

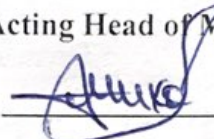
MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE

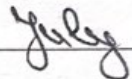
SUMY NATIONAL AGRARIAN UNIVERSITY

Department of Management

«CONFIRMED»

Acting Head of Management department


_____ (A.M. Mykhailov)

«09»  2020

CURRICULUM

142 MC Management Consulting

Specialty: 073 "Management"

Educational program "Administrative Management"

Educational level: master

Faculty: Economics and Management

2020 – 2021 academic year

Curriculum of the discipline «Management Consulting» was worked out for the first-year students of educational program "Administrative Management", EL «Master».

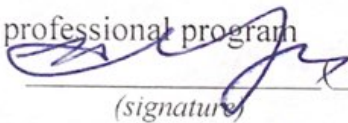
Elaborated by: Dashutina L.O. , assoc. prof., PhD, associated professor of Management department

Curriculum is reviewed during the meeting of Management department. Protocol № 12 dated from 09 July 2019.

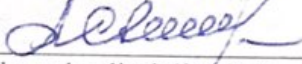
Acting Head of Management department  A.M. Mykhailov

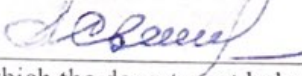
Agreed:

Guarantor of educational and professional program
(project team leader)

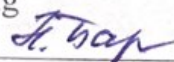

(signature)

H.O. Korotko
(surname and initials)

Dean of E&M faculty  (N.I. Strochenko)
where the discipline is taught

Dean of E&M faculty  (N.I. Strochenko)
to which the department belongs

Methodist of Education Quality, licensing
and accreditation Department



H. Ivan

Registered in the electronic data base: 21.07 2020 y.
data

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1. Description of the Course

Indicators	Branch of knowledge, training direction, qualification level	Characteristics of course	
		Full-time Studying	Part-time Studying
Number of credits - 7	Branch of knowledge: <i>07 "Management and Administration"</i>	<i>According to the curriculum</i>	
Number of modules: 2	Specialty: <i>073 "Management"</i> Educational program: <i>Administrative Management</i>	Academic year	
		2020-2021	
		Year of studying	
		1	
		Semester	
		2	
Hours: Total - 210	Educational degree: <i>master</i>	Lectures	
		60 hrs	
		Practical, seminars	
		44 hrs.	
		Laboratory work	
		-	-
		Individual work	
		106 hrs.	
Hours per week: Classroom activities hours – 7 Individual work - 7		Final control form: exam.	

Note:

Ratio of hours of classroom activities and individual work is:
full-time studying – 49,5% /50,5% (104/106).

2. Aim and Tasks of Curriculum

2.1. The purpose of studying the discipline.

The purpose of discipline - is a preparation and attract students to the implementation of an independent professional advisory service assisting managers as well as organizations to achieve organizational purposes and objectives by solving management and business problems; identifying and seizing new opportunities, enhancing learning, and implementing changes, providing students with specific knowledge about management consulting.

2.2. Tasks of the discipline.

The main tasks of the discipline - to form the system and expand the students range of knowledge in the sphere of management consulting; to provide them with the necessary knowledge and practical skills in management consulting; to promote creative understanding of the need to develop management consulting as a useful professional service that helps managers to analyze and solve practical problems faced by their organizations, improve organizational performance, learn from the experience of other managers and organizations, and seize new business opportunities; to promote the usage of management consultants, separately or in combination with training, project management, information technology consulting, financial advice, legal advice, audit, engineering consulting and other professional services.

The study of the discipline "Management consulting" involves the formation of students' competencies:

No	Type of program competencies	Program competence	Code
	Integral		
1		Ability to solve complex problems and problems in the field of management or in the learning process, involving research and / or innovation under uncertain conditions and requirements.	IC1
	General		
1		Ability to conduct research at the appropriate level.	GC1
2		Ability to communicate with representatives of other professional groups of different levels (with experts from other fields of knowledge / types of economic activity).	GC 2
3		Skills in the use of information and communication technologies.	GC 3
4		Ability to generate new ideas (creativity).	GC 6

5		Ability to abstract thinking, analysis and synthesis.	GC 7
	Professional (special)		
1		Ability to select and use management concepts, methods and tools, including in accordance with defined objectives and international standards.	SC1
		Ability to set values, visions, mission, goals and criteria by which the organization determines further directions of development, to develop and implement appropriate strategies and plans.	SC 2
		Ability to analyze and structure the problems of the organization, make effective management decisions and ensure their implementation.	SC 9
		Ability to form alternative strategic directions of development of the object of management.	SC 11
		Ability to substantiate the parameters of the directions of enterprise development, to work out the economic characteristics of the ways of their realization.	SC 12

