



Oxford Cambridge and RSA

Friday 16 June 2017 - Morning

Level 4 Certificate in Management Consulting 10331

UNIT 3 Understanding the management consulting industry

MARK SCHEME

Duration: 1 hour

MAXIMUM MARK 44

Mark Schemes have been issued on the basis of **one** copy per Assistant examiner and **two** copies per Team Leader.

This document consists of 10 printed pages.

Question	Answer	Marks	Guidance	Levels of Response
1	<p>Indicative content:</p> <ul style="list-style-type: none"> • duration of the project • key stages/milestones • timescales • roles and responsibilities • contractual agreements. <p>Exemplar response:</p> <p>The consulting project life-cycle refers to the duration of the project (1). This normally consists of a series of key stages (1) to be achieved within agreed timeframes (1). For example, initiation is followed by planning (1). Throughout the life-cycle both the consultant and the client will have pre-determined roles and responsibilities (1). This helps to ensure the project completes to budget and on time (1).</p>	6	<p>One mark for each correct explanation but allow marks for development.</p>	
[Total: 6]				

Question	Answer	Marks	Guidance	Levels of Response
2	<p>Indicative content:</p> <ul style="list-style-type: none"> • agreeing achievable/SMART objectives • being realistic about blockages • regular communications • achieving milestones • feedback/reporting • relationships/rapport/trust • consulting style • client-centric • responsive • problem solving techniques • influencing ability. <p>Exemplar response:</p> <p>The consultant should be realistic about potential blockages (1) and have the courage to explain to the client why what they are asking for might not be achievable (1).</p>	8		Up to two marks for each of four explanations.
				[Total: 8]

Question	Answer	Marks	Guidance	Levels of Response
3	<p>Indicative content:</p> <ul style="list-style-type: none"> • exceed expectations • additional services/benefits • complimentary products • additional resources/expertise • proactive engagement • expert consulting style. <p>Exemplar response:</p> <p>As well as recruiting a team of financial advisors to work in Paris the consultant could offer to provide a relocation service (1). This would give the consultant a competitive edge which would help them to secure the contract (1).</p>	2	<p>One mark for a correct identification plus a further one mark for an explanation.</p>	
[Total: 2]				

Question	Answer	Marks	Guidance	Levels of Response
4	<p>Indicative content:</p> <ul style="list-style-type: none"> • beyond what is legally required • behaving with honesty and integrity • within the code of practice • avoiding conflicts of interest • declaring contractual problems • respecting confidences • personal morals • equality and diversity. <p>Exemplar response:</p> <p>Merely acting within the law does not in itself constitute ethical operations (1). A consultant should, at all times, ensure they act in the interest of the client (1).</p>	2	Up to two marks.	
[Total: 2]				

Question	Answer	Marks	Guidance	Levels of Response
5	<p>Indicative content:</p> <p>Stakeholders</p> <ul style="list-style-type: none"> • shareholders • potential investors • company executive • creditors • customers • employees • government/HMRC • general public • trade unions • pressure groups • the international charity <p>Implications:</p> <ul style="list-style-type: none"> • negative publicity • increase/decrease in share price • higher wages/bonuses • legal ramifications • damage to reputation • maximum profit • increased dividends. 	8	<p>One mark for each correct identification of a relevant stakeholder group up to four identifications plus one further mark for each of four explanations.</p> <p>Award both positive and negative implications.</p>	

Question	Answer	Marks	Guidance	Levels of Response
	Exemplar response: The international charity (1) , may benefit from increased awareness from its activities (1) .			
				[Total: 8]

Question	Answer	Marks	Guidance	Levels of Response
6	<p>Indicative content:</p> <ul style="list-style-type: none"> • communications • decision making • levels of responsibility • reporting structure/top down reporting • layers of management • centralisation • frustration • exclusion/remoteness • lack of worth/value/job satisfaction • relief • less stress/accountability. <p>Exemplar response:</p> <p>Employees could find it takes a long time for decisions to be made (L1). This could cause them to become frustrated and start to cut corners when working with clients (L2). For example they could take matters into their own hands, make decisions beyond their remit and unintentionally find themselves in a disciplinary situation (L3).</p>	9	<p>Do not award descriptions of what is meant by flat/hierarchical structure.</p> <p>Impacts must be on employees rather than the management consulting firm.</p>	<p>Levels of response</p> <p>Level 3 (7-9 marks)</p> <p>Candidate analyses likely impacts on employees.</p> <p>Level 2 (4-6 marks)</p> <p>Candidate explains likely impacts on employees.</p> <p>Level 1 (1-3 marks)</p> <p>Candidate identifies likely impacts on employees.</p>
				[Total: 9]

Question	Answer	Marks	Guidance	Levels of Response
7	<p>Indicative content:</p> <ul style="list-style-type: none"> • fees • penalty clauses • product/services liability • agreeing the terms of the contract <p>Exemplar response:</p> <p>The fee structure should be agreed prior to the start of a contract (1) this will help to ensure sufficient allocation of resources (1).</p>	6	<p>One mark for each correct identification up to three identifications plus one mark for each description.</p>	
[Total: 6]				

Question	Answer	Marks	Guidance	Levels of Response
8	<p>Indicative content:</p> <ul style="list-style-type: none"> • diversification • new markets/products • added value • reduce overheads • relocation • re-structuring • redundancies • reduce dividends • change fee structure. <p>Exemplar response:</p> <p>As a short term solution the management consulting business could choose to reduce overheads (L1). For example, they could re-structure the senior management team (L1) giving individuals responsibility for a broader range of clients (L2). This would mean the overall number of senior managers could be reduced which would, in turn, reduce the total wages bill (L3).</p>	9	<p>Do not award marks for reviewing current strategy.</p> <p>Accept both positive and negative arguments.</p>	<p>Levels of response</p> <p>Level 3 (7-9 marks)</p> <p>Candidate analyse ways to adjust business strategy.</p> <p>Level 2 (4-6 marks)</p> <p>Candidate explains ways to adjust business strategy.</p> <p>Level 1 (1-3 marks)</p> <p>Candidate identifies ways to adjust business strategy.</p>
				[Total: 9]