

DIN EN 16114:2011-12 (E)

Management consultancy services

| Contents | | Page |
|--------------------|--|-------------|
| Foreword | | 4 |
| Introduction | | 5 |
| 1 | Scope | 6 |
| 2 | Normative references | 6 |
| 3 | Terms and definitions | 7 |
| 4 | Principles | 9 |
| 4.1 | General | 9 |
| 4.2 | Policies | 10 |
| 4.2.1 | Regulatory framework | 10 |
| 4.2.2 | Communication | 11 |
| 4.2.3 | Ethics | 11 |
| 4.2.4 | Corporate Social Responsibility | 11 |
| 4.2.5 | Capability | 11 |
| 4.2.6 | Quality | 11 |
| 4.2.7 | Guarantees | 11 |
| 4.2.8 | Health and safety | 11 |
| 4.3 | Ongoing evaluation and improvement | 11 |
| 5 | Offering | 12 |
| 5.1 | General | 12 |
| 5.2 | Purpose | 12 |
| 5.3 | Input | 12 |
| 5.4 | Outcome | 13 |
| 5.5 | Contents | 13 |
| 5.5.1 | General | 13 |
| 5.5.2 | Context | 13 |
| 5.5.3 | Services and deliverables | 13 |
| 5.5.4 | Approach and work plan | 14 |
| 5.5.5 | Roles and responsibilities | 14 |
| 5.5.6 | Terms and conditions | 15 |
| 6 | Execution | 15 |
| 6.1 | General | 15 |
| 6.2 | Purpose | 15 |
| 6.3 | Input | 15 |
| 6.4 | Outcome | 15 |
| 6.5 | Contents | 16 |
| 6.5.1 | General | 16 |
| 6.5.2 | Refining the agreed work plan | 16 |
| 6.5.3 | Implementing the work plan | 16 |
| 6.5.4 | Assignment management and monitoring | 16 |
| 6.5.5 | Approvals and acceptance | 18 |
| 7 | Closure | 18 |
| 7.1 | General | 18 |
| 7.2 | Purpose | 18 |
| 7.3 | Input | 18 |

| | | |
|--|--|----|
| 7.4 | Outcome | 18 |
| 7.5 | Content | 19 |
| 7.5.1 | Legal and contractual matters | 19 |
| 7.5.2 | Final evaluation and improvement | 19 |
| 7.5.3 | Administrative matters | 20 |
| 7.5.4 | Communication | 20 |
| 7.5.5 | Outstanding minor issues | 20 |
| Annex A (informative) Examples of ethical guidelines for MCSPs | | 21 |
| Annex B (informative) Examples of values for MCSPs | | 22 |
| Annex C (informative) Examples of content of a corporate social responsibility statement | | 23 |
| Annex D (informative) Examples of evaluation criteria | | 24 |
| Bibliography | | 25 |