2.3 Program learning outcomes

As a result of studying the discipline "Management Consulting" the student must be able to demonstrate the following learning outcomes:

№	Program learning outcomes	Code
1	Critically comprehend, select and use the necessary scientific, methodological and analytical tools for management in unpredictable conditions.	PLO1
2	Identify problems in the organization and justify methods for solving them.	PLO 2
3	Have the skills to make, justify and ensure the implementation of management decisions in unpredictable conditions, taking into account the requirements of applicable law, ethical considerations and social responsibility.	PLO 6
4	Use specialized software and information systems to solve problems of organization management.	PLO 8
5	Provide personal professional development and planning your own time.	PLO 11

3. Program of Discipline

(Approved by an international working group in Agricultural Management and Rural Development led by the University of Applied Sciences Weihenstephan-Triesdorf (Germany) under statute MRHAR and cooperation agreement dated by 04.11.2008 and approved by Scientific Council SNAU protocol №3 dated by 12.12.2017)

Semantic module 1. The consulting process in the sphere of management.

Topic 1. Nature and purpose of management consulting. What is consulting? Why and how are consultants used? Evolving concepts and scope of management consulting. Determination of the place of consulting in a system of subject, object and subject management. Consulting and change.

Topic 2. The consulting industry. A historical perspective. Main types of consulting organization. Internal consultants. Algorithm of management consulting.

Topic 3. The Consultant client relationship. The client and the consultant system. Methods of influencing the client system. Counselling and coaching as tools of consulting.

Topic 4. The consulting process. Entry. Initial contacts. Terms of reference. Assignment strategy and plan. Proposal to the client. The consulting contract.

Topic 5. The Consulting process. Diagnosis. Conceptual framework of diagnosis. Defining necessary facts. Data analysis. Case Analysis "Finance Consulting". Consulting for the informal sector.

Topic 6. The Consulting process. Action planning. Searching for possible solutions. Developing and evaluating alternatives. Preselecting ideas to be pursued. Presenting action proposals to the client. Assessment of the prospects for the development of enterprise in consultation activities with the use of SWOT analysis.

Topic 7. The Consulting process. Implementation. The consultant's role in implementation. Planning and monitoring implementation. Training and developing client staff. Maintenance and control of the new practice. The conclusion of the Contract on rendering of consulting services.

Topic 8. The Consulting process. Termination. Time for withdrawal. Evaluation. Final reporting.

Semantic module 2. Managing a consulting firm.

Topic 9. Fundamentals of management in the consulting profession. The management challenge of the professions. Managing a professional service. Managing a professional business. Achieving excellence professionally and in business. Determination of cost of labour adviser.

Topic 10. The consulting firm's strategy.

A strategic approach. The scope of client services. The client base. Strategic management in practice. Calculation of the cost of consulting services. The methodology of the consultation process.

Topic 11. Marketing of consulting services. The marketing approach in consulting. Techniques for marketing the consulting firm. Managing the marketing process. Technology consulting process. Fundamentals of organizing and operating consulting firms.

Topic 12. Costs and fees. Income-generating activities. Costing chargeable services. Towards value billing. Costing and pricing an assignment. Billing clients and collecting fees.

Topic 13. Structuring a consulting firm. Legal forms of business. Management and operations structure. Monitoring of the market of consulting services. Technology consultation process.

Topic 14. Careers and compensation in consulting. Personal characteristics of consultants. Compensation policies and practices.

Topic 15. Training and development of consultants. What should consultants learn? Motivation for consultant development. The holding of module control.

Semantic module 3. Consulting in various areas of management.

Topic 16. Consulting in general and strategic management. Nature and scope of consulting in corporate strategy and general management. Corporate strategy. Processes, systems and structures. Organizational support and advisory activities.

Topic 17. Consulting on the social role and responsibility of business. The social dimension of business. A strategic approach to corporate responsibility. Determining the price of the seminar.

Topic 18. Consulting in human resource management. Policies, practices and the human resource audit. Human resource planning. Motivation and remuneration. Human resource development. The effectiveness of working time of the consultant.

Topic 19. Consulting in financial management. Creating value. The basic tools. Accounting systems and budgetary control. "Consulting offers". Consulting for the public sector.

