss the merits of the Board of directors seeking your services (10 marks).
- b) Discuss the procedure you will undertake the exercise (10 marks)
- c) Critically examine the competencies that the Board of Directors expects you to possess so as to successfully undertake the exercise (10 marks)
- d) At the end of the exercise, the Board of Directors expects a report from you. Discuss the structure of such a report (10 marks)

### **QUESTION TWO**

- a) Many HR consultancy undertakings that involve instituting changes in organizational systems encounter resistance. Critically examine why such undertakings may be resisted by individuals in the organizations (10 marks)
- b) "A client has no role in a consultancy exercise. Once the services of a consultant are procured, his role is to await results". Validate this assertion. (10 marks)

### **QUESTION THREE**

- a) A client may be unsure of areas to focus on in improving how she/he manages her/his human resources. Examine potential areas that the consultant may focus on in advising the client to improve on in his/her management of human resources (10 marks)
- b) Discuss the challenges facing the Human Resource consultancy practice in Kenya (10 marks)

### **QUESTION FOUR**

- a) A Human Resource Management consultants' business growth is dependent on his/her marketing's strategies. Advise an upcoming consultant how this can be achieved. (10 marks)
- b) Evaluate ethical issues that are to be considered by consultants in their undertakings. Support your arguments with relevant examples (10 marks)

### **QUESTION FIVE**

- a) It is of prime importance for HR professionals to ensure that they have a contract before undertaking a consultancy exercise. Briefly explain why this should be the case (5 marks)
- b) "Human Resource Management is an occupation and not a profession. As a result, HR practitioners should not undertake consultancy services." Argued Dr. Majivuno during a management seminar. Discuss (15 marks)

