

# OCR

Oxford Cambridge and RSA

**Monday 13 June 2016**

**Level 4 Certificate in Management Consulting**

**Unit 1 Understanding industry sectors and the drivers which impact them**

**MARK SCHEME – POST AMEC VERSION**

**Duration: 1 hour**

**MAXIMUM MARK 50**

**POST AMEC**

Version: **3** Last updated: **23/09/2015**

**(FOR OFFICE USE ONLY)**

**This document consists of 15 pages**

**PREPARATION FOR MARKING ON-SCREEN**

1. Make sure that you have accessed and completed the relevant training packages for on-screen marking: *scoris assessor Online Training* and the *OCR Essential Guide to Marking*.
2. Make sure that you have read and understood the Instructions for On-Screen Marking and the mark scheme and the question paper for this unit. These are posted on the RM Cambridge Assessment Support Portal <http://www.rm.com/support/ca>
3. Log-in to scoris and mark the **required number** of practice responses and the **required number** of standardisation responses.

**PREPARATION FOR PAPER BASED MARKING**

1. Make sure that you have accessed and completed the relevant training for paper based marking.
2. Make sure that you have read and understood the Instructions for Specialist Marking and the mark scheme and the question paper for this unit.
3. Before the Standardisation meeting you must mark at least 10 scripts from several centres. Use **pencil** and follow the **mark scheme**. Bring these **marked scripts** to the meeting

**MARKING INSTRUCTIONS – FOR MARKING ON-SCREEN AND FOR PAPER BASED MARKING**

1. Mark strictly to the mark scheme.
2. Marks awarded must relate directly to the marking criteria.
3. The schedule of dates is very important. It is essential that you meet the scoris 50% and 100% (traditional 40% Batch 1 and 100% Batch 2) deadlines. If you experience problems, you must contact your Team Leader (Supervisor) without delay.
4. If you are in any doubt about applying the mark scheme, consult your Team Leader by telephone or the scoris messaging system, or by email.
5. Work crossed out:
  - a. where a candidate crosses out an answer and provides an alternative response, the crossed out response is not marked and gains no marks
  - b. if a candidate crosses out an answer to a whole question and makes no second attempt, and if the inclusion of the answer does not cause a rubric infringement, the assessor should attempt to mark the crossed out answer and award marks appropriately.
6. Always check the pages (and additional objects if present) at the end of the response in case any answers have been continued there. If the candidate has continued an answer there then add a tick to confirm that the work has been seen.
7. There is a NR (No Response) option. Award NR (No Response)
  - if there is nothing written at all in the answer space
  - OR if there is a comment which does not in anyway relate to the question (e.g. 'can't do', 'don't know')
  - OR if there is a mark (e.g. a dash, a question mark) which isn't an attempt at the questionNote: Award 0 marks - for an attempt that earns no credit (including copying out the question)
8. The scoris **comments box** is used by your team leader to explain the marking of the practice responses. Please refer to these comments when checking your practice responses. **Do not use the comments box for any other reason.**  
If you have any questions or comments for your team leader, use the phone, the scoris messaging system, or e-mail.

9. For answers marked by levels of response:
- To determine the level** – start at the highest level and work down until you reach the level that matches the answer
  - To determine the mark within the level**, consider the following:

Descriptor	Award mark
On the borderline of this level and the one below	At bottom of level
Just enough achievement on balance for this level	Above bottom and either below middle or at middle of level (depending on number of marks available)
Meets the criteria but with some slight inconsistency	Above middle and either below top of level or at middle of level (depending on number of marks available)
Consistently meets the criteria for this level	At top of level

10. These are the annotations, (including abbreviations), including those used in scoris, which are used when marking

Annotation	Meaning of annotation

11. Here are the subject specific instructions for this question paper

Subject specific marking instructions that apply across the whole question paper must appear here. These must be compatible with the OCR Marking Instructions above. Include here any instructions for marking when a candidate has infringed the rubric.

