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