



16 January 2017

Level 4 Certificate in Management Consulting 10331

Unit 3 Understanding the Management Consulting Industry

MARK SCHEME

Duration: 1 hour

MAXIMUM MARK 50

Version: 2 Last updated: 30/03/2016

(FOR OFFICE USE ONLY)

This document consists of 8 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"> • behave ethically • act honestly • act with integrity • do more than the legal requirement • follow codes of practice • protect the clients reputation • be client-centric • maintain confidentiality. 	1	One mark for a correct identification.
2	<p>Indicative content:</p> <ul style="list-style-type: none"> • nature of service provision • strategic goals • senior management size and composition • complimentary skills • roles and responsibilities • levels of accountability • leadership style • personality types • background and experience • cost. <p>Exemplar response: When looking to recruit an additional member of the senior management team the management consultancy should consider their long term strategic goals (1). The new recruit should have the appropriate skills and expertise (1) which will enable them to contribute to achieving these goals. (1)</p>	6	One mark for a correct identification up to a maximum of two identifications, plus a further one mark for each of two explanations and a further one mark for each of two analyses

Question	Answer/Indicative Content	Marks	Guidance
3	<p>Indicative content:</p> <ul style="list-style-type: none"> • best value • government agenda • devolvment of power • key performance indicators • performance management • change agenda • provision of a service • improve performance • cut costs • develop strategies. <p>Exemplar response: One possible consulting service which could be provided in the public sector would be the development of realistic key performance indicators (1). These are quantifiable metrics used to monitor the performance of the managers within the business (1).</p>	6	<p>One mark for each correct identification up to a maximum of three identifications, plus a further one mark for each of three developments.</p> <p>To achieve marks it should be possible for the identified services to be provided in the public sector.</p>

Question	Answer/Indicative Content	Marks	Guidance
4	<p>Indicative content:</p> <ul style="list-style-type: none"> • market structure • size and power of business • nature and power of competition. • reputation • expertise • pricing policy • potential within the market • market share • brand dominance • bargaining power of suppliers • bargaining power of buyers • threat of new entrants • threat of substitute products <p>Exemplar response: A business' market share [L1] indicates how dominant the business is by examining its sales compared to the total sales value of the whole market [L2]. This will give the business the ability to set prices within the market [L3]</p>	9	<p>Level of response</p> <p>Level 3 (7 – 9 marks) Candidate analyses factors which affect a management consulting firm's position in the market.</p> <p>Level 2 (4 – 6 marks) Candidate explains factors which affect a management consulting firm's position in the market.</p> <p>Level 1 (1 – 3 marks) Candidate identifies factors which affect a management consulting firm's position in the market.</p>

Question	Answer/Indicative Content	Marks	Guidance
5	<p>Indicative content:</p> <ul style="list-style-type: none"> • legal repercussions • maintain reputation • to secure future business • to prevent breakdown of trust • to avoid breach of contract • to improve working relationship. 	3	<p>One mark for each identification up to a maximum of three identifications.</p>
6	<p>Indicative content:</p> <ul style="list-style-type: none"> • breach of contract terms and conditions • not meeting measurable objectives • project mismanagement • milestones not achieved • failure to review processes • deadlines not met • not fit for purpose • overspending on budget. <p>Exemplar response: A contract will include measurable objectives and if these are not achieved (1) this may limit the future success of the client's company (1) and which may involve the management consulting business paying compensation (1)</p>	9	<p>One mark for each correct identification up to a maximum of three identification, plus up to two further marks for each of three explanations.</p>

Question	Answer/Indicative Content	Marks	Guidance
7	<p>Indicative content:</p> <ul style="list-style-type: none"> • increased number of contracts • increased revenue/profit • increased number of referrals • repeat business from satisfied clients • peer group respect/recognition • enhanced reputation • improved human resource management • community support. • meet requirements of codes of practice. <p>Exemplar response: By operating ethically, and being seen to do so, a management consultancy will enhance its reputation (1) and be able to attract high quality staff (1) who want to be associated with a professional organisation (1). This may enable the consultancy to diversify into new markets (1) and charge fees commensurate with their reputation (1); The benefits of operating ethically will not be restricted to an enhanced reputation the consultancy will also benefit from repeat business (1) from satisfied clients and the potential to attract new clients (1) thus increasing total revenue (1)</p>	8	<p>One mark for each valid point of explanation up to a maximum of eight such points, but allow development.</p>

Question	Answer/Indicative Content	Marks	Guidance
8	<p>Indicative content:</p> <p>Initiation</p> <ul style="list-style-type: none"> • Defining project scope • Allocating roles • Conducting feasibility study (cost benefits analysis) • Agreeing objectives • Identifying constraints • Agreeing the contract <p>Planning</p> <ul style="list-style-type: none"> • Preparing project planning • Identifying milestones and control gates • Allocating resources <p>Implementation</p> <ul style="list-style-type: none"> • Communicating responsibilities • Project progress meetings • Reporting on project progress • Taking control action <p>Evaluation</p> <ul style="list-style-type: none"> • Handover and sign off • Conducting post completion review • Identifying lessons learned <p>Exemplar response:</p> <p>Initiation: The management consultant should meet with the client (1) to discuss and agree the objectives (1)</p> <p>Planning: Having agreed the objectives with the client the consultant would prepare the project plan (1) so that it can be used to monitor the implementation of the project (1)</p> <p>Implementation: regular meeting will be held with the client and team members (1) to identify deviations from plan (1)</p> <p>Evaluation: A post completion review (1) is undertaken and lessons are learned (1)</p>	8	<p>One mark for each of four correct identifications plus one mark for each of four explanations. .</p>