



Monday 18 January 2016 – 9.30am

10331 Level 4 Certificate in Management Consulting

Unit 1 Understanding industry sectors and the drivers which impact them

MARK SCHEME – POST AMEC VERSION

Duration: 1 hour

MAXIMUM MARK 50

POST AMEC

Version: 10 Last updated: 05/11/2015

(FOR OFFICE USE ONLY)

This document consists of 14 pages

PREPARATION FOR MARKING ON-SCREEN

1. Make sure that you have accessed and completed the relevant 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"> charges more for a service than it costs to provide revenue greater than cost. 	1	For one mark. Do not award references to making goods.

Question			Answer/Indicative content	Mark	Guidance
2			Indicative content: <ul style="list-style-type: none"> authority – the power to act/decide/control/the right to exercise power autonomy – freedom to make decisions, act without the need to request permission. accountability – to be held responsible for obligated to answer for actions. 	3	One mark for a correct identification to a maximum of three identifications.

Question	Answer/Indicative content	Mark	Guidance
3	<p>Indicative content:</p> <ul style="list-style-type: none"> • remuneration • development of transferable skills • gaining of knowledge • increased portfolio • enhanced consultant profile • improved curriculum vitae • professional development. <p>Exemplar response: eg Being hired by a client enables a management consultant to develop additional skills (1). This particular project should allow the consultant to improve their financial analytical skills and apply them to the pharmaceutical sector (1). These skills should then be transferable to other projects. With an improved skill set the consultant should be able to gain additional contracts in the future (1).</p>	6	<p>One mark for a correct identification up to a maximum of two identifications, plus up to a further two marks for each of two explanations.</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"> • effective networking • market intelligence • meeting client expectations • quality • speed of delivery/service • product range • location • competitiveness • operational efficiency • leadership • economic • environmental • cultural and social. <p>Exemplar response: eg One of the key business drivers for private sector organisations is product range [L1]. The product range of a business affects its image and its reputation and consequently its sales [L2]. A wide product range is not necessarily the best; not only because it demands holding additional stocks, but because it may fail to satisfy the market segment which the business is targeting. For example, an upmarket clothing retailer may only wish to stock exclusive garments made by top designers. This limits which suppliers the business should use and, for this reason, must be factored into its operational decision-making [L3].</p>	6	<p>Levels of response</p> <p>Level 3 (5–6 marks) Candidate analyses business driver(s) which clients in private sector organisations need to consider when making operational decisions.</p> <p>Level 2 (3–4 marks) Candidate explains business driver(s) which clients in private sector organisations need to consider.</p> <p>Level 1 (1–2 marks) Candidate identifies business driver(s) which clients in private sector organisations need to consider.</p> <p>Must be a driver rather than a challenge.</p>

Question	Answer/Indicative content	Mark	Guidance
5	<p>Use levels of response criteria.</p> <p>Indicative content:</p> <ul style="list-style-type: none"> • added value • time benefits • maintain focus • manage workload • an analytical framework • hypothesis-driven problem-solving • an holistic viewpoint • a multi-functional approach • quality control • expertise and methodology • an external viewpoint • broader perspectives • objectivity/independence • avoidance of corporate politics • pro-active thinking • specialisation/economies of scale-knowledge of best practice across third sector organisations worldwide. <p>Exemplar response: eg One benefit of hiring a management consultant is objectivity of analysis [L1]. The consultant should be able to analyse the charity’s current strategic position without being embroiled in the internal politics of the organisation [L2]. The consultant’s objectivity should help to ensure that no strategic option is overlooked because of difficult internal politics [L3].</p> <p>Another benefit of hiring a management consultant is to ensure that the existing senior executives and trustees are not over-burdened [L1]. During the investigative stages of the consultancy the senior executives and trustees need</p>	8	<p>Levels of response</p> <p>Level 4 (7–8 marks) Candidate evaluates likely benefits to a third sector organisation of hiring a management consultant to assist with strategic development.</p> <p>Level 3 (5–6 marks) Candidate analyses likely benefits to a third sector organisation of hiring a management consultant.</p> <p>Level 2 (3–4 marks) Candidate explains likely benefits to a third sector organisation of hiring a management consultant.</p> <p>Level 1 (1–2 marks) Candidate identifies likely benefits of hiring a management consultant.</p>

Question	Answer/Indicative content	Mark	Guidance
	<p>be able to concentrate on their usual roles [L2]. This should ensure that the charity meets its legal obligations for transparency and maintains its public profile [L3].</p> <p>In a third sector organisation it could be argued that the most important benefit of hiring a management consultant to assist with strategic development is to free up the senior executives and trustees. Given a charity's need to maintain adequate levels of public confidence in its activities in order to receive donations and support, it is imperative that the senior executives maintain their focus on their core functions even during a period of strategic development [L4].</p>		