Topic 20. Consulting in small business – management and development. Characteristics of small enterprises. Consulting assignments in the life-cycle of an enterprise. Foreign and domestic experience of management consulting.

Topic 21. Consulting on productivity and performance improvement. Shifts in productivity concepts, factors and condition. Approaches and strategies to improve productivity. The holding of module control.

4. Curriculum Structure

Name of semantic modules and topics	Number of hours					
	full-time education					
	Total	including				
L		P	Lab	Ind	I.W.	
1	2	3	4	5	6	7
Module 1. The concept of the consulting process and its usage in a consulting firm						
<i>Semantic module 1. The consulting process in the sphere of management</i>						
Topic 1. Nature and purpose of management consulting.	10	4	2			4
Topic 2. The consulting industry.	8	2	2			4
Topic 3. The Consultant client relationship.	10	4	2			4
Topic 4. The consulting process. Entry.	10	2	2			6
Topic 5. The Consulting process. Diagnosis.	10	2	2			6
Topic 6. The Consulting process. Action planning.	10	2	2			6
Topic 7. The Consulting process. Implementation.	10	2	2			6
Topic 8. The Consulting process. Termination.	10	2	2			6
Total for semantic module 1	78	20	16			42
<i>Semantic module 2. Managing a consulting firm.</i>						
Topic 9. Fundamentals of management in the consulting profession.	12	4	2			6
Topic 10. The consulting firm's strategy.	14	4	4			6
Topic 11. Marketing of consulting services.	12	4	2			6
Topic 12. Costs and fees.	12	4	2			6
Topic 13. Structuring a consulting firm.	12	4	2			6
Topic 14. Careers and compensation in consulting.	12	4	2			6
Topic 15. Training and development of consultants.	12	4	2			6
Total for semantic module 2	86	28	16			42
Total for module 1	164	48	32			84
Module 2. The usage of consulting in various areas of management						
<i>Semantic module 3. Consulting in various areas of management.</i>						
Topic 16. Consulting in general and strategic management.	8	2	2			4
Topic 17. Consulting on the social role and responsibility of business.	8	2	2			4
Topic 18. Consulting in human resource management.	8	2	2			4
Topic 19. Consulting in financial management.	8	2	2			4
Topic 20. Consulting in small business – management and development.	8	2	2			4
Topic 21. Consulting on productivity and performance improvement.	6	2	2			2
Total for semantic module 3	46	12	12			22
Total for module 2	46	12	12			22
Total hours for the course	210	60	44			106

5. Topics and plans of lectures

№	<i>Name of topics</i>	<i>Quantity of hours</i>
1.	<p><i>Topic 1. Nature and purpose of management consulting</i> <i>Plan</i> 1. What is consulting? 2. Why and how are consultants used? 3. Evolving concepts and scope of management consulting.</p>	4
2.	<p><i>Topic 2. The consulting industry</i> <i>Plan</i> 1. A historical perspective. 2. Main types of consulting organization. 3. Internal consultants.</p>	2
3.	<p><i>Topic 3. The Consultant client relationship</i> <i>Plan</i> 1. The client and the consultant system. 2. Methods of influencing the client system. 3. Counseling and coaching as tools of consulting.</p>	4
4.	<p><i>Topic 4. The consulting process. Entry</i> <i>Plan</i> 1. Initial contacts. 2. Terms of reference. 3. Assignment strategy and plan.</p>	2
5	<p><i>Topic 5. The Consulting process. Diagnosis</i> <i>Plan</i> 1. Conceptual framework of diagnosis. 2. Defining necessary facts. 3. Data analysis.</p>	2
6	<p><i>Topic 6. The Consulting process. Action planning</i> <i>Plan</i> 1. Searching for possible solutions. 2. Developing and evaluating alternatives. Preselecting ideas to be pursued. 3. Presenting action proposals to the client.</p>	2
7	<p><i>Topic 7. The Consulting process. Implementation</i> <i>Plan</i> 1. The consultant's role in implementation. 2. Planning and monitoring implementation. 3. Training and developing client staff. 4. Maintenance and control of the new practice.</p>	2
8	<p><i>Topic 8. The Consulting process. Termination</i> <i>Plan</i> 1. Time for withdrawal. 2. Evaluation.</p>	2

