



**CERTIFIED SECRETARIES (CS)**

**INTERMEDIATE LEVEL**

**RESEARCH, CONSULTANCY AND ADVISORY**

**TUESDAY: 21 April 2026. Afternoon Paper.**

**Time Allowed: 3 hours.**

**This paper consists of five (5) questions. 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**

Alpha Health Services (AHS) is a mid-sized health-service provider that has experienced inconsistent data reporting across branches, slow decision-making and staff resistance to changes introduced after previous advisory interventions. The Board has commissioned a combined research and consultancy assignment to identify root causes of the reporting weaknesses, propose a practical plan to strengthen governance and data-use for decision making and design a short coaching and facilitation sequence to increase local ownership of the new arrangements.

**Required:**

- (a) Explain **SIX** ways in which a mixed-method research design would be appropriate to diagnose the reporting weaknesses at AHS. (6 marks)
- (b) (i) As the lead consultant, recommend **THREE** evidence-based strategies to integrate the research findings into an advisory intervention that leads to sustained improvement in governance and data-use at AHS. (3 marks)
- (ii) For each strategy in b (i) above, identify **ONE** measurable indicator of success. (3 marks)
- (iii) The Board of AHS insists that any advisory intervention must include facilitation and coaching. Analyse **FOUR** facilitation techniques you would use in the initial change workshop. (8 marks)
- (Total: 20 marks)**

**QUESTION TWO**

- (a) Explain **FIVE** management challenges that could arise when managing a professional consulting firm. (5 marks)
- (b) With reference to research reporting, explain **FOUR** reasons why charts and graphical displays are used when presenting quantitative findings to managers. (4 marks)
- (c) A professional association has a membership of 12 000 composed of: Corporate 6 000; Public sector 3 600; Small-firm 2 400. Using proportionate stratified sampling, compute the number of respondents to select from each stratum if the desired total sample size is 600. (3 marks)
- (d) Describe the standard procedure for hypothesis testing in applied consultancy research. (8 marks)
- (Total: 20 marks)**

**QUESTION THREE**

- (a) Explain **FOUR** essential sections of a technical proposal for a consultancy assignment. (4 marks)
- (b) A consultancy firm has been invited to submit a tender for conducting a governance review.

**Required:**

- (i) Discuss **FOUR** pricing approaches the consultancy firm may use when submitting its tender. (4 marks)
  - (ii) For each approach in b (i) above, evaluate one limitation from the client’s perspective. (4 marks)
  - (c) Prepare a concise project implementation plan for a three-month consultancy assignment to introduce a new reporting framework. Show major activities by month, responsible roles, one key deliverable per activity and two appropriate KPIs. (8 marks)
- (Total: 20 marks)**

**QUESTION FOUR**

- (a) Analyse **FOUR** causes of dysfunctional group behaviour during facilitated workshops. (8 marks)
  - (b) You are engaged to deliver a six-session coaching programme for middle managers to improve governance practice. Design a monitoring and evaluation framework for the coaching, two outcome indicators, two output indicators, data sources, frequency of measurement and one approach to assess attribution of observed change to the coaching. (12 marks)
- (Total: 20 marks)**

**QUESTION FIVE**

- (a) Describe **TWO** ways how features of a conceptual framework assist in developing research hypotheses. (4 marks)
  - (b) A client wishes to test whether a short in-service training course increases compliance with a new procurement policy.  
**Required:**
    - (i) State the overall approach for the study. (2 marks)
    - (ii) Explain the sampling strategy for the study. (2 marks)
    - (iii) Sample size rationale for the study. (2 marks)
    - (iv) Two data collection methods for the study. (2 marks)
    - (v) Main data analysis techniques for the study. (2 marks)
  - (c) Evaluate **THREE** factors a consulting firm would consider when deciding to specialise or remain a generalist. (6 marks)
- (Total: 20 marks)**
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**CERTIFIED SECRETARIES (CS)**

**INTERMEDIATE LEVEL**

**RESEARCH, CONSULTANCY AND ADVISORY**

**TUESDAY: 2 December 2025. Afternoon Paper.**

**Time Allowed: 3 hours.**

**This paper consists of five (5) questions. Question one is a case study. 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**

**MONSON INSURANCE LTD. (MIL)**

Monson Insurance Ltd. (MIL) is a mid-sized insurance firm in Nairobi. It was founded in early 2000s by two partners, Mon and Son. Due to increase in demand of the services, the business was converted to a limited company under the name Monson Insurance Ltd. (MIL) in 2015. It has expanded its services into regional markets, attracting a diverse client base and also increasing regulatory scrutiny. In the recent times, the board has raised concerns about weaknesses in governance practices, inconsistencies in compliance reporting and gaps in risk management. Managers often rely on outdated information due to lack of up-to-date research to guide decisions.