Question	Answer/Indicative content	Mark	Guidance
6	<p>Indicative content:</p> <ul style="list-style-type: none"> • how structured eg by function or product • hierarchy • centralisation • formalisation • span of control and scalar chain • delineation/demarcation • degree of delegation • interdependencies between departments • complexity of communication • speed of communication • balance of power • dominant personnel. <p>Exemplar response: eg The business is organised by function (1). There are significant interdependencies between departments (1). Frequent meetings need to be held at tactical and operational levels to co-ordinate the activities of departments in order to ensure the smooth running of the business (1). This does not always happen. Recently when the marketing department ran a television advertisement for its new blend of Harbico coffee, the production department had not increased production of this blend and there were considerable shortages of supply (1).</p>	4	<p>One mark for each correct point of explanation up to a maximum of four such points, but allow development.</p> <p>Answer should be in the context of the candidates chosen client.</p>

Question	Answer/Indicative content	Mark	Guidance
7	<p>Use levels of response criteria.</p> <p>Indicative content:</p> <ul style="list-style-type: none"> • expert approach • interventionist approach • reflective approach • facilitative approach • client-consultant relationship • nature of problems/contract • timescales and resources • objectives and intended outcomes. <p>Exemplar response: eg An interventionist approach stops short of being prescriptive but intervenes, where necessary, to influence the course of the business [L1]. Such an approach does not allow an organisation much leeway for using or developing its own expertise [L2]. The approach can be particularly suitable for a small/medium organisation which might lack management expertise and needs to rely heavily on the management consultant for direction [L3]. Being a large international coffee manufacturer this approach is not ideal for my client, especially because I am advising on market development, a market the business knows far better than I. A facilitative approach which is client led is by far the best choice of approach for my client because this enables me to draw on and utilise the expertise which exists within the organisation [L4].</p>	8	<p>Levels of response</p> <p>Level 4 (7–8 marks) Candidate assesses the appropriateness to their client of them using an interventionist approach with their chosen client.</p> <p>Level 3 (5–6 marks) Candidate analyses management consulting approach(es) which could be used with their chosen client.</p> <p>Level 2 (3–4 marks) Candidate explains management consulting approach(es) which could be used with their chosen client.</p> <p>Level 1 (1–2 marks) Candidate identifies management consulting approach(es).</p> <p>Answer should 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"> • market structure • power of competition • size of competition • type of competition • aggressiveness of competition. <p>Exemplar response: eg My client operates in an oligopolistic market. My client is one of the top five instant coffee manufacturers. Together the top five account for over 80% of the market. The nature of the competition is strong and has a direct affect on my client's business strategy [L1].</p> <p>When making strategic decisions my client must always take account of market intelligence concerning the other top four companies because changes in the other four company's behaviour has a direct impact on my client's performance. Consequently my client combines a strategy of high-end product branding and non-price competition to maintain its market position. Unable to become the market leader, it does not involve itself in predatory pricing strategies [L2].</p>	6	<p>Level 2 (4–6 marks) Candidate explains how the nature of the competition affects their client.</p> <p>Level 1 (1–3 marks) Candidate identifies the nature of the client's competition.</p> <p>Answer should be in the context of the learner's chosen client.</p>

Question	Answer/Indicative content	Mark	Guidance
9	<p>Use levels of response criteria.</p> <p>Indicative content:</p> <ul style="list-style-type: none"> • consumerism • social trends • demographics • employment patterns • life/work balance • education • health. <p>Exemplar response: eg Changes in employment patterns is a considerable challenge to my client [L1]. Employee driven demands have led to an increase in the use of flexi-time, job-sharing and part-time working within the company [L2]. Such changes have necessitated additional human resource management activity for my client in order to ensure sufficient staff resources are available for 24-hour production [L3].</p> <p>Another social challenge which my client faces is the changing social trends in coffee drinking [L1]. With an increased interest in artisan foods, the provenance of produce and an ethical supply chain, my client has been forced to acknowledge the power of consumerism [L2]. Consumers, in ever increasing numbers, will be lost to the competition if my client does not operate its business in a way which satisfies the 'new' consumer [L3].</p> <p>While my client can, to some extent, control the types of employment contract within its organisation, it has little or no control of consumer buying behaviour. For this reason changes in social trends in coffee drinking pose a far greater challenge to my client than changes in</p>	8	<p>Levels of response</p> <p>Level 4 (7–8 marks) Candidate evaluates social challenges currently facing their client's business.</p> <p>Level 3 (5–6 marks) Candidate analyses social challenge(s) currently facing their client's business.</p> <p>Level 2 (3–4 marks) Candidate explains social challenge(s) currently facing their client's business.</p> <p>Level 1 (1–2 marks) Candidate identifies social challenges currently facing organisations.</p> <p>Answer should be in the context of the learner's chosen client.</p>

Question			Answer/Indicative content	Mark	Guidance
			employment patterns. My client needs to overhaul its supply chain and use marketing to emphasise the provenance and artisan status of its coffee if it is to retain its position in the top five. One thing is for sure, the other four companies will not be complacent [L4] .		