



UGANDA MANAGEMENT INSTITUTE

POSTGRADUATE DIPLOMA IN MONITORING AND
EVALUATION (DME) K'LA; MRA; GULU, MBL: (WKD) DME DL V:

SECOND SEMESTER EXAMS 2015/2016

MODULE: CONSULTANCY SKILLS DEVELOPMENT (E)

Date: Friday 7 October 2016

Time: 09.00 AM – 12.00 NOON

INSTRUCTIONS

1. Answer **FOUR** Questions.
2. Question **ONE** of Section A is compulsory and carries 40 marks.
3. Answer any other **THREE** Questions from Section **B**. Each question carries **20 marks**.
4. Write clearly and legibly.
5. **Do not** write anything on the question paper.
6. **Do not** take Mobile Phones into the examination room.
7. Follow the instructions of the examination supervisor.
8. Indicate questions answered on the Answer Sheet in the column of Questions.

This paper consists of 4 printed pages

-GOOD LUCK-

SECTION A:**COMPULSORY****40 MARKS****QUESTION ONE**

According to Matt Baumann, consultancy is about *“taking ownership of an organisation’s problems and using research and logic to develop possible options for a way forward.”* Jane Ridley indicates that it is about *“giving solutions to the problems that companies have.”* Being guided by these definitions and using your expertise as a consultant, discuss:

- a) How you can establish a consultancy firm. **(8 Marks)**
- b) The classifications you would consider in setting up a consultancy firm. **(8 Marks)**
- c) The significance of supervising the consultancy process **(8 Marks)**
- d) The possible types of consultants you would recruit for your firm **(8Marks)**
- e) The typical consultant profile you would look for **(8 Marks)**

SECTION B: ANSWER ANY THREE QUESTIONS FROM THIS SECTION**QUESTION TWO**

Effective consultancy work is achieved by applying several consultancy tools among which are those listed below. Pick any four of your choice and discuss them using suitable examples. **(20 marks)**

- i. SWOT Analysis
- ii. Porters Five Forces
- iii. Value Chain Analysis
- iv. Ansoff Matrix
- v. PESTEL

QUESTION THREE

- a) In the New Vision of Thursday 11th August Agakhan, Foundation called for proposals for consultants to undertake an end line survey of the SESEA project. The consultant should undertake the following tasks
 - Determine the extent to which the ultimate and intermediate outcomes have improved from those observed at the baseline
 - Determine if outcomes can be attributed to the SASEA project.

Required:

- a) As a consultant provide a technical interpretation of what this assignment requires you to do. **(10 Marks)**
- b) As a consultant what would you include in an inception report in preparation of undertaking this assignment **(10 Marks)**

QUESTION FOUR

In a recent assessment of students' academic performance in classes at UMI, consultants noted that students no longer concentrate in lectures, they spend a lot of time on social media, miss lectures, and don't even participate in discussions during lectures. The matter was presented to top management and it was resolved that a consultant be hired to develop a strategy that will guide the Institute in addressing the problem.

Required:

As a Consultant identified by the UMI, develop the Terms of Reference that will be used to engage the services of a competent consult to undertake the above task. **(20 Marks)**

QUESTION FIVE

Africa Women's Development Fund (AWDF) as a funding agency for most small CBOs and NGOs involved in women's rights, health, women economic empowered, peace building and conflict management in Africa has embarked on participatory terminal evaluations programs for all their partners in Uganda. To ensure that there is proper implementation of their evaluation, the management at AWDF has issued a call for proposals from individual consultants who will be pivotal in ensuring that the key programs that have been implemented will also be evaluated for change and impact accordingly.

As a budding Consultant in Impact Assessment and other disciplines, and since you have studied Consultancy Skills Development at UMI;

- a). Assess the current Consulting environment, and use the various consultancy tools that are critical for the success of consulting engagements, with reference to the above program at Uganda Development Initiative, **(10 marks)**

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- b) Draw your own Competency Framework to show how you understand the sector, and create a linkage between your own Ethics, Consulting expertise and the evaluation of impact sector in Uganda for the AWDF Management. **(10 marks)**

QUESTION SIX

Using Mick Cope's 7Cs of Consulting model prepare a customized consultant's blueprint. **(20 Marks)**

END