	3. Final reporting.	
9	<p>Topic 9. Fundamentals of management in the consulting profession</p> <p>Plan</p> <ol style="list-style-type: none"> 1. The management challenge of the professions. 2. Managing a professional service. 3. Managing a professional business. 4. Achieving excellence professionally and in business. 	4
10	<p>Topic 10. The consulting firm's strategy</p> <p>Plan</p> <ol style="list-style-type: none"> 1. A strategic approach. 2. The scope of client services. 3. The client base. 4. Strategic management in practice. 	4
11	<p>Topic 11. Marketing of consulting services</p> <p>Plan</p> <ol style="list-style-type: none"> 1. The marketing approach in consulting. 2. Techniques for marketing the consulting firm. 3. Managing the marketing process. 	4
12	<p>Topic 12. Costs and fees</p> <p>Plan</p> <ol style="list-style-type: none"> 1. Income-generating activities. 2. Costing chargeable services. 3. Towards value billing. 	4
13	<p>Topic 13. Structuring a consulting firm</p> <p>Plan</p> <ol style="list-style-type: none"> 1. Legal forms of business. 2. Management and operations structure. 	4
14	<p>Topic 14. Careers and compensation in consulting</p> <p>Plan</p> <ol style="list-style-type: none"> 1. Personal characteristics of consultants. 2. Compensation policies and practices. 	4
15	<p>Topic 15. Training and development of consultants</p> <p>Plan</p> <ol style="list-style-type: none"> 1. What should consultants learn? 2. Motivation for consultant development. 	4
16	<p>Topic 16. Consulting in general and strategic management</p> <p>Plan</p> <ol style="list-style-type: none"> 1. Nature and scope of consulting in corporate strategy and general management. 2. Corporate strategy. 3. Processes, systems and structures. 	2
17	<p>Topic 17. Consulting on the social role and responsibility of business</p>	2

	Plan 1. The social dimension of business. 2. A strategic approach to corporate responsibility.	
18	Topic 18. Consulting in human resource management Plan 1. Policies, practices and the human resource audit. 2. Human resource planning. 3. Motivation and remuneration. 4. Human resource development.	2
19	Topic 19. Consulting in financial management Plan 1. Creating value. 2. The basic tools. 3. Accounting systems and budgetary control.	2
20	Topic 20. Consulting in small business – management and development Plan 1. Characteristics of small enterprises. 2. Consulting assignments in the life-cycle of an enterprise.	2
21	Topic 21. Consulting on productivity and performance improvement Plan 1. Shifts in productivity concepts, factors and condition. 2. Approaches and strategies to improve productivity.	2
Total		60

6. Topics of practical classes

№	Name of topics	Quantity of hours
1.	Topic 1. Nature and purpose of management consulting.	2
2.	Topic 2. The consulting industry.	2
3.	Topic 3. The Consultant client relationship.	2
4.	Topic 4. The consulting process. Entry.	2
5.	Topic 5. The Consulting process. Diagnosis.	2
6.	Topic 6. The Consulting process. Action planning.	2
7.	Topic 7. The Consulting process. Implementation.	2
8.	Topic 8. The Consulting process. Termination.	2
9.	Topic 9. Fundamentals of management in the consulting profession.	2
10.	Topic 10. The consulting firm's strategy.	4
11.	Topic 11. Marketing of consulting services.	2
12.	Topic 12. Costs and fees.	2
13.	Topic 13. Structuring a consulting firm.	2
14.	Topic 14. Careers and compensation in consulting.	2
15.	Topic 15. Training and development of consultants.	2

16.	Topic 16. Consulting in general and strategic management.	2
17.	Topic 17. Consulting on the social role and responsibility of business.	2
18.	Topic 18. Consulting in human resource management.	2
19.	Topic 19. Consulting in financial management.	2
20.	Topic 20. Consulting in small business – management and development.	2
21.	Topic 21. Consulting on productivity and performance improvement.	2
Total		44

7. Independent work

№	<i>Name of topics</i>	<i>Quantity of hours</i>
1.	Topic 1. Nature and purpose of management consulting. 1. Determination of the place of consulting in a system of subject, object and subject management. 2. Consulting and change.	4
2.	Topic 2. The consulting industry. 1. Algorithm of management consulting.	4
3.	Topic 3. The Consultant client relationship. 1. The client and the consultant system. 2. Methods of influencing the client system. 3. Counseling and coaching as tools of consulting.	4
4.	Topic 4. The consulting process. Entry. 1. Proposal to the client. 2. The consulting contract.	6
5.	Topic 5. The Consulting process. Diagnosis. 1. Defining necessary facts. 2. Case Analysis "Finance Consulting". 3. Consulting for the informal sector.	6
6.	Topic 6. The Consulting process. Action planning. 1. Assessment of the prospects for the development of enterprise in consultation activities with the use of SWOT analysis.	6
7.	Topic 7. The Consulting process. Implementation. 1. The conclusion of the Contract on rendering of consulting services.	6
8.	Topic 8. The Consulting process. Termination. 1. Time for withdrawal. 2. Evaluation. 3. Final reporting.	6
9.	Topic 9. Fundamentals of management in the consulting profession. 1. Managing a professional business.	6

