

**OXFORD CAMBRIDGE AND RSA EXAMINATIONS**

**LEVEL 4 CERTIFICATE IN MANAGEMENT CONSULTING 10331**

**UNIT 1 UNDERSTANDING INDUSTRY SECTORS AND THE DRIVERS WHICH IMPACT THEM**

**SPECIMEN**

**TIME: 1 HOUR**

**INSTRUCTIONS TO CANDIDATES**

Fill in all the boxes below. Use CAPITAL LETTERS.

**CENTRE DETAILS**

Centre Number	Centre Name

COMPUTER REF

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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		6	
2		7	
3		8	
4		9	
5			
<b>TOTAL =</b>			

Ofqual Qualification Reference Number: 600/6039/6

**H052**

**This document consists of 12 pages. Any blank pages are indicated.**

Section A

Answer **all** questions in this Section.

- 1 All organisations should take account of their key business drivers and challenges. Distinguish between drivers and challenges.

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**(2 marks)**

- 2 Explain **two** ways in which the key drivers of a dental practice are likely to differ from those of a discount fashion store.

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**(4 marks)**

3 Analyse the likely impact which public confidence may have on third sector organisations.

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(6 marks)

4 Outline **two** benefits to a junior management consultant of being hired by an internationally renowned organisation.

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**(6 marks)**

- 5 Evaluate likely benefits to a public sector client of hiring a management consultant when preparing for the introduction of new technology across the organisation.

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**(8 marks)**

Section B

Answer **all** questions in this Section.

All of the questions in Section B should be answered in relation to a management consulting client of your choice. You are advised to read through all of the questions in Section B before deciding on your choice of client.

Nature of client’s business: .....

Sector:   Private   Public   Third    (Please circle as appropriate)

6     Explain how the products/services your client offers lead to financial gain for the client’s business.

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**(4 marks)**

7 Explain **two** ways in which the composition and structure of your client's senior management team may affect strategic development within the organisation.

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**(6 marks)**

8 Analyse how your client’s business strategy might need to change in order for the business to be competitive in the medium term.

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**(6 marks)**





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## **SPECIMEN ASSESSMENT MARK SCHEME**

Certificate in Management Consulting – 10331 – Level 4

Unit 1 Understanding industry sectors and the drivers which impact them

Duration: 1 hour

Maximum mark: 50

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

## MARK SCHEME

Question	Answer/Indicative content	Marks	Guidance
1	<p>Indicative content:</p> <ul style="list-style-type: none"> <li>• drivers are factors which are crucial to the success of a particular business</li> <li>• challenges are issues which the business needs to deal with or overcome.</li> </ul> <p>Exemplar response:</p> <p>E.g. Drivers are factors crucial to the success of a business <b>(1)</b>, whereas challenges are issues which need to be overcome <b>(1)</b>.</p>	2	<p>Up to <b>two</b> marks.</p> <p>One mark for drivers, one mark for challenges.</p>
2	<p>Indicative content:</p> <ul style="list-style-type: none"> <li>• emphasis on customer service</li> <li>• emphasis on quality provision</li> <li>• emphasis on price</li> <li>• importance of location</li> <li>• differentiation of product/brand.</li> </ul> <p>Exemplar response:</p> <p>E.g. The importance of price is likely to be different in these two businesses <b>(1)</b>. The customers of the discount fashion store are likely to be much more sensitive to the price level than the clients of the dental practice <b>(1)</b>.</p>	4	<p><b>One</b> mark for a correct identification up to a maximum of two identifications, plus a further <b>one</b> mark for each of two explanations.</p>