The board also sees the value of consultancy support to restructure governance frameworks and align with best practices. Mid-level managers struggle with applying governance principles in practice, creating a demand for coaching and mentorship. In addition, ongoing advisory services are required to help leadership navigate shareholder relations, compliance and ethical dilemmas. The board also noted that while talent exists internally, it lacks structured systems to embed governance excellence. To transform its culture, safeguard reputation and ensure sustainability, the company is exploring partnerships that integrate research, consultancy, coaching and advisory services.

**Required:**

- (a) Outline **FOUR** ways through which research could be leveraged to strengthen MIL's governance structures and leadership capacity. (4 marks)
- (b) Explain **FOUR** potential limitations that MIL could face by relying heavily on external service providers for its governance transformation. (8 marks)
- (c) Analyse **FOUR** benefits that MIL could gain from maintaining long-term relationships between its advisors and line management in consultancy assignments. (8 marks)

**(Total: 20 marks)**

**QUESTION TWO**

- (a) The theory of planned behaviour is a psychological model developed by Icek Ajzen to explain how attitudes, social influences and perceived control shape human behaviour. Analyse **FOUR** components of this theory. (4 marks)
- (b) You have been appointed as an internal consultant within your organisation to support change management and process improvement. Discuss **FOUR** skills you would need to develop to become effective. (8 marks)
- (c) Explain **FOUR** ways in which behavioural theories could enhance the quality of professional advisory services. (8 marks)

**(Total: 20 marks)**

**QUESTION THREE**

- (a) Outline **FOUR** features of the APA (7th Edition) referencing style that a researcher must observe when writing proposals and reports. (4 marks)
  - (b) Examine **FOUR** principles that guide professional ethics in advisory practice. (8 marks)
  - (c) Evaluate **FOUR** disadvantages of stratified sampling in a scientific research undertaking. (8 marks)
- (Total: 20 marks)**

**QUESTION FOUR**

- (a) Highlight **FOUR** challenges associated with the time pricing method from a client’s perspective in an advisory service engagement. (4 marks)
  - (b) Examine **FOUR** characteristics of a conceptual framework applied in a research study. (8 marks)
  - (c) Discuss **FOUR** limitations of a generalist consultant when handling specialised client assignments. (8 marks)
- (Total: 20 marks)**

**QUESTION FIVE**

- (a) Outline **FOUR** distinctions between “instruction” and “training”. (4 marks)
  - (b) Assume you have been appointed to coach newly employed members of staff in your organisation, analyse **FOUR** factors you would consider when selecting the coaching style to adopt in your new assignment. (8 marks)
  - (c) In the consultancy and advisory process cycle, the success of an engagement depends both on the client’s readiness and the consultant’s capability. Evaluate **FOUR** factors that determine this readiness and capability. (8 marks)
- (Total: 20 marks)**
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## CS INTERMEDIATE LEVEL

### RESEARCH, CONSULTANCY AND ADVISORY

**TUESDAY: 19 August 2025. 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

##### MVUA COMPANY LIMITED (MCL)

Mvua Company Limited (MCL) is a dynamic consultancy firm based in Nairobi, Kenya, operating within the Research, Advisory and Consultancy Industry. Since its inception in 2017, the company has built a strong reputation for delivering high-quality, evidence-based solutions to clients across the public, private and development sectors. With a team of seasoned professionals drawn from diverse disciplines, MCL has consistently demonstrated its ability to combine analytical rigour with contextual understanding to address complex development and institutional challenges.

The company's work spans three major areas of specialisation: socio-economic research and policy analysis, strategic advisory and institutional development and monitoring, evaluation and learning (MEL). Through socio-economic research, MCL supports decision-makers with insights that shape policy and inform programme design. In the area of strategic advisory, it helps organisations align their structures and operations with long-term goals, often facilitating organisational transformation and improved service delivery. In MEL, MCL develops and applies frameworks that allow clients to track results, learn from implementation and adapt strategies for greater impact.

Due to its proven expertise, MCL was selected in 2023 by a regional development agency to undertake a comprehensive evaluation of a multi-country youth employment programme. The assignment involved designing evaluation tools, collecting data across four countries and delivering actionable recommendations. MCL's ability to manage large-scale fieldwork, its sensitivity to cultural contexts and its capacity to generate practical insights were key factors in its selection. The successful execution of this project further solidified MCL's standing as a trusted partner in driving change through research and strategic consultancy. As the company expands its footprint across East Africa, it remains committed to excellence, innovation and delivering value to every client engagement.