	2. Achieving excellence professionally and in business. 3. Determination of cost of labour adviser.	
10.	Topic 10. The consulting firm's strategy. 1. Calculation of the cost of consulting services. 2. The methodology of the consultation process.	6
11.	Topic 11. Marketing of consulting services. 1. Technology consulting process. 2. Fundamentals of organizing and operating consulting firms	6
12.	Topic 12. Costs and fees. 1. Costing and pricing an assignment. 2. Billing clients and collecting fees.	6
13.	Topic 13. Structuring a consulting firm. 1. Monitoring of the market of consulting services. 2. Technology consultation process.	6
14.	Topic 14. Careers and compensation in consulting. 1. Personal characteristics of consultants. 2. Compensation policies and practices.	6
15.	Topic 15. Training and development of consultants. 1. The holding of module control.	6
16.	Topic 16. Consulting in general and strategic management. 1. Organizational support and advisory activities.	4
17.	Topic 17. Consulting on the social role and responsibility of business. 1. Determining the price of the seminar.	4
18.	Topic 18. Consulting in human resource management. 1. The effectiveness of working time of the consultant.	4
19.	Topic 19. Consulting in financial management. 1. "Consulting offers". 2. Consulting for the public sector.	4
20.	Topic 20. Consulting in small business – management and development. 1. Foreign and domestic experience of management consulting.	4
21.	Topic 21. Consulting on productivity and performance improvement. The holding of module control.	2
Total		106

8. Individual tasks

1. Write a report paper on the chosen topic conducted with all requirements for writing this type of work. Report is performed in accordance with the academic requirements; The text should contain the following structural parts: title page, plan, introduction, main part, conclusions, references, including links to company websites and electronic publications.

The list of the reports:

1. Problems of formation the Institute of management consulting in Ukraine.
2. The development methodology of the consulting products.
3. Types of consulting products: international experience and Ukrainian practice.
4. Evaluation of the intellectual work of consultants and payment.
5. Features of promotion of consulting services to the Ukrainian market.
6. Personnel policy of the transnational consulting companies.
7. Training consultants: the principles of form and motivation.
8. Consulting process: the problem of identifying its boundaries.
9. Criteria for selection of consultants.
10. The relationship of commodity and price policy of the consulting company.
11. The features of advertising activity of consulting firms in Ukraine.
12. Marketing service consulting enterprise: basic features and principles of operation.
13. Internet-marketing. Opportunities of the consulting services.
14. Competitive advantages of the consulting company.
15. Strategic management of the consulting firm.
16. The behavior of the consultant and the relationship with the client at different stages of counseling.
17. Ethical issues of the collection and use of internal information the client organization.
18. Diagnostic techniques management consulting.
19. Advisory recommendations: the principles of selecting areas of change and deep transformation.
20. Information support of the process of diagnosing the problem of the client organization.
21. Quantitative and qualitative assessment in management consulting: issues of accuracy and objectivity.
22. The problem of enhancing the innovation capacity of the client.
23. The formation of an effective team of the consulting project.
24. Features of consulting in overcoming resistance to innovations.
25. The organization of consulting support of enterprise development.
26. Evaluation of the effectiveness of the consulting project with the consulting company and the client organization.
27. International and national ratings of consulting companies.
28. The responsibility of the management consultant (economic, legal, ethical, discretionary).

2. Make a report and a presentation according to the report paper.

9. Methods of Training

1. Training Methods for Knowledge:

1.1. *Verbal:* narrative, explanation, discussion (heuristic and reproductive), lecture, instruct, work with the book (read, transfer, discharge, scheduling, reviewing, summarizing, making tables, charts, reference compendia etc.).

1.2. **Visual:** demonstration, illustration.

1.3. **Practical:** practical work, exercise, production practices.

