THE OPEN UNIVERSITY OF SRI LANKA

MASTER OF BUSINESS ADMINISTRATION IN HUMAN RESOURCE MANAGEMENT PROGRAMME

FINAL EXAMINATION – 2024

HRPA348/MSPA348/MCP2258 - MANAGEMENT CONSULTANCY SKILLS

DURATION – THREE (03) HOURS

TIME: 01.30 PM TO 04.30 PM **DATE: 10/08/2024**

No. of Questions: 07 No. of Pages: 02

Instructions: Answer any Five (05) questions, All questions carry equal marks.
Please note that illegible handwriting will result in loss of marks.

(1) Imagine that you have been appointed as a Management Consultant for a detailed HR study and come up with a Management Report for the Board of Directors on the study.

(a) Explain the key areas that you would cover in the Management Report. **(10 marks)**

(b) Explain the key HR functions you will investigate in the above study. **(10 Marks)**

(2) In relation to a Management Consultant's Role, there are two major responsibilities to fulfill

(i) Submission of a Management Proposal.

(ii) Submission of final Consultancy Report.

(a)Briefly Explain the key components / areas you may cover on the above two reports as a prospective Management Consultant. **(10 Marks)**

(b) Citing appropriate examples explain different types of consultancies that are available for a Management Consultant to work in an organization. **(10 Marks)**

(3) Assume that you are presently working as the Director- HR in a private sector organization. If your CEO has given permission to invite an experienced HR consultant to conduct an overall Job Evaluation with the purpose of revamping the current Compensation structure. Explain the ways and means of using your HR consultancy knowledge to formulate the best criteria to select the most suitable HR Consultant for the above project.

(20 Marks)

(4) As you are aware, HR consultants must be equipped with the required consultancy skills to manage any HR consultancy successfully.

(a) Identify and explain the most essential skills that a successful consultant should possess.

(b) Provide an example of how each of the above skills can be applied in a real-world consultancy project? **(20 Marks)**

(5) As a professional consultant, it is essential to manage the given consultancy project as per all steps of the consultancy cycle. Explain in detail the steps in consultancy cycle. **(20 Marks)**

(6) Explain "ethics and professional conduct" in Management Consultancy. What are the challenges and repercussions that could be faced by both the Organization and the Management Consultant not adhering to the agreed Terms of Reference (TOR)? **(20 Marks)**

(7) Critically examine how a HR Consultant can add value to an organization in introducing best HR practices which are instrumental to boost business performance? **(20 Marks)**

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