

# OCR

Oxford Cambridge and RSA

**January 2016**

**10331 Level 4 Certificate in Management Consulting**

**Unit 5 Business environment, structure and governance**

**MARK SCHEME - POST AMEC VERSION**

**Duration: 1 hour**

**MAXIMUM MARK 50**

**POST-AMEC VERSION**

Version: **4** Last updated: **04/09/2015**

**(FOR OFFICE USE ONLY)**

**This document consists of 13 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:
  - 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

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.

Question		Answer/Indicative content	Mark	Guidance
1		<p><b>Indicative content:</b></p> <ul style="list-style-type: none"> <li>interested in/affected by/may be able to influence the operations of the business</li> <li>inside/within/part of the business</li> </ul> <p><b>Exemplar response:</b> e.g. A person from within an organisation <b>(1)</b> who is directly affected by its operations <b>(1)</b>.</p>	2	<p>Up to <b>two</b> marks.</p> <p>For full marks the answer must relate to both 'stakeholder' and 'internal'.</p> <p>Do not award examples.</p>

Question		Answer/Indicative content	Mark	Guidance
2		<p><b>Indicative content:</b></p> <ul style="list-style-type: none"> <li>shareholders – dividends, voting rights, company prosperity</li> <li>creditors – be paid in full, be paid on time, obtain future business</li> <li>trade unions – better working conditions, improved conditions of service, increased pay for members</li> </ul>	6	<p><b>One</b> mark for each correct identification up to a maximum of two identifications for each of three stakeholder groups.</p> <p>Award any appropriate objective.</p>

Question		Answer/Indicative content	Mark	Guidance
3		<p><b>Indicative content:</b></p> <ul style="list-style-type: none"> <li>management activities are spread across the people doing the work</li> <li>a management method for people to work together over the web to accomplish desired goals</li> </ul>	1	For <b>one</b> mark.

Question	Answer/Indicative content	Mark	Guidance
4	<p><b>Indicative content:</b></p> <ul style="list-style-type: none"> <li>• static v dynamic</li> <li>• prescribed v ad hoc</li> <li>• professional relationships v personal relationships</li> <li>• structured v unstructured</li> <li>• status-based v social basis</li> </ul> <p><b>Exemplar response:</b></p> <p>e.g. The formal organisation is ordered and controlled by the business itself <b>(1)</b> whereas the informal organisation develops on an ad hoc basis and cannot be directly controlled by the business <b>(1)</b>.</p>	2	<p>Up to <b>two</b> marks.</p> <p>For full marks there must be an explicit difference.</p>

Question	Answer/Indicative content	Mark	Guidance
5	<p>Use level of response criteria.</p> <p><b>Indicative content:</b></p> <ul style="list-style-type: none"> <li>• a business' environment is the greatest influence</li> <li>• simplistic mode – two-dimensional</li> <li>• business environment primarily encompasses risk and feedback</li> <li>• degree of risk – low/high</li> <li>• speed of feedback – quick/slow</li> <li>• tough guy, macho – high risk, quick feedback</li> <li>• work hard/play hard – low risk, quick feedback</li> <li>• bet-your-company – high risk, slow feedback</li> <li>• process culture – low risk, slow feedback</li> <li>• a mix of all four cultures can be found in some organisations</li> <li>• good organisational culture blends the best of all four cultures</li> </ul> <p><b>Exemplar response:</b></p> <p>e.g. Deal and Kennedy categorise the culture of organisations by the degree of risk associated with the business' activities and how quickly the business can receive feedback on whether its decisions or strategies are successful. Using a two-dimensional model they identify four basic types of organisational culture – high risk with quick feedback, low risk with quick feedback, high risk with slow feedback and low risk with slow feedback [L1]. Each culture has its own strengths and weaknesses. For example, managers in high risk, quick feedback cultures (prevalent in financial sectors and high pressure sales) need to make decisions quickly and be resilient when things go wrong. Such a culture tends to nurture short-termism which, as was the case with Enron, may be to the detriment of the long-term stability of the business. In</p>	8	<p><b>Levels of response</b></p> <p><b>Level 2 (5 – 8 marks)</b> Candidate explains Deal and Kennedy's theory of organisation culture.</p> <p><b>Level 1 (1 – 4 marks)</b> Candidate identifies features of Deal and Kennedy's theory of organisation culture.</p>

Question	Answer/Indicative content	Mark	Guidance
	<p>contrast, managers in low risk, low feedback cultures (prevalent in the third and public sectors) who are unable to gainfully measure what they do instead concentrate on the process of doing it. They become bureaucratic, defensively protecting themselves by circulating paperwork and issuing protocols to prove that things have been done 'correctly'. A mix of all four cultures can be found in one organisation. It follows that an organisation which manages to combine all four cultures to maximise the strengths of each, whilst minimising the weaknesses, will have a very strong culture indeed <b>[L2]</b>.</p>		



Question	Answer/Indicative content	Mark	Guidance
6	<p><b>Indicative content:</b> responsibility for:</p> <ul style="list-style-type: none"> <li>• workforce planning</li> <li>• recruitment</li> <li>• selection</li> <li>• workforce restructuring</li> <li>• redundancy</li> <li>• redeployment</li> <li>• remuneration</li> <li>• motivation</li> <li>• dealing with personnel issues</li> <li>• staff welfare</li> <li>• training</li> <li>• reward systems</li> <li>• meet current workforce regulations</li> </ul> <p><b>Exemplar response:</b></p> <p>e.g. One role of the human resources function is recruitment <b>(1)</b>. This involves advertising vacancies and sifting through applications in order to try and find the best person for the job <b>(1)</b>.</p>	6	<p><b>One</b> mark for a correct identification to a maximum of <b>three</b> identifications, plus a further <b>one</b> mark for each of three developments.</p> <p>Watch out for repetition – tasks which cover the same role e.g. shortlisting and interviewing candidates are both carried out under the role of selection.</p>

