

# OCR

Oxford Cambridge and RSA

**Monday 11 June 2018**

**Level 4 Certificate in Management Consulting 10331**

**UNIT 3** Understanding the management consulting industry

**MARK SCHEME**

**Duration: 1 hour**

**MAXIMUM MARK 50**

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

**This document consists of 11 printed pages.**

Q	Answer	Marks	Guidance
1	<p><b>Indicative content:</b></p> <ul style="list-style-type: none"> <li>• systematic process</li> <li>• quality improvement</li> <li>• quantity improvement</li> <li>• measurable impact</li> <li>• ongoing assessment</li> <li>• impact on relationships/trust/respect</li> <li>• impact on client organisation/efficiency/profits</li> <li>• employee engagement/buy-in</li> </ul> <p><b>Exemplar response:</b></p> <p>The term continuous improvement is used to describe a systematic process <b>(1)</b> for identifying and implementing ways in which working practices can be made measurably <b>(1)</b> more efficient or effective <b>(1)</b>.</p>	3	<p><b>One</b> mark for each point of explanation to a maximum of <b>three</b> such points, but allow development.</p>

Q	Answer	Marks	Guidance
2	<p><b>Indicative content:</b></p> <ul style="list-style-type: none"> <li>• management structure/style</li> <li>• decision making processes</li> <li>• levels of authority</li> <li>• communications</li> <li>• market conditions</li> <li>• innovation/creativity</li> <li>• competitiveness</li> <li>• impact of change</li> <li>• relative size of organisation/SMT</li> </ul> <p><b>Exemplar response:</b></p> <p>A small senior management team will be able to communicate efficiently [L1] without the need to follow time-consuming, bureaucratic procedures [L2] . This will enable decisions to be made quickly in response to changing market conditions [L3]. The fact that the senior management team maintain tight control of the operation will mean that employees are used to an autocratic style of management [L1] and may well be prepared to accept what they are told and respond without challenging any changes [L2], therefore avoiding delaying any changes [L3]. However a small, autocratic management team will mean that there is a limited pool of new ideas being fed into the business [L1] and this could well restrict creativity [L2] and therefore competitiveness [L3].</p>	9	<p><b>Levels of response</b></p> <p>Level 3 (7-9 marks)</p> <p>Candidate analyses the firm's ability to respond to change.</p> <p>Level 2 (4-6 marks)</p> <p>Candidate explains factors affecting the firm's ability to respond to change.</p> <p>Level 1 (1-3 marks)</p> <p>Candidate identifies factors affecting the firm's ability to respond to change.</p>

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3	<p><b>Indicative content:</b></p> <ul style="list-style-type: none"> <li>• agreeing achievable objectives</li> <li>• being realistic about potential blockages</li> <li>• regular communications and reporting</li> <li>• relationship-building, rapport and trust</li> <li>• adopting the most appropriate consulting style</li> <li>• client-centric consulting</li> <li>• successful completion of contract</li> </ul> <p><b>Exemplar responses:</b></p> <p>In order to manage the client's expectations it is important that the objectives agreed at the start of the contract are realistic <b>(1)</b>. In this instance the management consulting firm should ensure the availability of experienced sales people <b>(CONT)</b> prior to agreeing the contract <b>(2)</b>.</p> <p>Client objectives can be managed by ensuring that objectives which are achievable are agreed in writing at the beginning of the contract <b>(1)</b>. This way they can always be referred back to if client expectations escalate <b>(1)</b>.</p>	9	<p>In each case, award:</p> <p><b>One</b> mark identification plus:</p> <p><b>Two</b> marks for a contextual explanation or</p> <p><b>One</b> mark for a non-contextual explanation.</p>

Q	Answer	Marks	Guidance
4	<p><b>Indicative content:</b></p> <ul style="list-style-type: none"> <li>• responsibility</li> <li>• fit for purpose</li> <li>• safe and reliable</li> <li>• defective goods</li> <li>• penalty for breach</li> <li>• legally binding</li> <li>• enforceable in court</li> </ul> <p><b>Exemplar response:</b></p> <p>Businesses have a legal responsibility <b>(1)</b> for ensuring the products and services they provide are fit for purpose, safe and in accordance with what has been contractually agreed <b>(1)</b>. Relevant legislation identifies areas which might give rise to a claim for compensation <b>(1)</b>.</p>	3	<p><b>One</b> mark for each point of explanation to a maximum of <b>three</b> such points, but allow development.</p>

Q	Answer	Marks	Guidance
5(a)	<p><b>Indicative content:</b></p> <ul style="list-style-type: none"> <li>• specific/measurable</li> <li>• on time and on budget</li> <li>• trust/reliability</li> <li>• reporting mechanisms</li> <li>• future business</li> <li>• cost/benefit analysis</li> </ul> <p><b>Exemplar response:</b></p> <p>The first milestone could be the completion of a feasibility study <b>(1)</b> which would include gathering data in respect of proposed locations. To include information in respect of premises costs, transport links, staff availability and market conditions <b>(1)</b>.</p> <p>A second milestone could be in relation to HR planning <b>(1)</b>. This would include internal communications, relocation or redundancy packages and the recruitment of additional staff at the new location <b>(1)</b>.</p> <p>A third milestone could be the completion of a transition phase <b>(1)</b>. This would include monitoring of productivity and quality control with appropriate measures and reporting mechanisms <b>(1)</b>.</p>	6	<p><b>One</b> mark for identification of a milestone up to a maximum of <b>three</b> milestones, plus <b>one</b> further mark for each of <b>three</b> descriptions.</p>

