



# **KIBABII UNIVERSITY COLLEGE (KIBUCO)**

## **MAIN CAMPUS**

**UNIVERSITY EXAMINATIONS  
2014 /2015 ACADEMIC YEAR**

**THIRD YEAR FIRST SEMESTER EXAMINATIONS**

**MAIN EXAMINATION**

**MASTERS DEGREE**

**IN**

**BUSINESS ADMINISTRATION**

**COURSE CODE: MBA 821**

**COURSE TITLE: ADVANCED FINANCIAL ACCOUNTING**

**DATE: 18<sup>TH</sup> DECEMBER, 2014**

**TIME: 5.00-9.00 P.M**

---

**INSTRUCTIONS TO CANDIDATES:**

Answer Question ONE and any other Two Questions

TIME: 2 Hours

Kibabii as a young University in Kenya has now been chartered as a fully fledged university; previously it was a constituent college of Masinde Muliro University. On assuming the full university status, the university address and strategic plan was retained with minor changes. In support for high take off, a number of development projects have been done through consultancy especially construction works. There have not been consultancy assignments in management yet as the university has kept rolling out the operational procedures and administrative functions traditional with public universities.

Kibabii as other public universities in the new higher education environment is faced with competition and its growth will be pegged on sound management systems and procedures that may be at variant with the traditional system. There will be need to restructure the organization to focus on efficient and effective systems by considering the optimum human capital requirements. Evaluate the jobs, do a job analysis, redesign jobs and rework the reward structure. Other areas to consider for consultancy will include marketing, finance and operations.

Unlike other organizations that may fully depend on external consultants, Kibabii University is endowed with multidisciplinary experts that form a consortium for consultants as internal ones. It is from this background that the vice chancellor has attempted to convince the senate and university council to approve for the services of external consultants for the university. The discussions are ongoing a mid stiff opposition from conservatives.

- (a) Define management consultancy. (10 marks)
- (b) Why has public Universities historically not utilized the services of management consultants? (4 marks)
- (c) Make a logical argument why Kibabii University will need the services of management consultants now? (8 marks)
- (d) What areas of consultancy in human resource do you advise the university to consider (8 marks)
- (e) Draft a request for Proposal (RPF) for interested Human Resource Management consultants for Kibabii Univeristy. (10 marks)

**Question two**

- (a) Explain the concepts below used in consultancy and the rights of the persons therein whenever there are consultancy engagement.
  - (i) Client
  - (ii) Sponsor
  - (iii) Consultant
  - (iv) Client organization (8 marks)

- (b) Make a brief costing for consultancy assignment indicating all the items that constitute a total cost for consultancy in the case of the RFP in question one assuming that you went a head and prepared a proposal for it. (7 marks)

**Question three**

Discuss the items you will consider in drafting a winning proposal for an entrepreneur in Business Counseling and Consultancy. (15 marks)

**Question four**

Make a critical discussion on the statement “consultants are unnecessary’ both on the positive and negative perspective. (15 marks)

**Question five**

- (a) What problems do consultants face and advise on how they can go about them. (5 marks)  
(b) Draft a management consultant contract for the proposal that arise in question one should the client offer the job to your firm. (10 marks)