

BINDURA UNDIESIVERSITY OF SCIENCE EDUCATION

FACULTY OF COMMERCE

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.

The consulting process

In a manufacturing enterprise, production records and observations have indicated that an important share of productive capacity is wasted owing to machine breakdown and stoppages. Waiting for the arrival of qualified repair workers has been given as a cause of the length of stoppages- in fact the maintenance service is physically centralised in one place and organised in

one unit reporting to the production and operations manager, although the enterprise has a number of workshops located in various parts of a vast urban area. The consultant is tempted to suggest that a decentralized organisation of maintenance (eg a repair worker in every in every shop, or several maintenance centres each located close to a group of shops). In this connection, the consultant gives consideration, among other things, to repair workers' waiting time, since decentralization would increase their number and full use of their time could not be guaranteed. The next step reveals that the production manager is opposed to the decentralization of technical support services and generally prefers centralization. For a while, the consultant is tempted to this attitude as a major obstacle to solving the problem. But he hits on the idea of re-examining of the technical causes of machine stoppages and the attitudes of workers to machine breakdown. He collects more data and discovers that the wages of machine operators are not related to the effective working time of the machines. He also finds that most stoppages are caused by minor faults, and that the operators could easily be trained to remove certain defects themselves. In his proposals the consultant finally concentrates on changes in the wages system in order to motivate workers to keep machine stoppages to a minimum, on training operatives in minor machine maintenance and repairs, and on some adjustments in the functions of the central maintenance service.

(Source: Millan Kubr, (1996) "Management consulting",)

- a) With reference to the case study, state the problem faced by the organisation. (6)
- b) State the purpose of the consultancy as in the case study. (6)
- c) With reference to the case study, which two stages of the consulting process are covered? (8)
- d) Comment on the actions of the consultant in trying to solve the problem. (20)

[40 MARKS]

QUESTION TWO

Justify why consultants are used by organisations or individuals.

[20 MARKS]

QUESTION THREE

Summarise any 5 principal ways how consultants can be used.

[20 MARKS]

QUESTION FOUR

‘Consultancy is closely linked to training and research.’ Discuss. **[20 MARKS]**

QUESTION FIVE

EvaluateDiscuss in detail the diagnosis stage of a consulting process. **[20 MARKS]**

QUESTION SIX

- a) Define the term benchmarking in consultancy. (5)
 - b) Discuss the steps of benchmarking in consultancy giving relevant examples. (15)
- [20 MARKS]**

THE END