

OCR

Oxford Cambridge and RSA

Monday 13 June 2016

Level 4 Certificate in Management Consulting 10331

Unit 3 Understanding the Management Consulting Industry

MARK SCHEME

Duration: 1 hour

MAXIMUM MARK 50

DRAFT

Version: **5** Last updated: **11/02/2016**

(FOR OFFICE USE ONLY)

This document consists of 9 pages

For answers marked by levels of response:

- a. **To determine the level** – start at the highest level and work down until you reach the level that matches the answer.
- b. **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

Question	Answer/Indicative Content	Marks	Guidance
1	<p>Indicative content:</p> <p>Likely impacts of this decision for the organisational structure might be:</p> <ul style="list-style-type: none"> • span of control • senior management size and composition • channels of communication • roles and responsibilities • decision-making processes. <p>Exemplar response Among the many impacts for organisational structure of a decision to expand this management consulting business may be the span of control. [L1] Expansion into the second city is likely to more staff will need to be employed to meet the needs of clients in both cities. [L2] As a result, the span of control will widen as managers will have to be responsible for more staff. [L3]</p>	6	<p>Levels of response</p> <p>Level 3 (5 – 6 marks) Candidate analyses the likely impact(s) of the decision to expand for the organisational structure of the management consulting business.</p> <p>Level 2 (3 – 4 marks) Candidate explains the likely impact(s) of the decision to expand for the organisational structure of the management consulting business.</p> <p>Level 1 (1 – 2 marks) Candidate identifies the likely impact(s) of the decision to expand for the organisational structure of the management consulting business.</p> <p>See Q comment</p>

Question	Answer/Indicative Content	Marks	Guidance
2	<p>Indicative content:</p> <ul style="list-style-type: none"> • digital strategy formulation and implementation • coding services • website design • digital training and development • digital change management interventions • data mining and analytics • digital content design and production • digital risk management. <p>Exemplar response: One possible consulting service which can be provided in the area of digital consulting is digital strategy formulation and implementation. (1) The need for this service arises from the legacy of outdated information-based technologies currently being used in many organisations and the challenge of changing mind-sets and skills set to realise the profit potential of digital technology. (1)</p>	6	<p>One mark for each correctly identified consulting service up to a maximum of three consulting services, plus one further mark for each of three explanations.</p>

Question	Answer/Indicative Content	Marks	Guidance
3	<p>Indicative content:</p> <p>Likely effects of this objective on market position might be:</p> <ul style="list-style-type: none"> • gain more customers • generate more sales • reinforcement of brand and reputation • market consolidation/growth • increased market share. <p>Exemplar response: Setting appropriate objectives can help a business to grow [L1]. Highly trained consultants are likely to foster strong, productive and lasting client relationships [L2]. In turn, this is likely to reinforce both the reputation and brand of the management consulting business, thereby providing a platform for consolidation/growth in the market [L3].</p>	8	<p>Levels of response</p> <p>Level 3 (6 – 8 marks) Candidate analyses likely effect(s) of this objective on market position.</p> <p>Level 2 (3 – 5 marks) Candidate explains likely effect(s) of this objective on market position.</p> <p>Level 1 (1 – 2 marks) Candidate identifies likely effect(s) of an objective on market position.</p>

Question	Answer/Indicative Content	Marks	Guidance
4	<p>Indicative content:</p> <ul style="list-style-type: none"> • continuous improvement • public relations • funding • improved delivery • capacity building • clarifying project theory • taking stock. <p>Exemplar responses: The periodic evaluation of ongoing projects by a management consulting business can provide it with useful evidence for planning (1). This can enable decisions to be made on the best use of the organisation's scarce funds (1) and help it to decide whether or not such projects should remain fully funded, scaled-back, discontinued or enhanced (1).</p>	12	<p>One mark for each correct reason up to a maximum of four correct reasons plus up to two further marks for each of four explanations.</p>

Question	Answer/Indicative Content	Marks	Guidance
5	<p>Indicative content:</p> <ul style="list-style-type: none"> • breach of terms of contract • objectives not met • failure to achieve milestones • potentially harmful advice. <p>Exemplar response: A management consulting business may be liable for breach of the terms of contract (1) particularly if it causes loss to the client's business (1).</p>	2	Up to two marks.
6	<p>Indicative content:</p> <ul style="list-style-type: none"> • different needs of the client • clients attitudes to risk • different sector attitudes • historic norms within sectors. <p>Exemplar response: One way in which managing the expectations of a client might be different across two unrelated business sectors is in the need for technical expertise (1) as not all forms of technical knowledge may be readily transferable or even relevant to the new business sector (1).</p>	6	One mark for each correctly identified reason up to a maximum of three reasons plus a further one mark for each of three explanations.

Question	Answer/Indicative Content	Marks	Guidance
7	<p>Indicative content:</p> <ul style="list-style-type: none"> • safeguarding • not seeking personal advantage • disclosure only to appropriate parties • acting within the scope of the objectives and reputation of the management consulting business • highest standards of service delivery • building business relationships based on trust, respect and confidence. <p>Exemplar response: One ethical way in which a management consultant should act in the client's best interest is in safeguarding the client against the displacement or loss of sensitive data/information arising from the consultancy engagement. (1) If such information falls into the wrong hands, it could result in harm to the client and/or its organisation (1).</p>	4	<p>One mark for each correct identification up to a maximum of two identifications plus one further mark for each of two explanations.</p>

Question	Answer/Indicative Content	Marks	Guidance
8	<p>Indicative content:</p> <ul style="list-style-type: none"> • loss of consulting contracts • loss of revenue/profit • gain in consultancy contracts • alienation of some clients • damage to existing client networks • shifts in services portfolio • perception of corporate responsibility • conflict among senior partners. <p>Exemplar response: A management consulting business which decides positively to induce more favourable corporate social responsibility behaviour among client organisations, some of which may have been past clients, is very brave indeed (1). Such an action would have the immediate effect of foregoing potential consulting contracts (1) and result in potentially lost revenue and profits (1). Employee concerns may also be aroused at the prospect of job losses resulting from the reduction in tenders for new business (1). This action could also anger and alienate existing client organisations, (1) particularly those which have chosen to adopt a more relaxed position on the relationship between working conditions overseas and corporate social responsibility (1).</p>	6	<p>One mark for each point of explanation up to a maximum of six marks but allow development marks.</p> <p>Allow up to a maximum of five marks for a single, well developed implication.</p>