12. Here is the mark scheme for this question paper.

## MARK SCHEME

Question	Answer/Indicative content	Mark	Guidance
1	<p><b>Indicative content:</b></p> <ul style="list-style-type: none"> <li>• one who serves on the governing body</li> <li>• ultimately responsible for directing the affairs of the organisation</li> <li>• same role as a director in a company</li> <li>• a person who must ensure that the organisation meets all of its legal requirements</li> <li>• one who seeks to ensure that the charity is solvent, well run and delivering its stated charitable outcomes.</li> </ul>	1	<p>For one mark.</p> <p>Do <b>not</b> award responses relating to account trustees.</p>

Question	Answer/Indicative content	Mark	Guidance
2	<p>Use levels of response criteria.</p> <p><b>Indicative content:</b></p> <ul style="list-style-type: none"> <li>• enhanced reputation/identity</li> <li>• greater public interest</li> <li>• increased public confidence</li> <li>• more sources of funding</li> <li>• more patrons</li> <li>• increased donations</li> <li>• greater commercial acumen</li> <li>• more effective leadership</li> <li>• more/higher calibre/higher profile trustees.</li> </ul> <p><b>Exemplar response:</b> Eg Effective networking could give a third sector organisation greater recognition [L1]. This may lead to interested parties talking to other interested parties, possibly securing a high profile patron for the charitable cause [L2]. If the new patron is a celebrity this may increase public interest in the charity and lead to increased donations from the public. Alternatively, the patron may be willing to make a large donation to the charity themselves, increasing the income of the organisation and, consequently, the charitable work which can be carried out. [L3]</p>	6	<p><b>Levels of response</b></p> <p><b>Level 3 (5 - 6 marks)</b> Candidate analyses likely benefit(s) to a third sector organisation of effective networking.</p> <p><b>Level 2 (3 – 4 marks)</b> Candidate explains likely benefit(s) to third sector organisation of effective networking.</p> <p><b>Level 1 (1 – 2 marks)</b> Candidate identifies likely benefit(s) to a business of effective networking.</p>
Question	Answer/Indicative content	Mark	Guidance
3	<p><b>Indicative content:</b></p> <ul style="list-style-type: none"> <li>• recruitment – the process of finding and hiring new employees.</li> <li>• redundancy – the termination of an employee’s contract because the job role is no longer required.</li> <li>• redeployment – moving an employee from one job role/place of work to another.</li> </ul>	3	<p><b>One</b> mark for each correct identification up to a maximum of <b>three</b> identifications.</p>

Question	Answer/Indicative content	Mark	Guidance
4	<p><b>Indicative content:</b></p> <ul style="list-style-type: none"> <li>• profit versus best value</li> <li>• importance of operational efficiency</li> <li>• importance of reputation</li> <li>• importance of community benefit</li> <li>• emphasis on competitiveness</li> <li>• emphasis on quality and speed</li> <li>• emphasis on location</li> <li>• emphasis on product range</li> <li>• importance of external drivers – economic, environmental, cultural, social.</li> </ul> <p><b>Exemplar response:</b>            Eg The importance of profit is likely to be one difference between the business drivers in a private sector and public sector organisation <b>(1)</b>. In a private sector organisation profit must be a key driver because without sufficient profit the business will not survive <b>(1)</b>. A public sector organisation, whilst needing to consider its financial returns, is more likely to be driven by best value and the need to maximise its offering to the people it serves for the minimum cost <b>(1)</b>.</p>	6	<p><b>One</b> mark for each correct identification to a maximum of <b>two</b> identifications, plus up to <b>two</b> further marks for each of <b>two</b> explanations.</p> <p>For full (three marks) the difference must be made explicit.</p>

Question	Answer/Indicative content	Mark	Guidance
5	<p><b>Indicative content:</b></p> <ul style="list-style-type: none"> <li>• remuneration</li> <li>• development of transferable skills</li> <li>• increased knowledge of the industry</li> <li>• increased portfolio</li> <li>• enhanced consultant profile</li> <li>• improved curriculum vitae of consultant</li> <li>• professional development.</li> <li>• cultural awareness</li> </ul> <p><b>Exemplar response:</b>            Eg The management consultant will be paid for the work done on behalf of this business [L1]. Being a business with a global presence the work is likely to be complex and command a high fee [L2]. The financial returns from this engagement are likely to be far higher than that which could be obtained from a small independent business because of the nature and size of the organisation [L3]. The consultant will also gain additional skills and experience from this engagement [L1]. However, since the consultant is already an experienced management consultant the value of this is unlikely to be high [L2]. Instead the value of the engagement may lie in an enhanced consultant profile which leads to future engagements with other well known businesses with a global presence [L3]. Therefore, whilst the greatest benefit of this engagement in the short term may well be the remuneration received from this specific engagement, in the long term there is the possibility of the consultant's enhanced reputation leading to even more engagements with internationally renowned organisations and even more remuneration [L4].</p>	8	<p><b>Levels of response</b></p> <p><b>Level 4 (7 - 8 marks)</b>            Candidate evaluates likely benefits to an experienced management consultant of being hired by a successful business with a global presence.</p> <p><b>Level 3 (5 - 6 marks)</b>            Candidate analyses likely benefit(s) to a management consultant of being hired by a successful business with a global presence.</p> <p><b>Level 2 (3 – 4 marks)</b>            Candidate explains likely benefit(s) to a management consultant of being hired by a successful business.</p> <p><b>Level 1 (1 – 2 marks)</b>            Candidate identifies likely benefit(s) to a management consultant of being hired by an organisation.</p>

