

OCR

Oxford Cambridge and RSA

Monday 15 June 2015 9.30 AM

Level 4 Certificate in Management Consulting 10331

Unit 1 Understanding industry sectors and the drivers which impact them

MARK SCHEME

Duration: 1 hour

MAXIMUM MARK 50

SECOND DRAFT

Version: **5** Last updated: **10/02/2015**

(FOR OFFICE USE ONLY)

This document consists of 12 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.

9. For answers marked by levels of response:
- To determine the level** – start at the highest level and work down until you reach the level that matches the answer
 - 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

10. These are the annotations, (including abbreviations), including those used in scoris, which are used when marking

Annotation	Meaning of annotation

11. Here are the subject specific instructions for this question paper

Subject specific marking instructions that apply across the whole question paper must appear here. These must be compatible with the OCR Marking Instructions above. Include here any instructions for marking when a candidate has infringed the rubric.

12. Here is the mark scheme for this question paper.

MARK SCHEME

Question	Answer/Indicative content	Mark	Guidance
1	Indicative content: <ul style="list-style-type: none"> • direct supply of natural resources/primary sector • revenue greater than cost of extraction. Exemplar response: e.g. A business in the extraction industry is responsible for taking raw materials out of the ground (1) . It charges a selling price which more than covers total cost per unit (1) .	2	One mark for each point of explanation, up to a maximum of two such points. Do not award examples.

Question	Answer/Indicative content	Mark	Guidance
2	<p>Use levels of response criteria.</p> <p>Indicative content:</p> <ul style="list-style-type: none"> • remuneration • development of transferable skills • increased knowledge of the industry • increased portfolio • enhanced consultant profile • improved curriculum vitae of consultant • professional development. <p>Exemplar response:</p> <p>e.g. Being hired by the hairdressing salon should allow the consultant to gain more experience in market development (L1). Such experience should develop skills which the consultant can transfer to other projects (L2), making the consultant more likely to be hired by organisations experiencing similar problems in the future (L3). The consultant will get paid by the salon (L1). However, given that the salon is a struggling business the engagement is unlikely to command a high price (L2). The financial returns from this engagement are likely to be limited because of the nature and size of the business (L3). The greatest value of the engagement is likely to be the enhancement to the consultant's curriculum vitae, allowing the consultant to gain further engagements and more remuneration in the long term (L4).</p>	8	<p>Levels of response</p> <p>Level 4 (7 – 8 marks) Candidate evaluates likely benefits to the management consultant of being hired to focus on market development by an independent hairdressing salon which is struggling to survive.</p> <p>Level 3 (5 – 6 marks) Candidate analyses likely benefits to the management consultant of being hired by an independent hairdressing salon which is struggling to survive.</p> <p>Level 2 (3 – 4 marks) Candidate explains likely benefits to the management consultant of being hired by an independent hairdressing salon which is struggling to survive.</p> <p>Level 1 (1 – 2 marks) Candidate identifies benefits to a management consultant of being hired by an organisation.</p>

Question	Answer/Indicative content	Mark	Guidance
3	<p>Indicative content:</p> <ul style="list-style-type: none"> • expert approach • reflective approach • interventionist approach • facilitative approach • nature of problem • appropriateness of approach. <p>Exemplar response:</p> <p>e.g. A management consultant may personally favour a reflective approach which strives to help the organisation identify and resolve its own issues (1). However, if the nature of the problem requires specialist expertise (1), such as updating technology (1), a more prescriptive approach may be necessary (1). In these circumstances the consultant should adopt an expert, consultant led approach (1), drawing on their technical expertise in order to propose solutions to their client's issues (1).</p>	6	<p>One mark for each correct point of explanation up to a maximum of six such points, but allow development.</p>

Question	Answer/Indicative content	Mark	Guidance
4	<p>Use levels of response criteria.</p> <p>Indicative content:</p> <ul style="list-style-type: none"> • political agenda • changes in demographics • performance targets • cost reduction • transparency • energy consumption • sustainability • economic factors • environmental factors • social and cultural factors • le.g.al factors. <p>Exemplar response:</p> <p>e.g. If a public sector organisation fails to meet the requirements of the political framework in which it operates, it is likely to be subject to additional government scrutiny (L1). Such scrutiny could lead to increased government intervention (L2) which may lead to a curtailment of its operating freedoms (L3). In today's climate there are other challenges facing public sector organisations – including the need to be transparent and to operate in a sustainable and environmentally friendly manner (L1). However, all of these factors can be considered to be subsumed within the government's political agenda. Added to this is the fact that public sector budgets can be significantly reduced by the government of the day, and it can be concluded that the political agenda is the greatest challenge facing public sector organisations. This is especially true when the political agenda is radically changed by an incoming government (L4).</p>	8	<p>Levels of response</p> <p>Level 4 (7 – 8 marks) Candidate evaluates whether or not the political agenda is the greatest challenge currently facing public sector organisations.</p> <p>Level 3 (5 – 6 marks) Candidate analyses challenge(s) currently facing public sector organisations.</p> <p>Level 2 (3 – 4 marks) Candidate explains challenge(s) currently facing public sector organisations.</p> <p>Level 1 (1 – 2 marks) Candidate identifies challenge(s) currently facing public sector organisations.</p>

