

BINDURA UNDIIESIVERSITY OF SCIENCE EDUCATION

FACULTY OF COMMERCE

APR 2025

DEPARTMENT OF MARKETING

PROGRAMME: BACHELOR OF COMMERCE HONOURS

DEGREE IN MARKETING

CONSULTANCY

BS457

TIME: 3 HOURS 15 MINUTES

INSTRUCTIONS TO CANDIDATES

1. Answer **QUESTION ONE (COMPULSORY)** and any other **THREE** questions.
2. Question one carries 40 marks and any other three questions carry 20 marks each.
3. Start each question on a new page.
4. NO cell phones are allowed in the examination room.
5. Credit will be given for use of relevant examples.

QUESTION ONE (COMPULSORY)

Read the case study and answer the following questions.

Japanese culture and management consulting

Japanese culture which is a historical growth of indigenous culture with the medieval influence of Chinese culture and the modern influence of Western culture has created a unique approach to management. Two of key characteristics have strongly influence business management in Japan.

These include group orientation and long term orientation. On group orientation, the values, attitudes and behaviours of managers and workers are oriented towards the interest of the group they belong. The basic principle is that the personal interest of the group must be served first. In the Japanese context, the nation and the individual company are the two groups with both managers and employees identify most closely. On the long term orientation, Japanese managers and workers view their work as well as their life in general from a long term perspective and act accordingly. Time is money to them, too primarily in the sense that the more time is spent on a plan for an activity, the greater the result of its implementation is likely to be. Typically, a Japanese employee makes work decisions on the basis of a lifetime career with the organisation where he or she is employed.

Only those management techniques- be they techniques for decision making, problem solving, leadership, motivation, communication, negotiation or change-which have met these two characteristics of Japanese culture have been successfully transferred from Western culture. Now that consultants and managers worldwide are trying to reverse the historical flow and transfer Japanese management techniques to their own work environment, these characteristics are becoming critical in judging the appropriateness of such a transfer and organizing the environment for the transfer.

An additional complexity in such a transfer is the nature of Japanese language which as compared with Western languages is rich in context(high context), reflecting the nature of its cultural foundations. Therefore, particular care must be taken in correctly interpreting not only the cultural meaning but also the linguistic meaning of Japanese techniques.

As a nation is becoming affluent and international, Japanese culture is undergoing changes that go all the way down to its basic characteristics. The change is already visible with the younger generation, whose attitudes and behaviours are conspicuously less group oriented and less long-term than those of their seniors. These changes are likely to lead to significant modifications of the Japanese management techniques in the coming decades.

(Source: Eiji Mizutani (2017) "Japanese culture and management consulting",)

- a) With reference to the case study, define the term 'Japanese culture'. (5)
- b) With reference to the case study, comment on the dynamics of Japanese culture. (15)
- c) Evaluate the impact of Japanese culture on consultancy and management as in the case study. (20)

[40 MARKS]

QUESTION TWO

Summarise the two dimensions of consulting using relevant examples.

[20 MARKS]

QUESTION THREE

Discuss counselling as a tool of consultancy giving relevant examples.

[20 MARKS]

QUESTION FOUR

Explain the business process re-engineering giving relevant examples.

[20 MARKS]

QUESTION FIVE

'Collaboration between the client and the consultant is the golden rule'. Discuss. [20 MARKS]

QUESTION SIX

Analyse in detail the action planning stage of a consulting process [20 MARKS]

THE END