Unit Title:	**Understanding the management consulting industry**
OCR unit number:	3
Credit value:	3
Level:	4
Guided learning hours:	23
Unit reference number:	H/504/1305

Unit aim and purpose

By completing this unit the learner will develop their understanding of the management consulting industry. They will understand how a consulting business operates and the implications of operating ethically. The learner will also have the opportunity to examine how relationships are managed between a consulting business and its clients.

Learning Outcomes	Assessment Criteria	Teaching Content
The Learner will:	**The Learner can:**	This may include:
1 Understand how a management consulting business operates	1.1 Analyse the structure of a management consulting business and that of its senior management team	- organisational structure - function or product - hierarchical / flat - centralisation / de-centralisation - formalisation - interdependencies between departments - channels of communication - senior management team - size - composition - key personnel - appointment and monitoring - procedures - balance of power - levels of authority, autonomy and - accountability - decision-making processes - leadership styles - appropriateness to situation - ability to respond - impacts and consequences

Learning Outcomes	Assessment Criteria	Teaching Content
	1.2 Explain the services and/ or products a management consulting business provides and how it makes money	- provision of a service - management consulting - added value - The management consulting cycle - research - diagnosis - planning - proposal of solution - implementation - feedback and review - continuous improvement
	1.3 Analyse the objectives and strategy of a management consulting business and its position in the market	- position in the market - market structure - size and power of business - nature and power of competition - objectives and strategy need to be: - appropriate to the business - appropriate to the market dynamics - specific - realistic - flexible - responsive to change - provide an appropriate analytical - framework
2 Understand how relationships are managed between a management consulting business and its clients	2.1 Explain an employer's and client's role and responsibilities on a project	This may include: - limits of authority/boundaries - communications and reporting - the consulting project life-cycle - milestones and review processes - evaluation and continuous improvement
	2.2 Explain the contractual obligations that apply to a consulting engagement	- agreeing the terms of the contract - product/services liability - penalty clauses - fees

Learning Outcomes	Assessment Criteria	Teaching Content
	2.3 Explain how to manage management consulting clients' expectations	• agreeing achievable objectives • being realistic about potential 'blockages' • regular communications and reporting • relationship-building – rapport and trust • adopting the most appropriate consulting style • client-centric consulting
3 Understand the implications of operating ethically	3.1 Explain what operating ethically means in a business context	This may include: • more than a legal requirement • ethical behaviour • honesty and integrity • management consultant's codes of practice

	3.2 Explain the implications for a business and its stakeholders of operating ethically	• advantages and disadvantages
		• stakeholders
		  - shareholders
		  - potential investors
		  - company executive
		  - creditors
		  - customers
		  - employees
		  - government
		  - general public
		  - trade unions
		  - pressure groups

Assessment

This unit is assessed by an OCR set and marked examination.

Sample assessment material is available on our website.

Additional information

For further information regarding administration for this qualification, please refer to the OCR document '*Admin Guide: Vocational Qualifications' (A850)* on the OCR website www.ocr.org.uk .