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Centre for Open and Lifelong Learning

FEEDBACK TUTORIAL LETTER

2ND SEMESTER 2020

ASSIGNMENT 1

MANAGEMENT CONSULTING

(MCG821S)

MCG821D 2020 S2 ASSIGNMENT 1 FEEDBACK

ASSIGNMENT 01:

Discuss the nature and the extent of the value creation processes involved within management consulting. Integrate an example from the FRESH WATER FISHING industry as an example of how a management consultant could evaluate and analyse a management consulting project.

100 marks

TOTAL: 100 marks

Your answer to the above mentioned assignment has been assessed as follows:

- Application and reference to the **relevant theory** contributes a 40% weight to the final mark;
- Your discussion should not have been merely listing, naming or providing the facts from other sources, but should have been **well and uniquely argued**. This discussion contributes an extra 10% of the mark obtained for the relevant theory discussion in point one above to the final mark;
- Use of your **own words** in your answers or discussion contributes an extra 5% of the mark obtained for the relevant theory discussion in point one above to the final mark;
- Use of **practical examples** to clarify or further explain the concepts in your answer contributes an extra 10% of the mark obtained for the relevant theory discussion in point one above to the final mark;
- When you refer to certain sources in your answers, you should have applied the APA House style referencing technique. **Correct referencing** in your answer contributes an extra 5% of the mark obtained for the relevant theory discussion in point one above;
- The correct use of the **English language, grammar, spelling and syntax** in your answer contributes an extra 5% of the mark obtained for the relevant theory discussion in point one above;
- Your final mark was lastly adjusted according to the indicated **Turnitin similarity %** on a sliding scale. If the indicated similarity % is less than 20%, you were credited with an additional **25%** of the mark obtained for the relevant theory discussion in point one above. A sliding scale have been applied if the indicated similarity % is higher than 21% as follows: an extra **20%** of the mark obtained in point one above was added if your similarity % is between 21 – 30%; an extra **15%** of the mark obtained in point one above was added if your similarity % is between 31 – 40%; an extra **10%** of the mark obtained in point one above was added if your similarity % is between 41 – 50%; an extra **5%** of the mark obtained in point one above was added if your similarity % is between 51 – 60%; If your similarity % is higher than 60%, you have received no additional marks added to your final mark.

The following rubric was applied to assess your answer:

