

OXFORD CAMBRIDGE AND RSA EXAMINATIONS

LEVEL 4 CERTIFICATE IN MANAGEMENT CONSULTING 10331

UNIT 3 UNDERSTANDING THE MANAGEMENT CONSULTING INDUSTRY

MONDAY 15 JUNE 2015

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	3	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			
TOTAL =			

1 The senior management team of a UK based international management consulting business has the following structure:

- a Chief Executive and some directors based in the UK
- other directors appointed from each of the countries in which the management consulting business operates.

Explain **one** advantage and **one** disadvantage of structuring a senior management team in this way.

Advantage _____

[2]

Disadvantage _____

[2]

[12]

- 3 A management consulting business has asked a client organisation to clarify the roles which the designated project sponsor will play in supporting a large project.

Explain **three** key roles the project sponsor should play in supporting a large project.

1 _____

[3]

2 _____

[3]

3

[3]

4 Explain **three** ways in which a management consulting business can develop a relationship of trust with a client organisation.

1

[2]

2

2 _____

[3]

6 Explain **two** ways in which a management consultant might go beyond what is legally required in order to adhere to ethical standards.

1 _____

[2]

2 _____

[2]

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