



# MERU UNIVERSITY OF SCIENCE AND TECHNOLOGY

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## University Examinations 2023/2024

FOURTH YEAR SECOND SEMESTER EXAMINATION FOR THE DEGREE OF  
BACHELOR OF SCIENCE IN HUMAN RESOURCE MANAGEMENT

### BBR 3452: HR CONSULTANCY

DATE: APRIL 2024

TIME: 2 HOURS

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INSTRUCTIONS: Answer question *one* and any other *two* questions

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#### QUESTION ONE (30 MARKS)

- a) One of the aims of recruiting consultants is to improve performance in employee engagement and retention. describe the key essential skills of an effective HR consultant in this field (10 marks)
- b) Discuss the main advantages of using external HR consultants for an organization today (10 marks)
- c) Discuss possible reasons that may lead to failure of client-consultant relationship while trying to advance investments and HR technology (10 marks)

#### QUESTION TWO (20 MARKS)

- a) You have been hired to design and manage compensation programs related to basic salary, bonuses, and stock plans, building of salary structures, bonus plans and stock plans for clients. Discuss the essential qualities you need to demonstrate as top class consultant in handling this assignment (10 marks)

- b) As part of promoting a fair business culture, Organizations hire the services of management consultants for a number of reasons. Discuss the need for consultancy services in business organizations today (10 marks)

**QUESTION THREE (20 MARKS)**

- a) Consultants are useful in causing change in the organizations of their client. They usually experience resistance to change they desire in the organization. Describe various barriers to change as may be experienced by such consultants in managing organizational change (10 marks)
- b) Discuss the key factors to consider when choosing a business consulting company (10 marks)

**QUESTION FOUR (20 MARKS)**

- a) Describe clearly the distinct roles that are likely to be played by consultants and their clients in dealing with retirement programs (10 marks)
- b) Evaluate key areas of business that expatriate consultants provide their consultancy services in (10 marks)

**QUESTION FIVE (20 MARKS)**

- a) Using mergers and acquisition practice as a basis, describe elaborately the parts of a client-consultant contract (10 marks)
- b) You have been identified by a business consortium to offer HR consultancy services in the HR technology field. Briefly discuss any 5 key methods of obtaining data in this assignment (10 marks)