#### Required:

- In reference to the 2023 strategic exercise, explain **FOUR** planning approaches that MCL could have employed to facilitate the realignment of its operations. (4 marks)
- Analyse **FOUR** factors that MCL may have considered in the design of the baseline survey to guarantee high-quality data and alignment with policy objectives. (8 marks)
- Evaluate **FOUR** inferential statistical tools that MCL might have used to analyse data collected across the four countries. (8 marks)

**(Total: 20 marks)**

#### QUESTION TWO

- With specific reference to the importance of codes of conduct, explain **FOUR** roles that professional associations like the Institute of Certified Secretaries (ICS) play in upholding the standards and ethics of a profession. (4 marks)
- Evaluate **FOUR** strategies that could be used to effectively integrate divergent perspectives within a team to achieve the best outcomes. (8 marks)
- Analyse **FOUR** ways a consultant ensures consistency in approach in understanding their clients' evolving needs throughout an assignment. (8 marks)

**(Total: 20 marks)**

**QUESTION THREE**

- (a) Identify **THREE** factors a researcher should consider in assessing the quality of an abstract in research. (3 marks)
  - (b) With reference to data analysis in research, outline **THREE** assumptions of parametric tests. (3 marks)
  - (c) Assume that you have been hired as a coaching consultant in a research firm to coach new employees in the research directorate. Evaluate **THREE** strategies you could use to measure the success of the coaching programme. (6 marks)
  - (d) Analyse **FOUR** reasons why it is important to sign a contract in a research consultancy. (8 marks)
- (Total: 20 marks)**

**QUESTION FOUR**

- (a) A researcher wants to establish students' study habits at a university with a total population of 5,000 students. The student population consists of 2,000 undergraduate students, 2,000 master's students and 1,000 PhD students. If the researcher uses proportionate stratified sampling and decides on a total sample size of 500 students, calculate the number of students that should be selected from each stratum. (3 marks)
  - (b) Outline **FOUR** applications of social network theory in organisations today. (4 marks)
  - (c) Identify **FOUR** soft skills that are needed in the client advisory process. (4 marks)
  - (d) Highlight **FOUR** sections of a technical proposal in a consulting assignment. (4 marks)
  - (e) With reference to Thomas-Kilmann Conflict Model, outline **FIVE** strategies for conflict resolution between a consultant and a client. (5 marks)
- (Total: 20 marks)**

**QUESTION FIVE**

- (a) Outline **FIVE** characteristics of causal research. (5 marks)
  - (b) Crisis management is the process by which an organisation deals with a disruptive and unexpected event that threatens to harm the organisation, its stakeholders or the general public.  
  
With reference to this statement, highlight **FIVE** types of crises. (5 marks)
  - (c) Describe **FIVE** characteristics that define a comprehensive and effective final report for a research study. (10 marks)
- (Total: 20 marks)**
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**CS INTERMEDIATE LEVEL**

**RESEARCH, CONSULTANCY AND ADVISORY**

**WEDNESDAY: 23 April 2025. 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**

XYZ Ltd., a medium-sized enterprise, was facing operational inefficiencies and declining profitability. A consultancy firm conducted a diagnostic research study using quantitative and qualitative methodologies, including financial analysis and stakeholder interviews. Based on the findings, the consultants provided advisory services on process optimisation and strategic decision-making. Additionally, they conducted coaching and facilitation sessions using various techniques. As a result, the company streamlined operations, improved compliance and enhanced overall performance.

**Required:**

- (a) Outline **FOUR** ways in which the application of quantitative and qualitative methodologies by consultants could improve the decision-making process of organisations like XYZ Ltd. (4 marks)
  - (b) As a consultant, evaluate **THREE** strategies that you would apply to integrate research findings into strategic advisory services to enhance operational efficiency and corporate governance in the organisation. (6 marks)
  - (c) Using relevant examples, examine **FIVE** reasons why the consultancy firm used various facilitation techniques. (10 marks)
- (Total: 20 marks)**

**QUESTION TWO**

- (a) With reference to research report writing, outline **THREE** reasons why researchers use charts to present data. (3 marks)
- (b) Highlight **SEVEN** types of variables in research. (7 marks)
- (c) You are in the process of being hired as a lead researcher in a research consulting firm in your country. You are required to make a presentation to the interview panel on the various types of research that you would use in the process of carrying out your duties.

With reference to the above statement, describe **FIVE** items that you would include in your presentation. (10 marks)

**(Total: 20 marks)**

**QUESTION THREE**

- (a) Outline **FOUR** responsibilities that a consultant could undertake for process approach to be successful when conducting consultative and advisory services. (4 marks)
- (b) Analyse **FOUR** ways in which the theory of planned behaviour guides the consulting process. (8 marks)
- (c) In consulting, service quality is crucial for ensuring client satisfaction and the successful delivery of services.

