



CS INTERMEDIATE LEVEL

RESEARCH, CONSULTANCY AND ADVISORY

THURSDAY: 4 August 2022. Afternoon paper.

Time Allowed: 3 hours.

Answer ALL questions. Marks allocated to each question are shown at the end of the question. Do NOT write anything on this paper.

**QUESTION ONE**

- (a) The purpose of survey investigations may be to provide scientifically gathered information to work as a basis for the researchers for their conclusions.

With reference to the above statement, identify seven basic facts of scientific investigations. (7 marks)

- (b) Explain eight challenges likely to be encountered by researchers in your country. (8 marks)

- (c) Summarise five points that must be observed while defining a research problem. (5 marks)

**(Total: 20 marks)**

**QUESTION TWO**

- (a) While developing a sampling design, the researcher must pay attention to some critical factors.

Discuss five of these factors. (5 marks)

- (b) Analyse the demerits of questionnaire method of data collection. (5 marks)

- (c) Outline four reasons for sampling during data collection. (4 marks)

- (d) Describe six steps involved in writing a research report. (6 marks)

**(Total: 20 marks)**

**QUESTION THREE**

- (a) In the diffusion of innovation theory, there are five categories of innovation adopters.

Highlight these categories. (5 marks)

- (b) A consultant must be independent to avoid conflict of interest while executing his duties.

Explain five ways through which the consultant might display this independence. (5 marks)

- (c) The Ishikawa diagram is used as a training facilitation tool in consultancies.

Discuss five benefits of using the tool. (5 marks)

- (d) Highlight five reasons which might lead to an organisation engaging an external consultant. (5 marks)

**(Total: 20 marks)**

**QUESTION FOUR**

- (a) Examine three possible reasons on why crisis arise in organisations in modern times. (3 marks)

- (b) Describe the **GROW** model as used in coaching. (4 marks)

- (c) Analyse four reasons that may trigger termination of a consulting engagement. (4 marks)

- (d) Explain five ways of boosting trust in an advisory engagement. (5 marks)

- (e) Explain the following:
- (i) Blake and Mouton's consultation theory. (2 marks)
  - (ii) Type I errors in hypothesis testing. (2 marks)
- (Total: 20 marks)**

**QUESTION FIVE**

- (a) Distinguish between "coaching" and "mentorship" using the following parameters:
- (i) Timeframe. (2 marks)
  - (ii) Focus. (2 marks)
  - (iii) Structure. (2 marks)
  - (iv) Expertise. (2 marks)
  - (v) Agenda. (2 marks)
- (b) During negotiations, conflicts may arise.  
Evaluate five strategies of conflict resolution. (5 marks)
- (c) Measuring of service quality relies on the customer's perception and this could be different from the expected service.  
With reference to the above statement, evaluate the main dimensions of determining service quality. (5 marks)
- (Total: 20 marks)**
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CS INTERMEDIATE LEVEL

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WEDNESDAY: 6 April 2022. Afternoon paper.

Time Allowed: 3 hours.

Answer ALL questions. Marks allocated to each question are shown at the end of the question. Do NOT write anything on this paper.

**QUESTION ONE**

- (a) Summarise four objectives of research. (4 marks)
- (b) In the context of group decision making, explain the six thinking hats technique as propositioned by Edward de Bono. (6 marks)
- (c) The interview method of collecting data involves presentation of oral-verbal stimuli and reply in terms of oral-verbal responses.

With reference to the above statement, discuss five merits of using the above method during data collection. (10 marks)  
**(Total: 20 marks)**

**QUESTION TWO**

- (a) With respect to research design, explain the term “confounded relationship”. (2 marks)
- (b) With regard to hypothesis testing, distinguish between ‘type I’ and ‘type II error’. (2 marks)
- (c) Outline six benefits of coaching at the workplace. (6 marks)
- (d) Evaluate five factors that could lead to systematic bias in research. (10 marks)  
**(Total: 20 marks)**

**QUESTION THREE**

- (a) Identify five activities involved in the diagnosis stage of the consultancy process. (5 marks)
- (b) Outline five research areas for accurate diagnosis of organisational problems according to Marvin Weisbord. (5 marks)
- (c) Explain six potential ethical problems that could arise from a consultancy undertaking. (6 marks)
- (d) In research, interpretation is essential for the simple reason that the usefulness and utility of research findings lie in proper interpretation.