Question	Answer/Indicative content	Marks	Guidance
3	<p>Use levels of response criteria.</p> <p>Indicative content:</p> <ul style="list-style-type: none"> <li>• public expectations</li> <li>• suitable trustees</li> <li>• effective leadership</li> <li>• commercial acumen</li> <li>• ability to secure donations</li> <li>• effective networking.</li> </ul> <p>Exemplar response:</p> <p>E.g. An increase in public confidence is likely to increase a charity's income <b>(L1)</b>, either because existing donors give more or because more individuals are willing to donate <b>(L2)</b>. This increased income should allow the charity to fund more extensive projects, thereby increasing its benefit to society <b>(L3)</b>.</p>	6	<p><b>Levels of response</b></p> <p><b>Level 3 (5 - 6 marks)</b> Candidate analyses the likely impact of public confidence on third sector organisations.</p> <p><b>Level 2 (3 – 4 marks)</b> Candidate explains the likely impact of public confidence on third sector organisations.</p> <p><b>Level 1 (1 – 2 marks)</b> Candidate identifies the likely impact of public confidence on third sector organisations.</p>
4	<p>Indicative content:</p> <ul style="list-style-type: none"> <li>• remuneration</li> <li>• increased portfolio</li> <li>• enhanced reputation</li> <li>• enhanced profile</li> <li>• networking opportunities</li> <li>• improved curriculum vitae</li> <li>• development of transferable skills and knowledge</li> <li>• professional development.</li> </ul> <p>Exemplar response:</p> <p>E.g. Being hired by an internationally renowned organisation should enhance the management consultant's curriculum vitae <b>(1)</b>. This is especially important for a junior management consultant who may find securing clients difficult due to limited experience <b>(1)</b>. The consultant is also likely to be able to charge higher fees in future than they did earlier in their career <b>(1)</b>.</p>	6	<p><b>One</b> mark for a correct identification up to a maximum of two identifications, plus up to a further <b>two</b> marks for each of two developments.</p>



Question	Answer/Indicative content	Marks	Guidance
5	<p>Use levels of response criteria.</p> <p>Indicative content:</p> <ul style="list-style-type: none"> <li>• expertise and methodology</li> <li>• an external viewpoint, broader perspectives</li> <li>• objectivity, independence</li> <li>• avoidance of corporate politics</li> <li>• pro-active thinking</li> <li>• specialisation economies of scale - knowledge of best practice across industrial sectors worldwide</li> <li>• added value</li> <li>• an analytical framework</li> <li>• hypothesis driven problem-solving</li> <li>• an holistic viewpoint</li> <li>• a multi-functional approach</li> <li>• quality control.</li> </ul> <p>Exemplar response:</p> <p>E.g. The management consultant should provide a framework with which to analyse the business situation <b>(L1)</b>. This framework should ensure that all factors related to the introduction of new technology are considered <b>(L2)</b>. Ensuring that no factors are overlooked should allow the introduction of technology to take place more smoothly <b>(L3)</b>. This will be especially important in a public sector organisation because, due to the crucial nature of the public services it offers, it is imperative that any disruption to these services is minimised <b>(L4)</b>.</p>	8	<p><b>Levels of response</b></p> <p><b>Level 4 (7 - 8 marks)</b> Candidate evaluates likely benefits to a public sector client of hiring a management consultant when preparing for the introduction of new technology across the organisation.</p> <p><b>Level 3 (5 - 6 marks)</b> Candidate analyses likely benefits to a client of hiring a management consultant when preparing for the introduction of new technology across the organisation.</p> <p><b>Level 2 (3 – 4 marks)</b> Candidate explains likely benefits to a client of hiring a management consultant.</p> <p><b>Level 1 (1 – 2 marks)</b> Candidate identifies likely benefits to a client of hiring a management consultant.</p>

Question	Answer/Indicative content	Marks	Guidance
6	<p>Indicative content:</p> <ul style="list-style-type: none"> <li>• adding value</li> <li>• obtaining profit – revenue greater than cost</li> <li>• meeting consumer needs</li> <li>• sensitivity to market</li> <li>• effective sales/marketing</li> <li>• functionality</li> <li>• provision of a service</li> <li>• buying and reselling</li> <li>• manufacturing</li> <li>• construction</li> <li>• breaking bulk.</li> </ul> <p>Exemplar response:</p> <p>E.g. The chain buys goods from a national wholesaler <b>(1)</b>, breaks down the bulk <b>(1)</b> and sells them in its stores to consumers <b>(1)</b>. The price it charges for the goods more than covers the cost of buying them leading to a profit being made <b>(1)</b>.</p>	4	<p>Answer must be in the context of the learner's chosen client.</p> <p><b>One</b> mark for each correct explanatory point up to a maximum of four such points, but allow development.</p>

