



(University of Choice)

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

**UNIVERSITY EXAMINATIONS
2022/2023 ACADEMIC YEAR**

**FOURTH YEAR FIRST SEMESTER EXAMINATIONS
FOR THE DEGREE OF BACHELOR OF COMMERCE**

COURSE CODE: BCB 414

**COURSE TITLE: BUSINESS COUNSELLING AND
CONSULTANCY**

DATE: THURSDAY, 22ND/12/2022 TIME: 8:00-10:00AM

INSTRUCTIONS TO CANDIDATES

1. The Paper Contains TWO Sections: Sections A and B
2. Answer **ALL** Questions in Section A and Any **TWO** Questions in Section B in the Answer Booklet Provided
3. Diagrams and Graphs should be clearly illustrated.

TIME: 2 HOURS

MMUST observes ZERO tolerance to examination cheating

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

SECTION A: COMPULSORY (30 MARKS)*(Answer ALL Questions from this Section)***QUESTION ONE: CASE**

Read the following case and then answer the questions below:

Luke Skurman and College Prowler

It was 5 O'clock on a crisp October morning and Luke Skurman was wide awake on the edge and restless. It was not the first time he had awoken that way. His company, college Prowler, was stuck in a revenue rut, and after months of mulling the problem, he felt that radical changes were needed. Skurman tossed and turned a bit more, then dragged himself out of bed and headed to a nearby Starbucks, hoping that a change of scenery and a strong cup of coffee might jump-start some creative thinking. As Skurman sipped his coffee, he made a list of the reasons he had started College Prowler. First, he wanted to create great content about colleges and universities. He also sought to help as many people as possible make the right college choices. Finally, he wanted Colleges Prowler to be financially successful. Looking over the list, Skurman came to a bitter conclusion. He had succeeded at the first goal but failed at the other two.

The only glimmer of hope was an idea he had been pondering to change the business revenue model. For the third time, Skurman founded College Prowler in 2002, after graduating from Carnegie Mellon University. His idea was to create college guides written entirely by the students. "When I was in High School, I was obsessed with finding the perfect college." Skurman says "I used every resource imaginable. But I still did not feel like I know what the kids were like, or anything about the food, and the dorms." So, he decided to give prospective collegiates the real inside skinny.

Students' authors would distribute surveys to their peers, who would rate their school on a variety of criteria- including academics dorms, and food, as well as Greek life, the drug scene, and (of course) the hotness of the girls and boys. In the spring of his Senior year, Skurman wrote a business plan and a 37-page prototype for Clark University and ensured Ernst and Young's Enterprise creation competition. He was chosen as a national finalist.

QUESTIONS

- a) With reasons, do you think Skurman requires services of consultants (10 marks)
- b) What were the likely reasons for the failure by Skurman to achieving to the two objectives and suggest the likely measures to enhance success in the objectives (10 marks)
- c) There are many consultancy pricing models employed by modern consultants. Identify any of them and exhaustively discuss them highlighting their advantages and disadvantages (10 marks)

SECTION B (40 MARKS)

(Answer Any TWO Questions from this Section)

QUESTION TWO

- a) Imagine that you are a consultant, and a potential client has just requested you to draft a letter of agreement to serve as the basis of engagement in a consultancy assignment. What items will you be sure to include in this document (10 marks)
- b) Business consultants behave in the same way as other professions do looking for new markets and opportunities and aiming to satisfy their clients' demand for new, innovative, and complementary services. Identify factors that influence Consultants to outsource their services (10 marks)

QUESTION THREE

- a) The very first role of business consultants is to provide clients with a reassuring sense of control aiming to reduce the uncertainty existing within the Organization. There are different schools of thought regarding the role of business consultants. Discuss at least roles of consultants (10 marks)
- b) What separates consultant from expert is perspective and the ability to channel a company's inherent means to achieve a realistic goal. The methodology that the consultant employs to accomplish the goal can be simplified into various stages. Identify these stages (10 marks)

QUESTION FOUR

- a) Consultants bring a much-required objectivity, knowledge, or innovative approach to organizations, augmenting and supplementing the teams within that organization. Discuss the purposes of hiring consultants (10 marks)
- b) 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. Identify and explain the first steps in the consulting process (10 marks)

QUESTION FIVE

- a) Consulting also has its own special training and development requirements that are additional to whatever a new consultant may have learned at university, at business school, and in former jobs. There are four main reasons for this. Discuss these reasons (12 marks)
- b) The consulting profession should have an excellent educational background and have several years of practical experience. Identify areas of consultant knowledge and skills (08 marks)