

OXFORD CAMBRIDGE AND RSA EXAMINATIONS

LEVEL 4 CERTIFICATE IN MANAGEMENT CONSULTING 10331

UNIT 3 UNDERSTANDING THE MANAGEMENT CONSULTING INDUSTRY

MONDAY 19 JANUARY 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

1	1	5	1	0	3	3	1
---	---	---	---	---	---	---	---

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		2	
3		4	
5		6	
7		8	
TOTAL =			

- 1 A management consulting business has decided to change its structure from one which has a single partner managing five consultants to an alternative structure with a single partner managing ten consultants.

Analyse **three** consequences to the management consulting business which might result from this change.

1 _____

2 _____

3 _____

(9 marks)

- 2 Historically, a management consulting business has used its junior consultants to deliver a particular service to a long-standing client.

Explain how this policy adds value to this management consulting business.

(4 marks)

- 3 A senior partner has analysed a random sample of 30 consulting engagements which the management consulting business has undertaken over the past three years. This analysis revealed that 20 of these consulting engagements were completed on time and ten were over-spent.

Explain **three** ways in which this information might be used to review the objectives of this management consulting business.

1 _____

2 _____

3 _____

(6 marks)

- 4 A management consulting project to introduce a new process within a client's organisation is entering the implementation phase of the management consulting cycle.

Explain **three** ways in which the client could minimise conflict during the implementation of this new process.

1 _____

2 _____

3 _____

(6 marks)

- 5 One possible fee structure which could be used by a management consulting business is a flat rate fee.

Explain **three** other possible fee structures which a management consulting business could use.

1 _____

2 _____

3 _____

(6 marks)

- 6 A management consulting business has agreed to undertake a client engagement which is to be managed entirely remotely.

Explain **three** possible difficulties which might arise for the management consultancy in managing the client's expectations.

1 _____

2 _____

3 _____

(9 marks)

7 Explain **two** ways in which a code of practice may encourage an individual consultant to operate ethically.

1 _____

2 _____

(4 marks)

THIS PAGE HAS BEEN LEFT INTENTIONALLY BLANK

THIS PAGE HAS BEEN LEFT INTENTIONALLY BLANK

OCR

Oxford Cambridge and RSA

Copyright Information:

OCR is committed to seeking permission to reproduce all third-party content that it uses in its assessment materials. OCR has attempted to identify and contact all copyright holders whose work is used in this paper. To avoid the issue of disclosure of answer-related information to candidates, all copyright acknowledgements are reproduced in the OCR Copyright Acknowledgements Booklet. This is produced for each series of examinations and is freely available to download from our public website (www.ocr.org.uk) after the live examination series.

If OCR has unwittingly failed to correctly acknowledge or clear any third-party content in this assessment material OCR will be happy to correct its mistake at the earliest possible opportunity.

For queries or further information please contact the Copyright Team, First Floor, 9 Hills Road, Cambridge CB2 1GE.

OCR is part of the Cambridge Assessment Group. Cambridge Assessment is the brand name of University of Cambridge Local Examinations Syndicate (UCLES), which is itself a department of the University of Cambridge.

Oxford Cambridge and RSA Examinations is a Company Limited by Guarantee

Registered in England

Registered Office: 1 Hills Road, Cambridge, CB1 2EU

Registered Company Number: 3484466

OCR is an exempt Charity

© OCR 2015

H054 JAN15