

OXFORD CAMBRIDGE AND RSA EXAMINATIONS

LEVEL 4 CERTIFICATE IN MANAGEMENT CONSULTING 10331

UNIT 3 UNDERSTANDING THE MANAGEMENT CONSULTING INDUSTRY

Monday 16 June 2014

11.00 AM

TIME: 1 HOUR

INSTRUCTIONS TO CANDIDATES

Fill in all the boxes below. Use CAPITAL LETTERS.

CENTRE DETAILS

Centre Number	Centre Name

COMPUTER REF

6	1	4	1	0	3	3	1
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CANDIDATE DETAILS

Surname or Family Name	First Name	Initials of Other Forenames	DATE OF BIRTH							
			D	D	M	M	Y	Y	Y	Y

- Do **not** open the booklet until told to do so by the invigilator.
- Answer **ALL** questions.
- Write your answers in the spaces provided on the question paper.
- Additional paper may be used if necessary but you must clearly show your candidate number, centre number and question number(s).
- Use black ink.

INFORMATION FOR CANDIDATES

The number of marks is given in brackets at the end of each question or part question.

The total number of marks for this paper is **50**.

FOR EXAMINERS' USE ONLY			
1		5	
2		6	
3		7	
4		8	
TOTAL =			

1 A management consulting business has a structure consisting of the following four departments:

- finance
- marketing
- business development
- human resources.

Explain **one** possible interdependency that could exist between:

- i) the finance department and the business development department.
- ii) the marketing department and the human resources department.

i) _____

(2 marks)

ii) _____

(2 marks)

2 Explain **two** ways in which the composition of the senior management team might influence the balance of power in the senior management team of a management consulting business.

1) _____

(2 marks)

2) _____

(2 marks)

(10 marks)

4 A client organisation complains that a management consulting business has provided bad advice.

a) Explain what is meant by the term product liability.

(2 marks)

b) Explain **two** reasons why a management consulting business should be concerned about product liability.

1)

2)

(4 marks)

5 Explain **three** ways in which the client-centric management consulting approach might help to manage client expectations.

1) _____

_____ (2 marks)

2) _____

_____ (2 marks)

3) _____

_____ (2 marks)

- 7 A management consultant is asked to manage a consulting engagement which will involve working within one of the client's departments.

Explain **two** ways in which the management consultant might build trust with the client's staff in this situation.

1) _____

(3 marks)

2) _____

(3 marks)

(10 marks)

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