With reference to the above statement, evaluate **FOUR** dimensions of service quality in consultancy. (8 marks)

**(Total: 20 marks)**

**QUESTION FOUR**

- (a) Ignoring ethical principles and regulations in research can have serious consequences.  
Enumerate **FIVE** negative consequences. (5 marks)
  - (b) Highlight **SEVEN** negative consequences of group dynamics during facilitation process. (7 marks)
  - (c) Examine **FOUR** challenges that consultants face when developing internal consulting skills in an organisation. (8 marks)
- (Total: 20 marks)**

**QUESTION FIVE**

- (a) Enumerate **FOUR** considerations in selecting a research problem. (4 marks)
  - (b) Explain **FOUR** reasons why a consultant would choose to use the GROW Model in a coaching assignment. (8 marks)
  - (c) Assume that you are a management consultant in your country and you are looking for ways of marketing your professional services.  
Describe **FOUR** marketing techniques that you would consider in order to effectively market your professional services. (8 marks)
- (Total: 20 marks)**
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CS INTERMEDIATE LEVEL

RESEARCH, CONSULTANCY AND ADVISORY

TUESDAY: 3 December 2024. 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) XYZ Solutions, a mid-sized technology consulting firm, has experienced a steady decline in client retention and satisfaction over the past year. The firm specialises in providing customised IT solutions to healthcare organisations and management is concerned about their decreasing market share. Despite investing heavily in leadership training for consultants, client feedback indicates dissatisfaction with service delivery and problem-solving effectiveness. The firm has approached external experts to help identify underlying issues, improve client relations and develop actionable strategies for long-term growth and sustainability.

Required:

- (i) Identify **THREE** qualitative research methods that could be employed by the external experts to gather feedback from clients on their experience with XYZ Solutions' services. (3 marks)
- (ii) Outline **THREE** ways in which XYZ Solutions should prioritise changes in their service delivery model to address critical client concerns while maintaining operational efficiency. (3 marks)
- (iii) Analyse **FOUR** data-driven approaches that consultants at XYZ Solutions may use to identify and prioritise client concerns during service delivery. (8 marks)
- (b) Evaluate **THREE** situations that may necessitate the use of systematic sampling in data collection. (6 marks)
- (Total: 20 marks)**

QUESTION TWO

- (a) Identify **FOUR** merits of using tables as tools for writing reports in research. (4 marks)
- (b) During client discovery, the consultant dives below the client organisation's surface to gather details on the facts that the client has provided, test hypotheses and probe deep into whatever problems the organisation is facing.
- With reference to the above statement, outline **SIX** goals to be achieved during this phase. (6 marks)
- (c) Managing a client-consultant relationship effectively is crucial for the success of any consulting project.
- Analyse **FIVE** strategies for managing this relationship. (10 marks)
- (Total: 20 marks)**

QUESTION THREE

- (a) In the "expert model", a person in an organisation decides they could use some help in dealing with a need and looks for an internal or external expert to bring in to fulfill that need.
- With reference to the above statement, summarise **FOUR** factors that determine the success of the expert model. (4 marks)
- (b) Distinguish between "facilitation" and "instruction". (4 marks)
- (c) Explain **SIX** skills of an effective coach. (12 marks)
- (Total: 20 marks)**

**QUESTION FOUR**

- (a) Outline **FOUR** external factors that could affect a consulting firm's strategy. (4 marks)
  - (b) With reference to theories of research, explain **FOUR** elements of micro level analysis in social network theory. (8 marks)
  - (c) Discuss **FOUR** uses of a proposal to the client in the consulting process. (8 marks)
- (Total: 20 marks)**

**QUESTION FIVE**

- (a) Explain **THREE** methods of developing alternatives for taking action in the consulting process. (6 marks)
  - (b) Interview schedule is a widely used tool in data collection in research despite its limitations. In relation to the above statement, discuss **FOUR** limitations of this tool. (8 marks)
  - (c) Analyse **THREE** challenges of management of consultancy in the modern business setups. (6 marks)
- (Total: 20 marks)**
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**CS INTERMEDIATE LEVEL**

**RESEARCH, CONSULTANCY AND ADVISORY**

**TUESDAY: 20 August 2024. 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) Correlation research is a type of non-experimental research design used to examine relationships between two or more variables without manipulating them.

