

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