

**OXFORD CAMBRIDGE AND RSA EXAMINATIONS**

**LEVEL 4 CERTIFICATE IN MANAGEMENT CONSULTING 10331**

**UNIT 3 UNDERSTANDING THE MANAGEMENT CONSULTING INDUSTRY**

**Monday 16 June 2014**

**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**

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

1 A management consulting business has a structure consisting of the following four departments:

- finance
- marketing
- business development
- human resources.

Explain **one** possible interdependency that could exist between:

- i) the finance department and the business development department.
- ii) the marketing department and the human resources department.

i) \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**(2 marks)**

ii) \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**(2 marks)**

2 Explain **two** ways in which the composition of the senior management team might influence the balance of power in the senior management team of a management consulting business.

1) \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
**(2 marks)**

2) \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
**(2 marks)**



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**(10 marks)**

4 A client organisation complains that a management consulting business has provided bad advice.

a) Explain what is meant by the term product liability.

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**(2 marks)**

b) Explain **two** reasons why a management consulting business should be concerned about product liability.

1) 

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2) 

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**(4 marks)**

5 Explain **three** ways in which the client-centric management consulting approach might help to manage client expectations.

1) \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_ (2 marks)

2) \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_ (2 marks)

3) \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_ (2 marks)





7 A management consultant is asked to manage a consulting engagement which will involve working within one of the client's departments.

Explain **two** ways in which the management consultant might build trust with the client's staff in this situation.

1) \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
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\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**(3 marks)**

2) \_\_\_\_\_  
\_\_\_\_\_  
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\_\_\_\_\_  
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\_\_\_\_\_

**(3 marks)**



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**(10 marks)**

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