Explain **THREE** merits of this type of research. (3 marks)

- (b) Outline **THREE** reasons why client involvement in action planning is a critical component of a consulting assignment. (3 marks)

- (c) Explain **FOUR** applications of General Deterrence theory in the context of consultancy. (4 marks)

- (d) Discuss **FIVE** sections of a research project. (10 marks)

**(Total: 20 marks)**

**QUESTION TWO**

- (a) Explain **FOUR** reasons that make management consulting to be considered as a profession. (4 marks)

- (b) The Doctor-Patient approach in consultancy compares the relationship and methods a doctor uses with a patient to those a consultant uses with a client.

With reference to the above statement, outline **FOUR** assumptions of this approach. (4 marks)

- (c) Statistical data analysis is the process of analysing samples of data into patterns or trends that help researchers anticipate situations and make appropriate research conclusions.

With reference to the above statement, discuss **THREE** types of statistical data analysis. (6 marks)

- (d) Analyse **SIX** facilitation skills that could be applied when handling controversial issues during a presentation. (6 marks)

**(Total: 20 marks)**

**QUESTION THREE**

- (a) The importance of a conceptual framework in research cannot be understated, irrespective of the field of study.

Outline **THREE** benefits of this framework. (3 marks)

- (b) Identify **FOUR** factors to consider in pricing a consulting assignment. (4 marks)

- (c) Explain **FIVE** reasons for including the “terms of reference” section in a contract document. (5 marks)

- (d) Evaluate **FOUR** strategies a coach might use to create a safe and supportive environment that encourages a coachee to accept constructive criticism. (8 marks)

**(Total: 20 marks)**

**QUESTION FOUR**

- (a) Explain **THREE** benefits that could accrue when ethical issues are managed while conducting research. (3 marks)
- (b) Organisations can receive consultancy assistance to help them address specific challenges and achieve their strategic goals.

**Required:**

Explain **THREE** ways of according this assistance to organisations. (3 marks)

- (c) Summarise **SIX** challenges faced by advisors when an organisation is undergoing crisis management. (6 marks)
- (d) Analyse **FOUR** factors that a researcher might consider when choosing a case study subject in research. (8 marks)

**(Total: 20 marks)**

**QUESTION FIVE**

- (a) Legal liability in consulting refers to legal responsibilities and potential risks consultants face in the course of providing professional services to clients.

With reference to the above statement, discuss **FOUR** types of this liability. (4 marks)

- (b) Identify **FIVE** challenges faced by consultants when writing the final report of a consultancy. (5 marks)

- (c) The process of developing an effective consulting firm strategy requires understanding and navigating various internal and external factors that could significantly impact the firm's success.

Explain **FIVE** external factors that could affect this process. (5 marks)

- (d) Discuss **SIX** benefits that could accrue during recording progress activity in the advisory process cycle. (6 marks)

**(Total: 20 marks)**

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**CS INTERMEDIATE LEVEL**

**RESEARCH, CONSULTANCY AND ADVISORY**

**TUESDAY: 23 April 2024. 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) Explain **THREE** ways in which leaders in organisations could leverage the principles of theory of planned behaviour. (6 marks)
- (b) Outline **THREE** guidelines to consider when formulating a research hypothesis. (3 marks)
- (c) Outline **FIVE** key elements that a consulting contract should include to ensure clarity and mutual understanding between a consultant and a client. (5 marks)
- (d) Emergent consultancy approach is based on shaping continuous forms by internal and external influencers. Explain **THREE** conditions of this approach. (6 marks)

**(Total: 20 marks)**

**QUESTION TWO**

- (a) When conducting experimental research with human participants, researchers must adhere to ethical principles to ensure the well-being, rights and dignity of the participants. With reference to the above statement, outline **FIVE** ethical considerations that researchers must consider when conducting experimental research with human participants. (5 marks)
- (b) Explain **THREE** differences between “consultancy” and “advisory” services. (6 marks)
- (c) Regardless of the field of study or preference for defining quantitative and qualitative data, accurate data collection is essential to maintaining integrity of research. Based on the above statement, examine **THREE** consequences of inaccurate data collection. (6 marks)
- (d) Identify **THREE** characteristics essential for creating graphs to maximise their clarity and comprehensibility. (3 marks)

**(Total: 20 marks)**

**QUESTION THREE**

- (a) Outline **THREE** essential coaching skills that a coach must possess. (3 marks)
- (b) Group decision-making processes are complex and influenced by various factors, requiring careful attention to group dynamics. With reference to the above statement, discuss **THREE** factors that influence group decision-making processes. (6 marks)

- (c) Value-based pricing is a strategy where consultants set prices based on the perceived value of their services to clients rather than solely on production costs or competitor pricing.

In relation to this statement, analyse **FOUR** scenarios where this strategy would be appropriate. (8 marks)

- (d) There are various types of significance tests designed for different types of data and research questions.

