

OCR

Oxford Cambridge and RSA

Monday 16 June 2014

LEVEL 4 CERTIFICATE IN MANAGEMENT CONSULTING

10331 Unit 3 Understanding the Management Consulting Industry

MARK SCHEME

Duration: 1 hour

MAXIMUM MARK 50

DRAFT

Version: **3** Last updated: **14/03/2014**

(FOR OFFICE USE ONLY)

This document consists of 10 pages

PREPARATION FOR MARKING ON-SCREEN

1. Make sure that you have accessed and completed the relevant and 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.

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: Possible interdependencies might be:</p> <ul style="list-style-type: none"> · developing the investment case for an idea · setting budgets · disciplinary hearings · staff recruitment <p>Exemplar response: A possible interdependency between the departments of finance and business development could be the example of an investment case needed to assess the feasibility of expansion into a new services area. [1]. This investment case will require the sharing of expertise in investment analysis and business development [1].</p>	4	<p>One mark for correctly identifying an interdependency between departments and one further mark for an explanation up to a maximum of four marks.</p> <p>One mark for each correct interdependency plus a further one mark for an explanation – times two.</p>
2	<p>Indicative content: Composition might influence balance of power in terms of:</p> <ul style="list-style-type: none"> · expertise or skill sets · experience · gender · proportion of shareholding · family/external control <p>Exemplar response: Composition might influence the balance of power if there is an imbalance between the primary areas of expertise of the senior partners within the senior management team (SMT) [1]. In this case the nature of the dominant group's expertise within the SMT could exert undue influence on the business objectives and goals of the organisation [1].</p>	4	<p>One mark for each correct interdependency plus a further one mark for an explanation – times two.</p>

Question	Answer/Indicative Content	Marks	Guidance
3	<p>Indicative content: Likely effects might be:</p> <ul style="list-style-type: none"> · skills and capabilities · consulting fee income · all objectives · consulting business structure and culture · internal conflict and politics · operational budgets · staff morale · business strategies · position in market <p>Exemplar response: One likely effect of expanding service provision into a new IT platform is on the existing strategic and marketing objectives of the consulting business [L1]. Overall business strategy, and with it revenue targets and operational budgets, will need to be reviewed in the light of the proposal to expand onto the new service platform [L2]. This may well result in territorial conflicts if the proposed expansion does not receive appropriate buy-in from the relevant senior practitioners and their teams [L3].</p>	10	<p>Levels of response</p> <p>Level 3 (7 - 10 marks) Candidate analyses the effects of the proposed service expansion of this management consulting practice.</p> <p>Level 2 (4 - 6 marks) Candidate explains the effects of the proposed service expansion of this management consulting practice.</p> <p>Level 1 (1 - 3 marks) Candidate describes the effects of the proposed service expansion of this management consulting practice.</p> <p>NB: Allow up to two marks for the simple identification of one (or more) effect(s).</p>
4	(a) <p>Indicative content:</p> <ul style="list-style-type: none"> · Description of product/services liability <p>Exemplar response: The term product liability describes a legal obligation of a management consulting business to ensure and assure that the services it provides are reasonably free from sources of error [1] which could potentially result in harm to the client's business, or to stakeholders who may use the service provided [1].</p>	2	One mark for a correct identification plus a further one mark for an explanation.

Question		Answer/Indicative Content	Marks	Guidance
4	(b)	<p>Indicative content: Management consulting business concerns with product/services liability might be:</p> <ul style="list-style-type: none"> · loss of reputation · costly legal action arising from complaint · complexities in remedying a faulty service after the event. <p>Exemplar response: One reason a management consulting business should be concerned with product/service liability is the loss of reputation [1] which it could potentially suffer because of poor service delivery [1].</p>	4	<p>One mark for correctly identifying an interdependency between departments and one further mark for an explanation up to a maximum of four marks.</p> <p>One mark for each correct interdependency plus a further one mark for an explanation – times two.</p>
5		<p>Indicative content:</p> <ul style="list-style-type: none"> · client-centric ways to manage client expectations: · focus on the client's needs · empowers the client to assist in, rather than to solely rely on the consultant to solve the problem · builds rapport and trust between client and consultant · reduces risks of failure of the initiative <p>Exemplar ways: One way in which the client-centric consulting approach helps to manage client expectations is in its focus on the client needs at the centre of the engagement [1]. This enables the client to reflect on and understand the limits of his/her capabilities and actions to affect the status-quo (the perceived problem) [1].</p>	6	One mark for each correct identification up to a maximum of three identifications, plus a further one mark for each of three explanations.

Question	Answer/Indicative Content	Marks	Guidance
6	<p>Indicative content: Issues around establishing the limits of authority in a consulting engagement might include:</p> <ul style="list-style-type: none"> · signatory authority · the contract · the engagement objectives · resource needs · organisational structure · decision-making · quality, timeliness and cost of deliverables <p>Exemplar response: The contract between both parties is an important means of establishing the limits of authority, particularly on issues such as the resource requirements and the quality and timeliness of the work to be done. [1] Embedding issues such as these in an agreed contract will help avoid potential misunderstandings during the consulting cycle, which should help to minimise the risk of failure [1].</p>	4	One mark for each valid point of explanation up to a maximum of four such points, but allow development marks.

Question	Answer/Indicative Content	Marks	Guidance
7	<p>Indicative content: Ways of building trust with client's staff could be:</p> <ul style="list-style-type: none"> · being aware of and sensitive to inter-departmental tensions/issues · negotiating on the resources to be borrowed from other departments · ensuring a 'meeting of minds' between management consultant and client · agreeing on deliverables · agreeing on the kinds of support needed at the start and during the managing consulting cycle · agreeing on form and frequency feedback and reporting should take <p>Exemplar response: One way in which the management consultant might build rapport and trust with the client's staff is to ensure that there is a 'meeting of minds' with the client as to what is the actual problem to be solved, and why [1] Discussions that help to separate symptoms, causes and consequences and allow for negotiation on a mutual definition of the problem [1] will help establish this important facet of the client-consultant relationship [1].</p>	6	One mark for each correct identification up to a maximum of two identifications, plus up to a further two marks for each of two explanations.

Question	Answer/Indicative Content	Marks	Guidance
8	<p>Indicative content: Some possible implications of this situation might be:</p> <ul style="list-style-type: none"> · the need to replace the associated knowledge and skills of this senior partner · heightened/reduced tensions in the senior management team · employees perceiving the Board as weak · perception by some stakeholders of board acting ethically/unethically · clients troubled/relieved by the decision · workloads may need redistributing · disruption/delay to ongoing consulting work <p>Exemplar response: One implication for the management consulting business could be the perception by some stakeholders that it has acted unfairly and thus unethically [1]. These employees may feel that, had they the misfortune to find themselves in the same situation, the outcome may not have been equally as favourable to them [1].</p>	10	<p>One mark for each correctly identified implication that cites the business, its employees and clients and one further mark for its explanation up to a maximum of ten marks.</p> <p>Allow development.</p> <p>NB: Maximum of five marks for the simple identification of implications.</p>