Criteria	Weight	No performance Factor 0	Almost no performance Factor 1	Poor performance Factor 2	Less than average Factor 4	Average performance Factor 5	Better than average Factor 6	Good performance Factor 7	Excellent performance Factor 8	Almost perfect Factor 9	Perfect performance Factor 10
Theory	40%	No reference to relevant theory provided	Almost no reference to relevant theory	Poor reference to relevant theory	Less than average reference to relevant theory	There is an average reference to relevant theory	There is a better than average reference to relevant theory	There is good reference to relevant theory	The reference to relevant theory is excellent	Reference to relevant theory is almost perfect	Reference to relevant theory is perfect
Discussion	10%	No discussion included versus only naming/listing or provision of relevant facts	Almost no discussion included versus only naming/listing or provision of relevant facts	Poor discussion included versus only naming/listing or provision of relevant facts	Less than average discussion provided versus only listing/naming of facts	There is an average application of discussion in the text	Better than average discussion included in the text	A good discussion was presented	Excellent discussion presented	Almost perfect discussion presented	Perfect discussion presented
Own words	5%	No use of own words in discussion	Almost no words used in discussion	Poor use of own words in discussion	Less than average use of own words in the discussion	There is an average use of own words in the discussion	Better than average use of own words in the discussion	A good use of own words was included in the discussion	Excellent use of own words in the discussion	Almost perfect use of own words in the discussion	Perfect use of own words in the discussion
Examples	10%	No use of appropriate examples in the discussion to clarify/justify arguments	Almost no use of appropriate examples to clarify/justify arguments	Poor use of appropriate examples in the discussion to clarify/justify arguments	Less than average use of appropriate examples to clarify/justify arguments	There is an average use of appropriate examples to justify/clarify arguments	Better than average use of appropriate examples to clarify/justify arguments	Good and appropriate examples were presented in the answer	Excellent use of appropriate examples were presented to justify/clarify arguments	Almost perfect use of appropriate examples were presented to justify/clarify arguments	Perfect use of appropriate examples were presented to justify/clarify arguments
Sources	5%	No quoting of sources in APA House style referencing technique throughout text	Too few sources quoted in APA House referencing style throughout text	Poor quoting of sources in APA House style referencing technique throughout text	Less than average quoting of sources in APA House style referencing technique throughout text	Average application of APA House style referencing technique	Better than average application of APA House style referencing technique	Good mastery of APA House style referencing technique	Excellent application of APA House style referencing technique throughout text	Almost perfect application of APA House style referencing technique	Perfect application of APA House style referencing technique
English	5%	Flawed application of English language/grammar spelling/syntax throughout text	Almost no correct application of English language/spelling grammar/syntax throughout text	Poor application of English language/grammar spelling/syntax throughout text	Less than average application of English language/grammar spelling/syntax throughout text	Average application of correct English language/grammar spelling/syntax	Better than average application of English language grammar spelling and syntax in text	Good use of English language grammar spelling and syntax	Excellent use of English language grammar spelling and syntax in text	Almost perfect use of English language grammar spelling and syntax in text	Perfect use of English language grammar spelling and syntax in text
Similarity%	25%	A similarity % exceeding 60% is unacceptable	A similarity % between 56 and 60% is extremely poor	A similarity % between 51 and 55% is poor	A similarity % between 46 and 50% is accepted at a less than average level	A similarity % between 41 and 45% is average and acceptable	A similarity % between 36 and 40% is better than average and acceptable	A similarity % between 31 and 35% is good and acceptable	A similarity % between 26 and 30% is excellent and acceptable	A similarity % between 21 and 25% is almost perfect and acceptable	A similarity % of 20% or less is perfect and acceptable

*Half of the theory marks should be accredited to an answer that refers to the relevant underlying theory and half of the marks should be accredited to an answer that refers to specific **FRESH WATER FISHING** industry activities (not only mentioning generic terms).*

The maximum marks could be allocated for the underlying theory if the answer has similar meanings or explanations to support the context and arguments or key words/sentences contained in the list of components supporting the facts and arguments as presented in the list provided below:

A. Value addition:

- Consulting is a special type of management activity
- The consultant can be understood to provide ten types of managerial role to client businesses.
- These are placed into three groups:
- The interpersonal (featuring the roles of the figurehead; the liaison and the leader)
- The informational (featuring the roles of the monitor; the disseminator and the spokesperson)
- The decisional (featuring the roles of the entrepreneur; the disturbance handler; the resource allocator and the negotiator)
- The consultant must integrate the above mentioned roles with those already operating in the client business.
- This can happen in 5 ways:
- Supplementary (adding extra skills to those already present)
- Complementary (adding a missing role)
- Differentiating (helping managers distinguish roles among themselves)
- Integrating (helping managers build a new order of roles and individual responsibilities)
- Enhancing (helping managers make their existing roles more effective)
- The consultant must operate with four levels of managerial responsibility. These are:
- Economic (a responsibility to ensure that the projects advocated are in the best interests of the client business)
- Legal (a responsibility to ensure that projects operate within the law)
- Moral (a responsibility to ensure that project outcomes meet with moral and ethical expectations of the client)
- Discretionary (the right of the consultant to select or reject projects on the basis of personal ethical considerations)
- Consultants must be able to do something for a business that it is unable to do for itself
- This must genuinely offer new value to the client business
- Businesses fail due to inadequacies in their business model, problems (including neglect), relating to their markets and customers, poor cash and financial management, ineffective planning and performance monitoring, and inefficient client processes – but mainly through the failings of top management.
- Important 6 areas of value addition include the provision of:
- Information
- Specialist expertise
- A new and innovative perspective