Question	Answer/Indicative content	Marks	Guidance
7	<p>Indicative content:</p> <ul style="list-style-type: none"> <li>• composition</li> <li>• key personnel</li> <li>• appointment and monitoring procedures</li> <li>• balance of power</li> <li>• accountability</li> <li>• size</li> <li>• inertia/willingness to change</li> <li>• complexity of communication</li> <li>• speed of communication</li> <li>• responsiveness</li> <li>• flexibility.</li> </ul> <p>Exemplar response:</p> <p>E.g. The balance of power within the senior management team falls heavily on one influential individual <b>(1)</b>. This means that strategic developments favoured by this individual are likely to go ahead <b>(1)</b> and some useful strategies favoured by others may be overlooked <b>(1)</b>.</p>	6	<p><b>One</b> mark for a correct identification up to a maximum of two identifications, plus up to a further <b>two</b> marks for each of two explanations.</p> <p>Impacts may be positive <b>or</b> negative.</p> <p>Answer must be in the context of the learner's chosen client.</p>

Question	Answer/Indicative content	Marks	Guidance
8	<p>Use levels of response criteria.</p> <p>Indicative content:</p> <ul style="list-style-type: none"> <li>• appropriate to the business</li> <li>• appropriate to the market dynamics</li> <li>• specific</li> <li>• realistic</li> <li>• flexible</li> <li>• change of direction</li> <li>• change of emphasis</li> <li>• change of management</li> <li>• meet future needs.</li> </ul> <p>Exemplar response:</p> <p>E.g. The client's business needs to become more customer focused (<b>L1</b>). The stores target the high end of the market and have historically concentrated, almost exclusively, on making available high quality products. With increasing competition this strategy is no longer sufficient. High levels of customer service are needed if the business is to remain competitive in the medium term (<b>L2</b>). By incorporating higher levels of customer service into its business strategy the business should not only be able to retain its existing customers but also secure new ones from competitors still concentrating on product provision (<b>L3</b>).</p>	6	<p><b>Levels of response</b></p> <p><b>Level 3 (5 - 6 marks)</b> Candidate analyses how the client's business strategy might need to change in order for the business to be competitive in the medium term.</p> <p><b>Level 2 (3 – 4 marks)</b> Candidate explains how the client's business strategy might need to change in order for the business to be competitive in the medium term.</p> <p><b>Level 1 (1 – 2 marks)</b> Candidate identifies how the client's business strategy might need to change in order for the business to be competitive.</p> <p>Answer must be in the context of the learner's chosen client.</p>

Question	Answer/Indicative content	Marks	Guidance
9	<p>Use levels of response criteria.</p> <p>Indicative content:</p> <ul style="list-style-type: none"> <li>• climate change</li> <li>• waste</li> <li>• recycling</li> <li>• pollution</li> <li>• energy consumption</li> <li>• carbon emissions</li> <li>• congestion.</li> </ul> <p>Exemplar response:</p> <p>E.g. Waste is a major environmental challenge for the chain <b>(L1)</b>. Many of the products stocked are perishable and have to be thrown away if not sold <b>(L2)</b>. Throwing away such products significantly reduces profit margins <b>(L3)</b>. Recycling is also a significant challenge <b>(L1)</b>. Currently no recycling facilities are offered for customers and this needs to be changed if the chain is to be seen as an environmentally friendly business <b>(L2)</b>. Offering recycling facilities should make the business look more environmentally friendly and help attract ethical shoppers to the chain <b>(L3)</b>.</p> <p>Whilst recycling is likely to encourage extra custom it is not likely to have a significant effect on profits until a greater proportion of society becomes more ethically focused. It is likely, therefore, that improved waste management on a day to day basis will reap greater returns than installing recycling facilities at each store and is, thus, the environmental challenge on which the business should focus <b>(L4)</b>.</p>	8	<p><b>Levels of response</b></p> <p><b>Level 4 (7 - 8 marks)</b> Candidate evaluates environmental challenges facing a client's business.</p> <p><b>Level 3 (5 - 6 marks)</b> Candidate analyses environmental challenges facing a client's business.</p> <p><b>Level 2 (3 – 4 marks)</b> Candidate explains environmental challenges facing a client's business.</p> <p><b>Level 1 (1 – 2 marks)</b> Candidate identifies environmental challenges facing a client's business.</p> <p>Answer must be in the context of the learner's chosen client.</p>