Question	Answer/Indicative content	Mark	Guidance
6	<p><b>Indicative content:</b></p> <ul style="list-style-type: none"> <li>• specific – precise, identifiable, unambiguous.</li> <li>• realistic – reasonable, attainable, motivational.</li> <li>• flexible – adaptable, responsive to change.</li> </ul> <p><b>Exemplar response:</b>            Eg Objectives need to be specific in my client’s organisation so that production targets can be set for each variant of games console <b>(1)</b>. Management can then compare the actual output of games consoles with these targets <b>(1)</b>.</p> <p>Eg The objectives need to be realistic so that the production operatives believe that they have a genuine chance of reaching them <b>(1)</b>. This will act as a motivational tool encouraging better workforce performance <b>(1)</b>.</p> <p>Eg The objectives need to be flexible so that they can be adapted to changes in demand for a particular model <b>(1)</b>. If the objective could not be altered it would provide no useful data for management monitoring purposes <b>(1)</b>.</p>	6	<p><b>One</b> mark for each correct identification up to a maximum of three identifications, plus a further <b>one</b> mark for each of <b>three</b> explanations.</p> <p>Award answers which are written in the negative ie if objectives were not specific, realistic and flexible.</p> <p>Answer <b>must</b> be in the context of the learner’s chosen client.</p> <p>Accept answers which relate objectives to strategic, tactical and operational activities.</p>

Question	Answer/Indicative content	Mark	Guidance
7	<p>Use levels of response criteria.</p> <p><b>Indicative content:</b></p> <ul style="list-style-type: none"> <li>• interdependencies between departments/functions</li> <li>• impact on organisational structure</li> <li>• impact on decision-making</li> <li>• impact on leadership styles</li> <li>• impact on communication</li> <li>• impact on responsiveness to change</li> <li>• speed/efficiency</li> <li>• formal/informal organisation</li> <li>• monitoring procedures</li> <li>• impact on performance</li> <li>• impact on profitability.</li> </ul> <p><b>Exemplar response:</b>            Eg My client manufactures games consoles. All of its major departments are significantly interdependent. Finance and Marketing need to work together to agree a budget for a new marketing campaign. Marketing needs to inform Production of the campaign launch date so that production can be increased in good time so that adequate stocks are available. Production needs to liaise with Purchasing to ensure the timely procurement of the appropriate raw materials [L1]. These interdependencies require a significant amount of co-ordination and co-operation between departments. Many meetings are held at tactical level and a lot of paperwork is generated to ensure that all parties are aware of decisions made. Sometimes information is lost in the plethora of documentation. One such example was last October when the company launched a new games console in pink/blue for the under fives' Christmas market. The marketing campaign ran on TV as intended but the Production Department had been unable to build up significant stocks because of difficulties with raw material procurement in the Purchasing Department. Had Marketing been alerted in time then the campaign could have been delayed or curtailed, in the event significant losses were incurred for a marketing campaign that failed to deliver on sales due to lack of availability of the product in the shops [L2].</p>	6	<p><b>Levels of response</b></p> <p><b>Level 2 (4 – 6 marks)</b>            Candidate explains how interdependency/ies between departments/functions in their client's organisation impact on its operations.</p> <p><b>Level 1 (1 – 3 marks)</b>            Candidate identifies interdependency/ies between departments/functions in their client's organisation.</p> <p>Answer <b>must</b> be in the context of the learner's chosen client.</p>

