

Unit Title:	Understanding industry sectors and the drivers which impact them
OCR unit number:	1
Credit value:	3
Level:	4
Guided learning hours:	28
Unit reference number:	K/504/1287

Unit aim and purpose

By completing this unit the learner will have a good understanding of drivers and challenges of public, private and third sector clients, be able to analyse a client's business and understand how a management consulting business adds value to its clients.

Learning Outcomes	Assessment Criteria	Teaching content
<p>The Learner will:</p> <p>1 Understand the business drivers and challenges for management consulting clients in public, private and third sector industries</p>	<p>The Learner can:</p> <p>1.1 Analyse key business drivers for clients in public, private and third sector industries</p>	<p>This may include:</p> <ul style="list-style-type: none"> - public sector – best value, effective leadership, operational efficiency, sustainability, community benefit - private sector – market intelligence, meeting client expectations, effective networking, quality, speed of delivery/service, product range, location, competitiveness, operational efficiency - third sector – identity/reputation, public confidence/expectations, patrons, trustees, leadership, commercial acumen, sources of funding, sector trends in voluntary giving, effective networking - external factors – economic, environmental, cultural, social - impact of drivers

Learning Outcomes	Assessment Criteria	Teaching content
	1.2 Evaluate challenges facing public, private and third sector industries	<ul style="list-style-type: none"> - public sector – political agenda, changes in demographics, performance targets, cost reduction, transparency, energy consumption, sustainability - private sector – profitability, obtaining finance, debt collection, stakeholder interests, accountability, the service chain, legislation, waste, consumerism, fair trade, communication technologies, the green agenda, innovation, influence of multinationals corporate social responsibility - third sector – income maximisation, accountability, online communities, big society, ethics - external factors – economic, environmental, cultural, social, legal, political - impact of challenges
2 Understand management consulting clients' businesses	2.1 Analyse a client's organisational structure and that of its senior management team	<p>This may include:</p> <ul style="list-style-type: none"> ● organisational structure: <ul style="list-style-type: none"> - how structured e.g. by function or product - hierarchical/flat - centralisation - formalisation - interdependencies between departments - channels of communication ● senior management team: <ul style="list-style-type: none"> - size - composition - key personnel - appointment and monitoring procedures - balance of power - levels of authority, autonomy and accountability - decision-making processes - leadership style(s) ● appropriateness to situation ● ability to respond ● impacts and consequences

Learning Outcomes	Assessment Criteria	Teaching content
	<p>2.2 Explain what services and/or products a client provides and how it makes money</p> <p>2.3 Analyse the objectives and strategy of a client's business and its position in the market</p>	<ul style="list-style-type: none"> • provision of a service • buying and reselling • manufacturing • construction • extraction • breaking bulk • adding value • Position in market to include: <ul style="list-style-type: none"> - market structure - size and power of business - nature and power of competition • Objectives and strategy need to be: <ul style="list-style-type: none"> - appropriate to the business - appropriate to the market dynamics - specific - realistic - flexible - responsive to change - appropriate to short/medium/long term
<p>3 Understand how a management consulting business can support the needs of clients</p>	<p>3.1 Assess the appropriateness of different approaches and types of work that a management consulting business can undertake to respond to challenges faced by a client</p>	<p>This may include:</p> <ul style="list-style-type: none"> • Appropriateness: <ul style="list-style-type: none"> - client consultant relationship - the nature of the contract - timescales and resources - nature of problems under investigation - objectives and intended outcomes • Approaches: <ul style="list-style-type: none"> - expert - reflective - interventionist - facilitative • Types of work may include: <ul style="list-style-type: none"> - change management - strategy/systems development - operational improvement - financial analysis

Learning Outcomes	Assessment Criteria	Teaching content
	<p>3.2 Evaluate how management consulting can add value to clients and the benefits to both parties of providing services to a client</p>	<ul style="list-style-type: none"> - market analysis/development - technological implementation - restructuring - recruitment - redundancy - redeployment - outsourcing - auditing • Adds value by the provision of: <ul style="list-style-type: none"> - an analytical framework - hypothesis driven problem-solving - an holistic viewpoint - a multi-functional approach - quality control • Benefits to clients of hiring a consultant include: <ul style="list-style-type: none"> - cost effective resource - engagement can be time limited/fixed cost - perceived credibility - consultant expertise - an external viewpoint, broader perspectives - objectivity, independence - avoidance of corporate politics - pro-active thinking - specialisation economies of scale - knowledge of best practice across industrial sectors • Benefits to consultants of being hired by clients include: <ul style="list-style-type: none"> - remuneration - development of transferable skills and knowledge - increased portfolio - enhanced profile for consultant - improved curriculum vitae for consultant - professional development

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 .