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**GARISSA UNIVERSITY**

**UNIVERSITY EXAMINATION 2020/2021 ACADEMIC YEAR FOUR**

**SECOND SEMESTER EXAMINATION**

**SCHOOL OF BUSINESS AND ECONOMICS**

**FOR THE DEGREE OF BACHELOR OF BUSINESS MANAGEMENT**

**COURSE CODE: BBM 406**

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

**EXAMINATION DURATION: 2 HOURS**

**DATE: 04/04/2021 TIME: 09.00-11.00 AM**

**INSTRUCTION TO CANDIDATES**

* **The examination has FIVE (5) questions**
* **Question ONE (1) is COMPULSORY**
* **Choose any other TWO (2) questions from the remaining FOUR (4) questions**
* **Use sketch diagrams to illustrate your answer whenever necessary**
* **Do not carry mobile phones or any other written materials in examination room**
* **Do not write on this paper**

**This paper consists of THREE (3) printed pages *please turn over***

**QUESTION ONE (COMPULSORY)**

**Read the case study and answer the questions that follow**

Kipepeo social network is a Non- Governmental Organization (NGO) based in Nairobi County. The organization was formed eleven years ago in response to increased cases of domestic violence in many households. Its head office is currently situated at Mazingira Plaza, along Pendeza Road and its main source of funding has been the donor community, well-wishers and corporations. Its mandate also includes promotion of the welfare of the marginalized and the minority groups in the society through affirmative action. Diversity management and servant leadership are core values of the business practice. Commitment to provision of excellent service while observing the core value has been the NGO’s driving force. Its success has been driven by meaningful interaction with the clients, which has in turn produced synergy that has enhanced the relationship between the clients and the organization.

In line with the growth, various departments were established in multiple offices, but the central control of the operations was restricted at the headquarters. Among the departments that were established included Human Resource, Finance, Research and Development. However, in setting up the Human Resource Department at the head office, fundamental process consideration and the impact of strategic human resource management on the NGO’s performance were not taken into consideration. Key corporate issues in human resource development in addition to strategic management of change were overlooked. The hiring process for the post of the Human Resource Director was not carried out competitively as he was handpicked by one of the donors. During the appointment of the director, behavioral and technical competencies were overlooked.

Upon his recruitment, the Human Resource Director embarked on a recruitment exercise to fill the various vacant positions in disregard of the specifications made by the line managers and the advice of the top executive. As a result, merit rating was not observed; some employees were irregularly recruited while some positions were created to suit the Director’s vested interests. With time, coupled with the challenge of a bloated and incompetent work force, the quality of service delivery, ethical standards and customer satisfaction deterioration. The NGO’s financial base weakened following the withdrawal of major donors. This led to deterioration of the service delivery as revealed by audited published accounts. In short while, a number of regional branches were grounded and complaints that ranged from poor human relations to abuses of office by the Human Resource Director were reported at the head office.

The financiers and donors expressed their concern and contemplated to withdraw their support. However, in consideration of the plight of the beneficiaries, they pledged to continue supporting the organization on condition that transparency and accountability would be restored. They advised the management to put in place specific human resource strategies that would help to revamp the organization. Further, they emphasized the need to set a clearly defined organizational structure as a road map aimed at engaging and partnering with the community. In a meeting held to address the challenges, the management in consultation with the financiers resolved to engage the service of expatriate consultants limited as a strategic business partner.

The consultant’s core mandate was to design an appropriate organizational structure and evaluate the challenges facing the organization which in turn affected service delivery. In reference to the findings, the consultant pointed out that the human resource strategies in place were not aligned with the overall corporate strategy. In a report presented before the board, the consultant advised the management to refocus on integrating the human resource policies and practices with the business strategy and assess the general business environment before the implementation of the new human resource strategy. In response, the management initiated activities aimed at enhancing service delivery and among the initiatives included: fundamental process considerations before the implementation of human resource strategies and

evaluation of effectiveness of such strategies. Further, the management prompted all the employees in the human resource department including the Human Resource Director to undertake a professional certification programme for the purpose of enhancing the competencies. In additional, the management carried out a vetting exercise of all the employees and the report finding were tabled before the board within the next 14 days.

1. Name four departments that were established in kipepeo network a Non- Governmental Organization (NGO). (4 marks)
2. Highlight the key corporate issues in human resource development that were overlooked while setting up the head office of NGO. (10 marks)
3. Discuss the conditions given by financiers and donors to the NGO to guarantee their continued support. (10 marks)
4. State the findings of the consultant to kipepeo network problems. (6 marks)

**QUESTION TWO**

1. Discuss five core HR Consultancy areas in Human Resource. (10 marks)
2. Describe the qualities of consultants. (10 marks)

**QUESTION THREE**

1. Explain the skills employed by consultants in dischargingtheir duties. (10 marks)
2. Explain five characteristics of professional consultants. (10 marks)

**QUESTION FOUR**

1. Describe the job duties of Human Resource consultants. (8 marks)
2. Explain the competencies of Today HR consultants. (12 marks)

**QUESTION FIVE**

1. Describe the process of consulting. (10 marks)
2. Explain the key components of a consultancy proposal. (10 marks)