- Support for internal arguments
- Support in gaining critical resources such as capital, people or productive factors
- Driving organisational change
- Many consulting projects involve a combination of a number of the above elements
- Consultant must constantly communicate to the client the new value he or she is creating through these outputs

B: Evaluation and Analysis:

Defining the destination, developing a strategy and understanding change

1. The problem a consultant has been called in to address has three facets:
 - Rational
 - Cognitive
 - Political
2. The consultant must be aware of each of the above mentioned facets
3. When defining the problem it is useful to consider four dimensions:
 - Current state of the business
 - Desired goals of the business
 - Supporting forces
 - Blocking forces
4. Supporting and blocking forces may both be divided into internal and external dimensions
5. It is important to go through a process to get to the root causes of a problem. It involves challenging the reasons why there is a problem, uncovering the major causes and then asking « why » until the answer is able to be « solved » by the consulting team
6. A consulting project is defined in terms of its aim, objectives and outcomes
7. The aim of the project is a single statement of the project's broad goal what it aims to achieve
8. The objectives of the project are a detailed list of things the project aims to achieve. Good objectives are SMART (specific; measurable; achievable; realistic; time bound). They are a call to action and to initiate a plan
9. The outcomes of a project are what a business will be able to do if the objectives are delivered
10. A consulting project has both a destination and a journey
11. The destination can be defined through the use of a project charter
12. The prospect of reaching the destination can more readily be established by understanding the defining characteristics of the organisation
13. The project can be mapped out using the Six Sigma DMAIC process
14. Change is essential for organisations if they are to maintain their competitive position in a dynamic marketplace. Leaders deliver change.

Evaluating client capabilities and business opportunities

1. A number of techniques are available to the consultant to aid analysis of a business and its environment. The evaluation might include the following:
 - A simple summary of the business's capabilities and the environment in which it operates
 - A review of the business's source of competitive advantage and the environment in which it operates
 - An evaluation of the firm's performance and product performance
 - Identification and evaluation of strategic options
 - Planning for the future

- An assessment of markets and their segmentation
- The use of market research techniques both qualitative & quantitative

Working with clients and teams: the soft skills

1. Consultants need to identify which role to adopt on a particular assignment that of a partner, coach, reflective observer or hands-on expert
2. The right role to adopt depends on the situation; consider the organisational situation, characteristics of the client and consultant and the client-consultant relationship
3. Key soft skills for a consultant are:
 - Influencing, as it enables things to be moved forward. Rarely does a consultant have any authority, so this is key to success
 - Communications and rapport, the skill of building cooperative relationships. This “oils the wheels” of any successful project
 - Listening and questioning: vital for understanding and engagement with the client
4. Projects are always made up of different teams – within the client company and possibly within the group of consultants helping the client. Creating and working well with teams is vital
5. Projects are beset with challenges: it is in their nature. Knowing how to challenge constructively enables obstacles to be overcome in the best and most effective manner
6. The consultant is a key member of the project team. Knowing yourself – your strengths and weaknesses – and keeping up to date with how these change will prove invaluable

*The maximum marks could be allocated if the answer integrates the specified industry, **FRESH WATER FISH FARMING**, properly. The answer will be evaluated based on the level of similar meanings or explanations to support the tourism industry context and arguments or key words/sentences that describes specified elements/activities that could be associated with elements in the value chain of activities of the tourism industry (Entire tourism value chain activities). The list of elements provided below, guides decision-making in the allocation of marks:*

- The what, where, when, who, why and how of fresh water fish farming
- Dams, rivers, containers setting up and preparations
- Starting the enterprise
- Quality control processes
- Harvesting
- Value addition processes
- Cold chain
- Distribution of fresh water fish products
- Etc...