Question	Answer/Indicative content	Mark	Guidance
5	<p>Indicative content:</p> <ul style="list-style-type: none"> • competitiveness • market intelligence • meeting client expectations • effective networking • quality • speed of delivery/service • product range • location • operational efficiency • reputation • sources of finance • leadership • profitability. <p>Exemplar response:</p> <p>e.g. One of the key drivers of my client's business is operating in the correct location (1). Being a retail business which serves its local community it is important to locate new branches in areas which are accessible to the target market but free from strong competition (1).</p>	6	<p>One mark for each correct identification up to a maximum of three identifications, plus a further one mark for each of three explanations.</p> <p>Answer must be in the context of the learner's chosen client.</p>

Question	Answer/Indicative content	Mark	Guidance
6	<p>Use levels of response criteria.</p> <p>Indicative content:</p> <ul style="list-style-type: none"> • size of business • power of business • market structure • nature of competition • power of competition • ability to differentiate the business/product/service price/non-price competition. <p>Exemplar response:</p> <p>e.g. My client is a national business operating through small local convenience stores (L1). My client has very limited power (in the market) to set prices. With several competitors in the area, if it sets its prices too high then customers will go to one of the other convenience stores in the area (L2). This means that instead of relying on price competition to attract custom, my client must differentiate itself in the market by emphasising other factors such as its extended opening hours and recycling facilities. To this end my client is currently considering whether to stock an organic product range (L3).</p>	6	<p>Levels of response</p> <p>Level 3 (5 – 6 marks) Candidate analyses their client's current position in the market in which it operates.</p> <p>Level 2 (3 – 4 marks) Candidate explains their client's current position in the market in which it operates.</p> <p>Level 1 (1 – 2 marks) Candidate identifies their client's current position in the market in which it operates.</p> <p>Answer must be in the context of the learner's chosen client.</p>

Question	Answer/Indicative content	Mark	Guidance
7	<p>Indicative content:</p> <ul style="list-style-type: none"> • autocratic • paternalistic • democratic • laissez faire • strength of leadership • mixture of styles • dominant personalities. <p>Exemplar response:</p> <p>e.g. The most prevalent leadership style in my client's organisation is democratic (1). This means that the senior management team share decision-making with staff at all levels of the organisation (1). This can lead to a wide range of perspectives being considered but it does slow down the decision-making process, meaning that my client is frequently left behind by the innovative market leaders in the retail world (1).</p>	6	<p>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.</p> <p>For full marks the response must link to the organisation's ability to respond to changes in its market.</p> <p>Answer must be in the context of the learner's chosen client.</p>

Question	Answer/Indicative content	Mark	Guidance
8	<p>Use levels of response criteria.</p> <p>Indicative content:</p> <ul style="list-style-type: none"> • approaches problems with wide angles • considers the bigger picture • considers the organisation as a whole • considers interactions and relationships • considers broad impacts • interdepartmental/organisation-wide • all encompassing approach • cost effectiveness • consultant expertise • broad perspectives • wider considerations • lower risk • added value. <p>Exemplar response:</p> <p>e.g. An holistic viewpoint considers the business as a whole (L1). Such an approach carefully considers the complex relationships and reactions between the business and the environment in which it operates (L2) and helps to ensure that no detrimental impacts on the organisation are overlooked (L3). Considering the bigger picture is likely to significantly lower the level of risk during a period of change. However, such a thorough approach is likely to be time consuming and have considerable cost implications (L4).</p>	8	<p>Levels of response</p> <p>Level 4 (7 – 8 marks) Candidate evaluates likely benefits to their client of providing an holistic viewpoint of its situation.</p> <p>Level 3 (5 – 6 marks) Candidate analyses likely benefits to their client of providing an holistic viewpoint of its situation.</p> <p>Level 2 (3 – 4 marks) Candidate explains likely benefits to their client of providing an holistic viewpoint of its situation.</p> <p>Level 1 (1 – 2 marks) Candidate shows knowledge of the features of providing an holistic viewpoint.</p> <p>Answer must be in the context of the learner’s chosen client.</p>