

# DIN EN 16114:2011-12 (E)

## Management consultancy services

---

<b>Contents</b>		<b>Page</b>
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