OCR
RECOGNISING ACHIEVEMENT

January 2015

LEVEL 4 CERTIFICATE IN MANAGEMENT CONSULTING

10331 Unit 3 Understanding the Management Consulting Industry

MARK SCHEME

Duration: 1 hour

MAXIMUM MARK   50

FINAL
Version: **5** Last updated: **28/01/2015 – Post Standardisation Version**

(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 question
   Note: 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				**Indicative content:** • more formalisation of procedures • a change in culture • career progression may be more likely • changes in the nature of work • more opportunity for delegation • loss of focus • increased investment in infrastructure • increased span of control • increased managerial workload and strain • communication • responsiveness • slower decisions • variety of experts. **Exemplar response:** One consequence which could result from a change in structure might be the way in which the management consultancy business makes decisions **[1].** One reason for this is that the increased number of staff for which the senior partner will be responsible is likely to reduce opportunities to consult staff **[1].** In this way, the decisions made by the senior partner may tend to be less consultative **[1]**.	9	**One** mark for each correct consequence up to a maximum of **three** consequences, plus up to a further **two** marks for each of **three** analyses.
2				**Indicative content:** • provides on the job training • builds rapport and trust with client • inducts the junior consultant • provides relative performance data based on • past junior consultants • reduced costs • builds industry expertise • staff motivation and retention	4	**One** mark for each correct explanatory point up to a maximum of **four** such points, but allow development

Question	Answer/Indicative Content	Marks	Guidance
	• junior consultant's greater availability • developing talent for the future. **Exemplar response:** This policy adds value by providing career diagnostics **[1]** which could support the professional development of the junior consultant **[1]**. The trust and rapport established between the management consulting business and this client **[1]** could result in future consulting engagements and, in turn, add value **[1]**.		
3	**Indicative content:** • appropriate to the business • appropriate to the market dynamics • specific • realistic • flexible • responsive to change • focus efforts • review trends • measuring success • monitoring performance and standards • to set new objectives. **Exemplar response:** This information might lead the management consulting business into a review of whether or not the way its business objectives are articulated contributes to the problem of late and/or over-spent consulting engagements **[1]**. For example, the review might uncover that none of the objectives, in fact, focus on the timeliness of completing consulting engagements, thus resulting in consultant behaviours which are reactive rather than proactive **[1]**.	6	**One** mark for each correct explanation up to a maximum of **three** explanations, plus **one** further mark for each of **three** explanations.

Question			Answer/Indicative Content	Marks	Guidance
4			**Indicative content:** • effective communication of the project's purposes and objectives • agreement on the project's purposes and objectives • reconciling points of view on the pace of change • managing issues around the resistance to change • addressing issues relating to the fear of losing influence and power • use of project champion • training • steering group • timing of implementation phase • holding fora. **Exemplar response:** One way in which the client could minimise conflict during the project's implementation phase is to understand that competition for scarce resources is often a source of conflict **[1]**. Ensuring that there is negotiation and agreement between key project stakeholders on issues such as the release and funding of staff to work on the project, can often help to minimise conflict **[1].**	6	**One** mark for each correct explanation up to a maximum of **three** explanations, plus **one** further mark for each of **three** explanations.
5			**Indicative content :** • lump sum • fee plus a royalty • results-based • equity-based • hourly rate • daily rate	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
			• retainer • agreeing a price at the start of the job. **Exemplar response:** One basis could be to establish a fee as a percentage of the overall value of the consulting project, be it a merger or construction **[1].** But this way of charging fees assumes high level consulting skills and capabilities, which could present significant risks to realising fee income if the project fails **[1].**		
6			**Indicative content:** • planning and preparatory work • where the client engagement is located • the culture of the client organisation • regular communication • provision of ample feedback • reactive rather than proactive responses • communication medium • co-creating and solving problems • limits to detail. **Exemplar response:** One possible area of difficulty could be in the way in which the management consultancy uses technology to support remote engagement with the client **[1]**. Although the engagement is remote, the client will expect human contact to be established with the consultant **[1]**. Technologies such as video-conferencing will help to facilitate face-to-face contact and provide a means of interpreting non-verbal messages between the client and consultant **[1]**.	9	**One** mark for each correct identification up to a maximum of **three**, plus up to **two** further marks for each of **three** explanations.

Question	Answer/Indicative Content	Marks	Guidance
7	**Indicative content:** • force of habit • alignment with personal ideals • alignment with a legal requirement • good business sense • career development • minimising harm to the management consulting business • threat of expulsion • provides guidance • attitude toward employees. **Exemplar response:** One reason why a professional code of practice may encourage an individual to operate ethically is the individual's sense of professional pride in being part of a community of like-minded professionals **[1]**. With this sense of pride the individual consultant may be led to question his/her actions and behaviours in terms of what other individuals within the profession might do in similar circumstances **[1]**.	4	**One** mark for each correct identification up to a maximum of **two** identifications plus **one** further mark for each of **two** explanations. Award examples by way of explanation
8	**Indicative content:** • contravention of professional code of conduct • potentially unfair advantage • conflict of interest between government and the consulting business • potential damage to the integrity of the senior partner • perception of nepotism • potentially negative, and damaging reaction from competitor consultancies • potential loss of future consulting engagements	6	**Levels of response** **Level 2 (3 - 6 marks)** Candidate explains the implications for the management consulting business of the senior partner accepting the information. **Level 1 (1 - 2 marks)** Candidate identifies the implications for the management consulting business of the senior partner accepting the information.

Question	Answer/Indicative Content	Marks	Guidance
	and fee income • legal • unfair advantage. **Exemplar response:** A decision by the senior partner to accept this information could affect the management consulting business both positively and negatively. Since 'information is power' **[L1]**, prior knowledge of winning a large construction project could be used illegitimately by the senior partner as leverage in securing further lucrative consulting engagements. **[L2]**. Conversely, the senior partner's actions could be legitimately criticised as lacking in integrity for failing to see this as a blatant conflict of interests **[L1]**, and thus a contravention of the consultant's professional code of practice **[L2]**.		