

# OCR

Oxford Cambridge and RSA

**Monday 15 June 2015 11.00 AM**

**Level 4 Certificate in Management Consulting**

**10331/03** Unit 3 Understanding the Management Consulting Industry

**MARK SCHEME**

**Duration: 1 hour**

**MAXIMUM MARK 50**

**DRAFT**

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<b>This document consists of 10 pages</b>
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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:

<b>Descriptor</b>	<b>Award mark</b>
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
	Exemplar response: One disadvantage of this way of structuring the senior management team is that some control of the consulting business within the satellite countries may be ceded [1]. If this were to happen, strategic intent may become diffused within the divisions of the satellite countries [1].		

Question	Answer/Indicative Content	Marks	Guidance
2	<p>Indicative content:</p> <ul style="list-style-type: none"> <li>• maybe earn more profit</li> <li>• economies/diseconomies of scale</li> <li>• potential market saturation</li> <li>• increased brand recognition</li> <li>• winning new contracts</li> <li>• leveraging capabilities and hold market position</li> <li>• competing more readily in other associated areas</li> <li>• recruiting high-calibre staff</li> <li>• overly focusing on a single segment</li> </ul> <p>Exemplar response:  A management consulting business is likely to experience both positive and negative effects of achieving market leadership in the provision of a consulting service [L1]. Along with the gravitas of segment leadership could be an ability to win substantial contracts [L2] with which the management consulting business can consolidate its market position and exploit any unused capacity to develop into other associated consulting services [L3]. However, there may be a danger that too much focus on a single area of consulting service provision [L1] may lead to a diminution in the variety of consulting engagements [L2]. In turn, this could hamper career progression among ambitious consultants [L3].</p>	12	<p><b>Levels of response</b></p> <p><b>Level 3 (9 - 12 marks)</b>  Candidate analyses the effects on the management consulting business of achieving this objective.</p> <p><b>Level 2 (5 - 8 marks)</b>  Candidate explains the effects on the management consulting business of achieving this objective.</p> <p><b>Level 1 (1 - 4 marks)</b>  Candidate identifies the effects on the management consulting business of achieving this objective.</p>

Question	Answer/Indicative Content	Marks	Guidance
3	<p>Indicative content:</p> <p>Possible roles a project sponsor might play include to:</p> <ul style="list-style-type: none"> <li>• understand the nature and scope of the project</li> <li>• communicate full understanding of the project</li> <li>• coordinate user input</li> <li>• manage the project budget and programme</li> <li>• secure professional services as required</li> <li>• manage the reporting arrangements and being the focal point of contact for the client organisation.</li> </ul> <p>Exemplar response: One role a project sponsor should play is to help in preparing the project brief [1]. In so doing, as the project evolves through its life-cycle, s/he is able to identify any deviations [1] and their associated risks on the project brief [1].</p>	9	<p><b>One</b> mark for each correct identification up to a maximum of <b>three</b> identifications, plus up to two further marks for each of three explanations.</p>
4	<p>Indicative content:</p> <ul style="list-style-type: none"> <li>• values the exchange process</li> <li>• minimises the risk of project failure</li> <li>• creates honesty in exchanges</li> <li>• builds reliability and so reinforces confidence</li> <li>• values the currency of a promise</li> <li>• builds openness, even in difficult and delicate situations</li> <li>• builds easy access often to informal know-how</li> </ul> <p>Exemplar response: If the management consultant builds trust with the client, then the client is more willing to accept unpalatable advice [1]. This could help resolve problems as soon as they arise [1] and minimise the project's exposure to risk [1].</p>	6	<p><b>One</b> mark for each correct identification up to a maximum of <b>three</b> identifications, plus a further <b>one</b> mark for each of three explanations.</p>

Question		Answer/Indicative Content	Marks	Guidance
5	(a)	Indicative content:  A clause that becomes legally enforceable when a breach of contract takes place <b>[1]</b> .	1	For one mark

Question		Answer/Indicative Content	Marks	Guidance
5	(b)	<p>Indicative content:</p> <p>Specific criteria for a legally binding penalty clause might be, if the penalty:</p> <ul style="list-style-type: none"> <li>• is proportionate in effect to the failure to perform</li> <li>• does not interfere with the 'freedom of contract'</li> <li>• does not allow possible escape from the required performance</li> <li>• contributes to a reduction of uncertainty as to the amount of compensation to be awarded for a failure to perform</li> <li>• can be reasonably avoided by timely performance of the contract</li> <li>• stays within the bounds of compensation and does not punish for a failure to perform.</li> </ul> <p>Exemplar response: A penalty clause may be legally binding in circumstances where the penalty is seen to be proportionate in effect <b>[1]</b> to the failure of the management consultant (or consulting business) to meet the obligation of the agreement <b>[1]</b>. A penalty clause could be seen as unreasonable if the compensation in monetary form is substantial in relation to the overall value of the service provided <b>[1]</b>.</p>	6	<b>One</b> 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
6	<p>Indicative content:</p> <ul style="list-style-type: none"> <li>• accepting the consulting engagement for good reasons</li> <li>• providing open, fair and independent advice</li> <li>• providing the best possible support during the consulting engagement</li> <li>• being open and frank about the content and progress of the consulting engagement</li> <li>• offering best value for money</li> <li>• providing adequate input and feedback</li> <li>• briefing key stakeholders throughout the consulting engagement</li> </ul> <p>Exemplar response: One way in which a management consultant might go beyond what may be legally required to adhere to ethical standards is by being willing to 'go the extra mile' <b>[1]</b>. Such an act of good will may be perceived as adding value to the client and could result in repeat business <b>[1]</b>.</p>	4	<b>One</b> mark for each correct identification up to a maximum of <b>two</b> identifications, plus <b>one</b> further mark for each of two explanations.
7	<p>Indicative content:</p> <p>Advantages of a representative number of women on the Executive Board might be:</p> <ul style="list-style-type: none"> <li>• increased future uptake of women Executive Board members</li> <li>• encourages the management consulting business to search more widely for the right candidate</li> <li>• positive gains to the management consulting business resulting from the perception that it is socially responsible</li> <li>• increases the talent pool for management consultants</li> </ul>	8	One mark for each correct advantage identified up to a maximum of three advantages, plus a further one mark for each of three explanations.

Question	Answer/Indicative Content	Marks	Guidance
	<ul style="list-style-type: none"> <li>• to orientate culture toward one that is more collaborative and inclusive</li> <li>• encourage novel approaches to problem-solving and decision-making</li> </ul> <p>Disadvantages of the under-representation of women on the Executive Board might be:</p> <ul style="list-style-type: none"> <li>• conveys the perception of being too traditional and male-oriented</li> <li>• prevents talented women from aspiring to become directors</li> <li>• the loss of talented women from the management consulting business</li> <li>• the loss of consulting engagements from existing/potential clients</li> <li>• conveys the perception of a lack of social responsibility to clients and employees</li> <li>• conveys to some stakeholders the perception of 'tokenism'</li> </ul> <p>Exemplar response: One advantage for the management consulting business of redressing the under-representation of women on its Executive Board is a likely increase that could follow in the number of women who may choose to become executives <b>[1]</b>. Redressing the imbalance in this way is likely to open up opportunities for female school-leavers, whom because of the perceived 'glass ceiling', may not otherwise have chosen to pursue management consulting as a possible career pathway <b>[1]</b>.</p>		<p>One mark for each correct disadvantage identified up to a maximum of three disadvantages, plus a further one mark for each of three explanations.</p> <p>Maximum 8 marks.</p>