Outline **THREE** types of significance tests. (3 marks)

**(Total: 20 marks)**

**QUESTION FOUR**

- (a) Descriptive analysis is the type of analysis of data that helps to describe, show or summarise data points in a constructive way.

In view of the above statement, explain **FOUR** measures of descriptive analysis. (4 marks)

- (b) Social media marketing technique offers numerous benefits to businesses.

Outline **FIVE** benefits of this marketing technique. (5 marks)

- (c) When determining the appropriate approach to use in the advisory process, consultants often consider several key factors.

Discuss **THREE** of these key factors. (6 marks)

- (d) Explain **FIVE** circumstances under which a member of the Institute of Certified Secretaries may be found guilty of professional misconduct. (5 marks)

**(Total: 20 marks)**

**QUESTION FIVE**

- (a) The consulting process typically consists of several phases that consultants follow when working with clients to address specific challenges.

Identify the first **THREE** phases of consulting. (3 marks)

- (b) Writing a successful proposal demands adherence to basic principles of writing.

Explain **THREE** principles of writing a proposal. (6 marks)

- (c) Analyse **SIX** common obstacles faced by advisors in fulfilling their role. (6 marks)

- (d) In the consulting process, consultants often recommend changes in work methods for an organisation.

Based on this statement, identify **FIVE** guidelines for introducing changes in work methods. (5 marks)

**(Total: 20 marks)**

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## CS INTERMEDIATE LEVEL

### RESEARCH, CONSULTANCY AND ADVISORY

**TUESDAY: 5 December 2023. 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) Social systems theory is considered as one of the most relevant theories for understanding institutional frameworks.

In the context of the above statement, explain **THREE** ways through which social systems theory relates to the study of organisations. (6 marks)

- (b) Outline **FIVE** reasons why literature review is significant in the research process. (5 marks)
- (c) Identify **FIVE** tasks involved in the entry phase of a consulting contract. (5 marks)
- (d) Analyse **FOUR** ways in which obtaining certifications in consulting impact the credibility of a Certified Secretary in the eyes of clients. (4 marks)

**(Total: 20 marks)**

#### QUESTION TWO

- (a) Using a comparative research approach offers several advantages compared to other research methods, depending on research goals and context.

With reference to the above statement, outline **FIVE** advantages of a comparative research. (5 marks)

- (b) Internal consultants and line management are distinct roles within an organisation.
- Explain **THREE** ways in which internal consultants differ from line management. (6 marks)
- (c) Using unpublished data sources in research can offer valuable insights and expand the scope of a study, but it also comes with several limitations and challenges.

**Required:**

With reference to the above statement, discuss **THREE** limitations associated with using unpublished data sources in research. (6 marks)

- (d) Identify **THREE** referencing styles used when writing a research report. (3 marks)

**(Total: 20 marks)**

#### QUESTION THREE

- (a) The six (6) Ms are often used as a starting point for the spine of a fishbone diagram which denotes the potential causes of the problem statement in facilitation process.

Identify these **SIX** Ms. (6 marks)

- (b) Explain **THREE** strategies for enhancing business resilience in an organisation. (3 marks)

- (c) Information and Communication Technology (ICT) plays a crucial role in the facilitation process by consultants across various industries.

Discuss **THREE** benefits that a consultant would derive from integrating ICT in the facilitation process. (3 marks)

- (d) Analyse **FOUR** dimensions of consultant-client relationship. (8 marks)

**(Total: 20 marks)**

**QUESTION FOUR**

- (a) Identify **FOUR** circumstances when a coach would use solution-oriented coaching style to match the individual situation. (4 marks)

- (b) Identify **FOUR** legal risks in a consulting assignment. (4 marks)

- (c) Discuss **FIVE** constituent parts of a consulting proposal. (5 marks)

- (d) Establishing trust with clients from the outset of an advisory engagement is essential for a successful and productive consulting relationship.

Outline **SEVEN** actions that consultants should take to build trust with clients from the very beginning. (7 marks)

**(Total: 20 marks)**

**QUESTION FIVE**

- (a) The presence of cause-and-effect relationships can be confirmed only if specific causal evidence exists.

Outline **THREE** components of causal evidence. (3 marks)

- (b) Reference and bibliography sections are crucial to any research effort since they aid in appreciating the contributions of others and direct readers to the original sources of information.

