

OCR

Oxford Cambridge and RSA

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10331 Level 4 Certificate in Management Consulting

Unit 3 Understanding the Management Consulting Industry

MARK SCHEME

Duration: 1 hour

MAXIMUM MARK 50

DRAFT

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(FOR OFFICE USE ONLY)

This document consists of 9 pages

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	<p>Indicative content:</p> <ul style="list-style-type: none"> • periodic updates • the scope of work • the content of work • the problem to be solved • contractual terms • the milestones • the client input • the timescales <p>Exemplar response: ‘One communication responsibility a management consulting business has toward its client is to ensure periodic updates on the progress of the work being done (1). In this way, the client is able to keep other parties informed (1) and so address potential problems in advance (1).’</p>	9	<p>One mark for each correctly identified communications responsibility up to a maximum of three marks, plus up to a further two marks for each of the explanations.</p>
2	<p>Indicative content:</p> <ul style="list-style-type: none"> • sense of loss of autonomy • fear and uncertainty • culture and management style • anger and disbelief • career progression • formalisation • decision-making • communication processes • practices and procedures • heightened tensions • resistance to change 	6	<p>Levels of response</p> <p>Level 3 (5–6 marks) Candidate analyses the likely effects of the change on employees.</p> <p>Level 2 (3–4 marks) Candidate explains the likely effects of the change on employees.</p> <p>Level 1 (1–2 marks) Candidate identifies the likely effects of the change on employees.</p>

Question	Answer/Indicative Content	Marks	Guidance
	<p>Exemplar response: ‘There is likely to be an immediate sense of loss of autonomy [L1] which may reveal itself as fear and uncertainty [L2] as employees attempt to readjust to the new culture and management style of the new senior management team [L3].’</p>		
3	<p>Indicative content:</p> <ul style="list-style-type: none"> • wider perspective • accountability • internal and external credibility • new ideas and approaches • client need • personal and professional development • transparency • not reinventing the wheel <p>Exemplar response: ‘One reason why research is an important element of the management consulting cycle is that it provides a wider perspective on the problem to be solved (1). In this way, the client can be better assured that the problem has been solved by considering a number of possible approaches (1).’</p>	6	<p>One mark for each correctly identified reason up to a maximum of three reasons, plus one further mark for each of the explanations.</p>

Question	Answer/Indicative Content	Marks	Guidance
4	<p>Indicative content:</p> <ul style="list-style-type: none"> • strategic drift • reduced service quality • reduced service provision • market position • shift in pricing policy (fee structure) • increased competitive rivalry • loss of reputation • damage to brand <p>Exemplar response: ‘One possible negative effect of a change in objectives from ‘IT’ toward ‘finance’ service provision is strategic drift (1) away from a technically-based client focus toward a finance-based client focus (1). If this shift in strategy is not adequately planned and resourced by the management consulting business, this may result in reduced service provision and quality in its traditional area of information technology-based consulting solutions (1).’</p>	9	<p>One mark for each correctly identified negative effect up to a maximum of three negative effects, plus one mark in each case for explaining and for analysing each negative effect.</p>

Question	Answer/Indicative Content	Marks	Guidance
5	<p>Exemplar response: ‘Ownership of work’ means that once the consulting engagement is completed the consultant is obliged to transfer the complete solution of the consulting problem to the management consulting business (1).’</p> <p>‘Conflict of interest’ means that the consultant is obliged to work objectively and impartially and not to engage with individuals and/or organisations with whom s/he may be reasonable likely to secure present or future work (1).’</p>	<p>1</p> <p>1</p>	<p>For one mark</p> <p>For one mark</p>

Question	Answer/Indicative Content	Marks	Guidance
6	<p>Indicative content:</p> <ul style="list-style-type: none"> • meet • listen to concern • establish facts • revisit objectives • agree concern • agree possible resolution within the scope of responsibility of the management consultant • engage relevant parties, as appropriate • obtain buy-in • review resourcing implications • embed in contract • review periodically <p>Exemplar response: ‘One important step the management consulting business should take is to respond to the client’s concern as soon as possible (1). In this way the client will perceive that her/his concern is being taken seriously (1). In turn, the client is likely to become less anxious and more open to the possibility of a positive outcome to the problem (1).’</p>	9	<p>One mark for each correctly identified way to manage the client’s expectations up to a maximum of three correctly identified ways, plus two further marks for each of the explanations of the way.</p>

Question	Answer/Indicative Content	Marks	Guidance
7	<p>Indicative content:</p> <ul style="list-style-type: none"> • management consultant's codes of practice <p>Exemplar response: 'Client confidentiality is a universal responsibility placed on management consultants to ensure non-disclosure of information and knowledge (1), for which benefits or advantages may be obtained personally, or otherwise (1). It is an important ethical principle for developing trust between the client and consultant (1).'</p>	3	Up to three marks.
8	<p>Indicative content:</p> <ul style="list-style-type: none"> • conflict between cultures and professional codes of practice • problems of policing codes of professional practice • create suspicion and uncertainty • needs investment in training and development • adverse impact on profits • fostering distrust of the 'centre' • lower productivity • loss of consultancy work to competitors <p>Exemplar response: 'A management consulting business wanting its overseas employees to operate ethically can have a number of implications. It is possible that some elements of the professional codes of conduct may be in conflict with the cultural practices of some overseas employees (1). In these circumstances, the commitment of the management consulting business to operate ethically may present problems in policing ethical conduct and create suspicion and uncertainty among overseas employees (1). A commitment to apply professional codes of conduct will also need to</p>	6	Up to six marks for explanation but allow for development.

Question	Answer/Indicative Content	Marks	Guidance
	be underwritten by investment in the training and development of some overseas staff (1) and this may have an adverse effect on fee income (1) . Likewise, a strict application of professional codes of conduct among overseas employees may result in consultants being distrustful and less productive (1) . In turn, this could result in a loss of consultancy work to competitors who may well be less concerned with enforcing rigorous professional codes of conduct among their overseas employees (1) .'		