Question	Answer/Indicative content	Mark	Guidance
7	<p><b>Indicative content:</b></p> <ul style="list-style-type: none"> <li>• instant dispatch/delivery</li> <li>• faster receipt/response</li> <li>• efficiency/increased productivity</li> <li>• minimises use of paper/minimises wastage</li> <li>• lower cost</li> <li>• can link to websites of interest</li> <li>• can contain audio and video</li> <li>• targeted marketing</li> </ul>	2	<p><b>One</b> mark for each identification up to a maximum of <b>two</b> identifications.</p>

Question	Answer/Indicative content	Mark	Guidance
8	<b>Indicative content:</b> <ul style="list-style-type: none"> <li>• can charge higher prices</li> <li>• decreased competition</li> <li>• reduced need for marketing</li> <li>• opportunities to expand</li> <li>• opportunities to reach beyond usual market segment</li> <li>• increased demand for the business' product/service</li> </ul>	1	For <b>one</b> mark.

Question	Answer/Indicative content	Mark	Guidance
9	Use levels of response criteria.  <b>Indicative content:</b> <ul style="list-style-type: none"> <li>• business sector</li> <li>• nature/type of activities</li> <li>• size of business</li> <li>• current congestion problems</li> <li>• local infrastructure</li> <li>• national infrastructure</li> <li>• proximity to dwellings/schools</li> <li>• traffic congestion at peak times</li> <li>• proximity to transport hubs/public transport links</li> <li>• employees arriving/leaving work</li> <li>• parking facilities</li> <li>• frequencies of deliveries</li> <li>• distribution methods/frequency</li> <li>• shift patterns/24-hour operation</li> <li>• noise</li> <li>• inconvenience/delays</li> <li>• stakeholder reaction – pressure groups, local community</li> <li>• media reaction</li> <li>• legal action</li> </ul>	10	<b>Levels of response</b>  <b>Level 2 (6 – 10 marks)</b> Candidate explains factors relating to congestion which a management consultant should take into account.  <b>Level 1 (1 – 5 marks)</b> Candidate identifies factors relating to congestion.

Question	Answer/Indicative content	Mark	Guidance
	<p><b>Exemplar response:</b></p> <p>e.g. The management consultant would need to consider the demands the company makes on its local infrastructure, not only in terms of workers coming to and from work, but also the number and frequency of delivery and distribution vehicles entering or leaving the site on a daily basis [L1]. If the business operates in the service sector then the only significant factor may be the size of the workforce. However, if the company is a large-scale manufacturer which operates around the clock, then the efficiency of both delivery and distribution will be a major factor in deciding where to site the new company [L2].</p> <p>The management consultant would also need to consider current congestion problems en route to any sites under consideration [L1]. If congestion is already bad at peak times then the situation will only be exacerbated, possibly creating bad press from local residents and causing delays to company vehicles. Such areas should be avoided in favour of a less congested area. Even then, care should be taken to get community stakeholders on side as soon as the site under investigation becomes a viable option. This should minimise the chance of protests and bad publicity which would negatively impact on the reputation of the company [L2].</p>		

Question	Answer/Indicative content	Mark	Guidance
10	<p><b>Indicative content:</b></p> <ul style="list-style-type: none"> <li>• meaning – making a product/brand look more distinguished/separating itself from the competition/marketing to make a product appear more attractive or superior</li> <li>• purpose – to achieve more sales/to gain brand loyalty/develop a perception of uniqueness</li> </ul>	2	<p><b>One</b> mark for meaning.</p> <p><b>One</b> mark for purpose.</p>

Question	Answer/Indicative content	Mark	Guidance
11	<p><b>Indicative content:</b></p> <ul style="list-style-type: none"> <li>• to keep a record</li> <li>• to refer back to</li> <li>• to demonstrate transparency/accountability</li> <li>• to protect the organisation and committee members</li> <li>• to keep an audit trail</li> </ul> <p><b>Exemplar response:</b></p> <p>e.g. Minutes are taken to keep a record of the proceedings which took place during the committee meeting <b>(1)</b>. The minutes can be referred to later to show that proper procedures were followed <b>(1)</b>.</p>	2	<p><b>One</b> mark for identification plus a further <b>one</b> mark for explanation.</p>

Question	Answer/Indicative content	Mark	Guidance
12	<p>Use levels of response criteria.</p> <p><b>Indicative content:</b></p> <ul style="list-style-type: none"> <li>• best practice in corporate governance</li> <li>• UK Corporate Governance Code</li> <li>• non-executive directors</li> <li>• remuneration committees</li> <li>• nomination committees</li> <li>• audit committees</li> <li>• risk committees</li> </ul> <p><b>Exemplar response:</b></p> <p>e.g. One of the recommendations in the UK Corporate Governance Code is that a remuneration committee should form an integral part of a company's structure. A remuneration committee advises the board of directors on the remuneration of the CEO, directors and senior management team [L1]. If a company followed this advice and utilised a remuneration committee then the control of shareholders would be strengthened because the remuneration paid to senior members of the company would be independently set and monitored on an annual basis. It is not good for the shareholders to allow directors to decide themselves how much they get paid. Instead, using the specialist knowledge of the committee, an appropriate remuneration level can be set which strengthens the control of the shareholders whose investment is funding the company's operations [L2].</p>	8	<p><b>Levels of response</b></p> <p><b>Level 2 (5 – 8 marks)</b> Candidate explains how a public company can strengthen its shareholders' control of the company.</p> <p><b>Level 1 (1 – 4 marks)</b> Candidate identifies how a public company can strengthen its shareholders' control of the company.</p>