**Required:**

With reference to the above statement, explain **FIVE** differences between references and bibliography. (5 marks)

- (c) Explain **SIX** benefits of workplace coaching to an organisation. (6 marks)

- (d) Analyse **THREE** factors that make marketing of professional services more challenging than product marketing. (6 marks)

**(Total: 20 marks)**

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**CS INTERMEDIATE LEVEL**

**RESEARCH, CONSULTANCY AND ADVISORY**

**TUESDAY: 22 August 2023. 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) Outline **FOUR** characteristics of descriptive research. (4 marks)
- (b) Explain **FIVE** sources of research problems. (5 marks)
- (c) The managerial grid model was developed in the early 1960s by management theorists Robert Blake and Jane Mouton.  
Explain **FIVE** leadership styles according to these scholars. (5 marks)
- (d) A research plan provides an inventory of what must be done and which materials have to be collected.  
Evaluate **SIX** benefits of having a well-designed research plan. (6 marks)
- (Total: 20 marks)**

**QUESTION TWO**

- (a) Type 1 errors, also known as false positives can occur in statistical hypothesis testing when the null hypothesis ( $H_0$ ) is incorrectly rejected.  
Explain **FOUR** sources of these errors. (4 marks)
- (b) Legal considerations are crucial in the field of consultancy to ensure compliance with applicable laws, protect clients' interests, maintain professional ethics and manage potential risks.  
Evaluate **FOUR** legal matters that may need to be addressed. (4 marks)
- (c) While coaching can be a valuable and effective approach for personal and professional development, it has limitations.  
Describe **FOUR** of these limitations. (4 marks)
- (d) Sampling is the process of selecting a subset of individuals or items from a larger population.  
Analyse **TWO** differences between “systematic random sample” and “simple random sample”. (4 marks)
- (e) A questionnaire is designed to gather data or information from respondents.  
Outline **FOUR** qualities of a good questionnaire. (4 marks)
- (Total: 20 marks)**

**QUESTION THREE**

- (a) Research reports communicate the results of a research study to a specific audience and are the product of slow painstaking and accurate inductive work.  
  
Identify **THREE** steps involved in writing research reports. (3 marks)
  
  - (b) Being an effective facilitator requires a combination of skills and qualities that enable you to guide group processes, foster collaboration and create a productive and inclusive environment.  
  
Summarise **FIVE** of these skills. (5 marks)
  
  - (c) In the first meeting of a consulting engagement, the primary focus is on establishing the foundation for the project and aligning it with expectations.  
  
Identify **FIVE** deliverables of this meeting. (5 marks)
  
  - (d) In a consultancy assignment, a consultant provides expert advice, analysis and recommendations.  
  
Explain **SEVEN** factors that influence the scope of such an assignment. (7 marks)
- (Total: 20 marks)**

**QUESTION FOUR**

- (a) Appraise **FIVE** advantages of utilising internal consultants. (5 marks)
  
  - (b) Measures of variability quantify the extent to which data points in a dataset deviate from the central tendency.  
  
Explain **FIVE** such measures. (5 marks)
  
  - (c) Action proposal outlines a specific course of action or solution to address a problem or achieve a particular objective.  
  
Summarise **FIVE** sections of an action proposal. (5 marks)
  
  - (d) The specific purposes of consultancy may vary depending on the industry, client needs, and the consultant's expertise, but all consultancies have common objectives.  
  
Identify **FIVE** of these objectives. (5 marks)
- (Total: 20 marks)**

**QUESTION FIVE**

- (a) Process-consultation model is used by consultants to facilitate effective interventions and bring about positive change within organisations.  
  
Describe **FOUR** assumptions of this model. (4 marks)
  
  - (b) In organisations, crises can arise from various sources. It is important for organisations to identify and understand potential sources so that they can effectively manage and mitigate them.  
  
Explain **FIVE** such sources. (5 marks)
  
  - (c) Data presentation tools are used to effectively communicate the insights of data.  
  
Outline **FIVE** tools that can be used to achieve this purpose. (5 marks)
  
  - (d) Outline **THREE** differences between “negotiation” and “persuasion”. (6 marks)
- (Total: 20 marks)**
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**CS INTERMEDIATE LEVEL**

**RESEARCH, CONSULTANCY AND ADVISORY**

**TUESDAY: 25 April 2023. 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) Explain **FOUR** instances where a conflict of interest may arise in a consulting engagement. (4 marks)
- (b) There are several characteristics of services which differentiate them from a product.  
Analyse **FOUR** characteristics of services according to Kotler and Keller, 2007. (4 marks)
- (c) Certain data interpretation problems or “pitfalls” exist and can occur when analysing data.  
With reference to the above statement, identify **FIVE** risks one should take precaution against. (5 marks)
- (d) With reference to consulting, summarise **SEVEN** contents of a technical proposal. (7 marks)

**(Total: 20 marks)**

**QUESTION TWO**

- (a) Professional responsibility refers to the ethical and legal obligations that individuals and organisations have in their professional roles.  
With reference to the above statement, identify **FOUR** ways in which a member of the Institute of Certified Secretaries may exhibit professional responsibility. (4 marks)
- (b) The adoption of a new service or idea does not happen simultaneously across all people in a system.  
With reference to the above statement, highlight **FIVE** characteristics of laggard adopters according to the diffusion of innovation theory. (5 marks)
- (c) Explain **SIX** barriers to effective coaching in an organisation. (6 marks)
- (d) According to Tuckman's theory, there are **FIVE** stages of group development.