Question	Answer/Indicative content	Mark	Guidance
8	<p>Use levels of response criteria.</p> <p><b>Indicative content:</b></p> <ul style="list-style-type: none"> <li>• approaches used – expert, reflective, interventionist, facilitative</li> <li>• client consultant relationship</li> <li>• the nature of the contract</li> <li>• timescales and resources</li> <li>• nature of problems under investigation</li> <li>• objectives and intended outcomes</li> <li>• appropriateness.</li> </ul> <p><b>Exemplar response:</b>            Eg The nature of the problems under investigation in my client’s organisation affected the management consulting approach which I used <b>[L1]</b>. The company’s strengths are in its technical knowledge and expertise. However, the nature of the engagement was to conduct market analysis. I therefore used an interventionist approach when working with my client because this is one of my specialist areas <b>[L2]</b>. Such an approach allowed the engagement to be primarily consultant led complemented by the required technical input from the company experts on what was achievable. This approach allowed me to provide significant input into how the company could move forward to capture new areas of the market in a way which was technically possible for the company to achieve <b>[L3]</b>.</p>	6	<p><b>Levels of response</b></p> <p><b>Level 3 (5 - 6 marks)</b>            Candidate analyses factor(s) which have affected the type of management consulting approach used with the client.</p> <p><b>Level 2 (3 – 4 marks)</b>            Candidate explains factor(s) which have affected the type of management consulting approach used with the client.</p> <p><b>Level 1 (1 – 2 marks)</b>            Candidate identifies factor(s) which have affected the type of management consulting approach used with a client.</p> <p>Answer <b>must</b> be in the context of the learner’s chosen client.</p>

Question	Answer/Indicative content	Mark	Guidance
9	<p>Use levels of response criteria.</p> <p><b>Indicative content:</b></p> <ul style="list-style-type: none"> <li>• innovation</li> <li>• other research and development issues</li> <li>• operating sector issues eg private/public/third</li> <li>• cost reduction</li> <li>• income/sales/donation maximisation</li> <li>• value for money/profit maximisation</li> <li>• obtaining finance</li> <li>• functional issues eg marketing/sales/production</li> <li>• operational issues</li> <li>• environmental issues</li> <li>• economic issues</li> <li>• cultural and social issues</li> <li>• legal issues</li> <li>• political issues</li> <li>• ethical issues</li> <li>• technological issues</li> <li>• consumerism</li> <li>• corporate social responsibility</li> <li>• profile/reputation</li> <li>• accountability/transparency.</li> </ul> <p><b>Exemplar response:</b>  Eg Innovation can give a business a competitive advantage [L1].  Introducing to the market a new model of games console, even it is only a superficial change in colour or packaging, can lead to a significant increase in turnover for my client's company [L2]. Despite being a major player in the games console market, if my client's company failed to bring out new variants of its products it would lose a considerable amount of custom to the competition [L3]. The process of innovation is expensive and brings with it another factor important to the long term success of my client's business – the need to secure appropriate finance [L1]. Finance</p>	8	<p><b>Levels of response</b></p> <p><b>Level 4 (7 - 8 marks)</b>  Candidate evaluates the importance of innovation to the long term success of their client's business.</p> <p><b>Level 3 (5 - 6 marks)</b>  Candidate analyses the benefit(s) of innovation/factor(s) of importance to the success of their client's business.</p> <p><b>Level 2 (3 – 4 marks)</b>  Candidate explains the benefit(s) of innovation/factor(s) of importance to the success of their client's business.</p> <p><b>Level 1 (1 – 2 marks)</b>  Candidate identifies the benefit(s) of innovation/factor(s) of importance to the success of a business.</p> <p>Answer <b>must</b> be in the context of the learner's chosen client.</p>

Question	Answer/Indicative content	Mark	Guidance
	<p>is essential to fund the research, development and testing of new potential products and variants and all sources of finance come at a cost <b>[L2]</b>. Being a public limited company my client's business has a greater range of finance opportunities than many businesses including share issue, debenture issue, funding from general reserves and obtaining a bank loan <b>[L3]</b> and therefore obtaining finance should not be a major issue for the company. Suitable and timely innovation however is paramount because my client operates in a fast moving, highly competitive market. Innovation is essential to the business' survival. Without high volumes of sales my client would be unable to maintain its market share, its credibility in the market or make sufficient profit to satisfy its shareholders <b>[L4]</b>.</p>		