With reference to the above statement, explain the importance of effective interpretation. (4 marks)  
**(Total: 20 marks)**

**QUESTION FOUR**

- (a) Summarise five persuasion skills that a consultant requires while engaging with a client. (5 marks)
- (b) Organisations in pursuit of resilience are increasingly hiring consultants to help them deal with the negative effects of Covid -19 pandemic. In order to have a framework for effective organisational resilience, there are certain principles that need to be adhered to.  
Outline five of these principles. (5 marks)
- (c) Summarise five characteristics of a good hypothesis. (10 marks)  
**(Total: 20 marks)**

**QUESTION FIVE**

- (a) Identify seven qualities of a good research. (7 marks)
  - (b) Analyse four competencies of a good advisor. (4 marks)
  - (c) Summarise five components of terms of reference in a consulting engagement. (5 marks)
  - (d) Outline four benefits of using search engine optimisation in marketing your consultancy services. (4 marks)
- (Total: 20 marks)**
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**CS INTERMEDIATE LEVEL**

**RESEARCH, CONSULTANCY AND ADVISORY**

**FRIDAY: 17 December 2021.**

**Time Allowed: 3 hours.**

**Answer ALL questions. Marks allocated to each question are shown at the end of each question.**

**QUESTION ONE**

- (a) (i) Explain the meaning of the term “consultant”. (2 marks)
- (ii) Discuss five roles played by consultants in an organisation. (10 marks)
- (b) The first step in the consulting and advisory process is the discovery phase.
- With reference to the above statement:
- (i) Explain the term “client discovery”. (2 marks)
- (ii) Summarise four categories of discovery techniques. (4 marks)
- (c) Explain the term “advisor”. (2 marks)
- (Total: 20 marks)**

**QUESTION TWO**

- (a) Examine five attributes necessary in building effective client-consultant relationships. (10 marks)
- (b) Explain the following facilitation tools and techniques:
- (i) Ice breaker. (2 marks)
- (ii) Energiser. (2 marks)
- (iii) Debrief. (2 marks)
- (c) Distinguish between “coaching” and “counselling”. (4 marks)
- (Total: 20 marks)**

**QUESTION THREE**

- (a) Discuss the following steps in the consulting process:
- (i) Entry and contracting. (2 marks)
- (ii) Feedback and action. (2 marks)
- (iii) Extension or closure. (2 marks)
- (b) Consultancy firms nowadays leverage on information technology to market professional services they offer.
- With reference to the above statement:
- (i) Explain the term “lead generation”. (2 marks)
- (ii) Assess five ways of driving traffic to a consultancy firm’s website. (10 marks)
- (c) With reference to pricing professional services, explain “value based method”. (2 marks)
- (Total: 20 marks)**

**QUESTION FOUR**

- (a) Examine five components of a research problem. (5 marks)
  - (b)
    - (i) Explain the term “research methodology”. (2 marks)
    - (ii) Analyse seven characteristics of the scientific method in research. (7 marks)
  - (c) With reference to determination of sample design, describe the following sampling methods:
    - (i) Systematic sampling. (2 marks)
    - (ii) Stratified sampling. (2 marks)
    - (iii) Cluster sampling. (2 marks)
- (Total: 20 marks)**

**QUESTION FIVE**

- (a) After considering research, a researcher is expected to write a report.  
  
With reference to the above statement, evaluate four parts in the main text of the report that should be included. (8 marks)
  - (b) Measurement should be precise and unambiguous in an ideal research study.  
  
In the context of measurement scales:
    - (i) Distinguish between “validity” and “reliability”. (4 marks)
    - (ii) Assess four sources of errors in measurement. (8 marks)
- (Total: 20 marks)**
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