Identify these stages. (5 marks)

**(Total: 20 marks)**

**QUESTION THREE**

- (a) Outline **FIVE** types of negotiation skills. (5 marks)
- (b) Highlight **FIVE** strategies that a facilitator can use to make a training session more effective. (5 marks)
- (c) Researchers argue that, if you assume a positivist approach to your study, then it is your belief that you are independent of your research and your research is purely objective.  
With reference to the above statement, outline **FIVE** principles of positivism research philosophy. (5 marks)
- (d) Explain **FIVE** reasons for writing a report after undertaking a research. (5 marks)

**(Total: 20 marks)**

**QUESTION FOUR**

- (a) Explain **FOUR** benefits of action research to an organisation. (4 marks)
  - (b) Outline **FIVE** qualities of a good advisor. (5 marks)
  - (c) Highlight **FIVE** tips consultants use, to successfully improve productivity and profitability in project management. (5 marks)
  - (d) Discuss **THREE** roles of an internal consultant as defined by Edgar H. Schein in 1969. (6 marks)
- (Total: 20 marks)**

**QUESTION FIVE**

- (a) List **FIVE** steps used to terminate a contract at expiry of the term. (5 marks)
  - (b) Explain **FIVE** demerits of stratified sampling. (5 marks)
  - (c) Enumerate **FIVE** benefits of referencing when writing a research report. (5 marks)
  - (d) Evaluate **FIVE** elements of a good business plan. (5 marks)
- (Total: 20 marks)**
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**CS INTERMEDIATE LEVEL**

**RESEARCH, CONSULTANCY AND ADVISORY**

**TUESDAY: 6 December 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) Outline **TWO** factors to consider while pricing a consulting assignment. (2 marks)
  - (b) Examine **FOUR** elements of the micro level analysis in social networking theory. (8 marks)
  - (c) Enumerate **FIVE** distinctions between advisory and consultancy. (10 marks)
- (Total: 20 marks)**

**QUESTION TWO**

- (a) Highlight **FOUR** benefits of monitoring and evaluating a consultancy assignment. (4 marks)
  - (b) “The criteria normally used to define whether management consulting is a profession covers a range of aspects”.  
In the context of the above statement, assess any **FOUR** of these aspects. (8 marks)
  - (c) Identify **EIGHT** constructive criticism guidelines followed by a consultant during a coaching engagement. (8 marks)
- (Total: 20 marks)**

**QUESTION THREE**

- (a) Highlight **FOUR** elements of a popular report in research. (4 marks)
  - (b) Consensus building is built on the idea of local engagement and is useful in settling complicated multiparty disputes.  
With reference to the above statement, examine **FOUR** forms of consensus building. (8 marks)
  - (c) Citing **FOUR** reasons, explain why in a consultancy engagement, the client’s involvement in action planning should be more active than in the diagnostic phase. (8 marks)
- (Total: 20 marks)**

**QUESTION FOUR**

- (a) In hypothesis testing the main question is whether to accept the null hypothesis or not to accept the null hypothesis.  
Examine **FIVE** steps involved in the exercise. (5 marks)
  - (b) Analyse **FIVE** benefits that could accrue to a client in a typical management consulting assignment. (5 marks)
  - (c) Evaluate **FIVE** assumptions of the Medical (Doctor–Patient) Approach in consulting. (10 marks)
- (Total: 20 marks)**

**QUESTION FIVE**

- (a) Explain **FOUR** classifications of research. (8 marks)
- (b) During client discovery, the consultant dives below the client organisation's surface to gather details on the facts that the client has provided, test hypotheses and probe deep into whatever problems the organisation is facing.  
  
Appraise **FIVE** goals that could be achieved during this phase. (5 marks)
- (c) Assess **SEVEN** external factors that could affect a consulting firm strategy. (7 marks)

**(Total: 20 marks)**

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CS INTERMEDIATE LEVEL

RESEARCH, CONSULTANCY AND ADVISORY

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

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

RESEARCH, CONSULTANCY AND ADVISORY

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)**

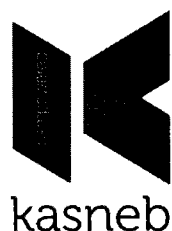
**QUESTION FOUR**

- (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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