Q	Answer	Marks	Guidance
5(b)	<p><b>Indicative content:</b></p> <ul style="list-style-type: none"> <li>• project deliverables</li> <li>• on time and on budget</li> <li>• confidence/trust</li> <li>• impact on future relationships/business</li> </ul> <p><b>Exemplar response:</b></p> <p>If the milestones were successfully achieved the client would feel increasing confidence <b>(1)</b> in their management consultants and trust in their ability <b>(1)</b> to deliver in the future. This may lead to additional contracts for the managing consulting firm with this client in the medium term <b>(1)</b>.</p>	<b>3</b>	<p><b>One</b> mark for each point of explanation to a maximum of <b>three</b> such points, but allow development.</p> <p>Impact <b>must</b> be on the client/consultant relationship not impact on the organisation.</p>

Q	Answer	Marks	Guidance
6	<p><b>Indicative content:</b></p> <ul style="list-style-type: none"> <li>• market dynamics</li> <li>• responsive to change</li> <li>• progressive</li> <li>• client demand</li> <li>• emerging technology</li> <li>• stakeholder demands</li> <li>• legislation</li> <li>• continuous improvement</li> </ul> <p><b>Exemplar response:</b></p> <p>As a service provider a management consulting firm should ensure they are prepared to be fairly flexible about their business objectives in order that they are in a position to respond to client demand <b>(1)</b>. Continuing to offer a service which is no longer current and relevant would receive low uptake and profits would fall <b>(1)</b>.</p>	6	Up to <b>two</b> marks for each of up <b>three</b> explanations.



Q	Answer	Marks	Guidance
7	<p><b>Indicative content:</b></p> <ul style="list-style-type: none"> <li>• more than a legal requirement</li> <li>• honesty and integrity</li> <li>• codes of practice</li> <li>• fair trade</li> <li>• equality</li> <li>• environmental responsibility/sustainability</li> </ul> <p><b>Exemplar response:</b></p> <p>An example of ethical business practice would be the provision of free transport <b>(1)</b> for workers to and from their workplace. Although this is not a legal requirement <b>(1)</b> it would have a positive impact on the lives of both the organisation's employees and the local community <b>(1)</b>.</p>	3	<p><b>One</b> mark for identification, plus up to <b>two</b> further marks for description.</p>

Q	Answer	Marks	Guidance
8(a)	<p><b>Indicative content:</b></p> <p>Advantages:</p> <ul style="list-style-type: none"> <li>• social conscience</li> <li>• able to support charitable causes</li> <li>• cost reductions passed on to customer</li> <li>• ethically sourced products</li> <li>• transparency</li> </ul> <p>Disadvantages:</p> <ul style="list-style-type: none"> <li>• higher prices</li> <li>• limited product range</li> <li>• limited availability</li> </ul> <p><b>Exemplar responses:</b></p> <p>One advantage of purchasing from a business trading ethically is that the customer can feel that they are making a positive contribution to society <b>(1)</b> because the funds will be used to promote fairness and well-being <b>(1)</b>.</p> <p>One disadvantage is that prices are usually higher <b>(1)</b> because the firm's cost are likely to be greater <b>(1)</b>.</p>	<b>4</b>	<p><b>One</b> mark for an identification of an advantage plus <b>one</b> mark for explanation; plus <b>one</b> mark for an identification of a disadvantage and <b>one</b> mark for explanation.</p>

Q	Answer	Marks	Guidance
8(b)	<p><b>Indicative content:</b></p> <p>Advantages:</p> <ul style="list-style-type: none"> <li>• promotion of social value</li> <li>• Big Society</li> <li>• increased compliance with tax revenue</li> <li>• increased employment</li> <li>• political advantage e.g votes, popularity</li> </ul> <p>Disadvantages:</p> <ul style="list-style-type: none"> <li>• potential for greater imports due to ethical sourcing</li> <li>• may need to give tax advantages to ethical business</li> <li>• lower taxation</li> <li>• grants and financial incentives</li> </ul> <p><b>Exemplar responses:</b></p> <p>One advantage to the government of a business trading ethically is that this promotes a more caring society <b>(1)</b> which, may reduce the amount of money the government needs to spend on social provision <b>(1)</b>.</p> <p>One disadvantage is that tax revenues are likely to be reduced <b>(1)</b> because ethical businesses usually make lower profits <b>(1)</b>.</p>	<b>4</b>	<p><b>One</b> mark for an identification of an advantage plus <b>one</b> mark for explanation; plus <b>one</b> mark for an identification of a disadvantage and <b>one</b> mark for explanation.</p>
			[Total: 50]