2. Methods for studying the nature of the logic of knowledge.

2.1. **Analytical**

2.2. **Synthesis**

2.3. **Inductive method**

2.4. **Deductive method**

3. Methods for studying the nature and level of independent mental activity of students.

3.1. **Problem (problem-information)**

3.2. **Partly-search (heuristic)**

3.3. **Exploratory**

3.4. **Reproductive**

3.5. **Explanatory demonstration**

4. Active learning methods – use of technical training, brainstorming, debates, roundtables, business and role-playing games, training, use of problem situations, self-knowledge, the use of educational tests and controlling the use of basic lectures.

5. Interactive learning technology – the use of multimedia technology, kahoot, case-method.

10. Methods of control

1. Rating control of a 100-point scale assessment ECTS.

2. An intermediate control during the semester (interim certification).

3. Criteria assess of the current work of students:

- the level of knowledge demonstrated in practical classes;
- active in the discussion of issues brought to the class;
- quick control during classes;
- self-study topics in general or specific issues;
- perform analytical calculation tasks;
- writing essays;
- test results;
- writing assignments during the tests;
- production situations, cases and more.

4. Direct consideration in the final assessment of student performance of certain individual tasks: educational and practical study of the presentation of results and more.

11. Points for Credit

Current testing and self-study																					IW	Total for modules	Attestation	Final test – exam	Total
Module 1 – 25 points										Module 2 – 15 points															
Semantic Module 1 – 10 points					Semantic module 2 – 15 points					Semantic module 3 – 15 points															
T1	T2	T3	T4	T5	T6	T7	T8	T9	T10	T11	T12	T13	T14	T15	T16	T17	T18	T19	T20	T21					
1	1	1	1	1	1	2	2	2	2	2	2	2	2	3	2	2	2	3	3	3	15	55 (40+15)	15	30	100

Grading scale: national and ECTS

Total points for all the educational activities	Mark ECTS	Ukrainian mark	
		For the exam, course project (work) practices	For the test
90 – 100	A	Excellent	Passed
82-89	B	Good	
75-81	C	Satisfactory	
69-74	D		
60-68	E		
35-59	FX	Bad	No passed
1-34	F		Repeated study of the course

12. Methodical Support

1. Dashutina L.A., Stoyanets N.V., Kletsova N.V. «Management Consulting», Science and methodology complex, for the 1st year student’s full-time learning, 073 Management, 051 Economy, educational level: master / Sumy 2018 p., 119 p.

2. Kletsova N. Management Consulting. Guidelines for independent study of “Management Consulting” courses, for the 1st year students full-time learning, specialty: 8.18010018 “Administrative Management, educational degree: master / Kletsova N. – Sumy, 2016, – 44 p.

3. Training materials based on the Moodle platform. URL: <https://cdn.snau.edu.ua/moodle/course/view.php?id=3168>.

13. Suggested Reading

Basic

1. Berg G. Key Management Models: The 75+ Models Every Manager Needs to Know / Gerben Van den Berg, Paul Pietersma. – McKinsey & Company Inc., 2017. – 3rd Edition. – 210 p.
2. Cheng V. Case Interview Secrets: A Former McKinsey Interviewer Reveals How to Get Multiple Job Offers in Consulting. Paperback / Victor Cheng. – McKinsey & Company Inc., 2018. – 235 p.
3. Drucker P. HBR'S 10 Must Reads: The Essentials Paperback / Peter Ferdinand Drucker. – Harvard Business Review, 2016. – November 8. – 142 p.
4. Koller T. Valuation: Measuring and Managing the Value of Companies / Tim Koller, Marc Goedhart, David Wessels. – McKinsey & Company Inc., 2016. – 5th Edition. – 159 p.
5. Management consulting. To the brainy, the spoils [Electronic resource] // The Economist. – The mode of access: <http://www.economist.com/news/business/21577376-world-grows-more-confusing-demand-clever-consultants-booming-brainy>.

Additional

1. Conerly B. The Value of Management Consulting: Proven [Electronic resource] / Bill Conerly // Forbes. – The mode of access: <http://www.forbes.com/sites/billconerly/2013/01/27/the-value-of-management-consulting-proven/#2e8cbf2d1a8e>.
2. Dumon M. Consulting - Everybody's Doing It, Should You? / Marvin Dumon // Personal Finance. – 2016. – № 3. – P. 11–18.
3. Harrison C. The Consultant with Pink Hair / Cal Harrison. – Hardcover, 2017. – 147 p.
4. Electronic textbooks on discipline "Management-consulting": HOWARD L. SHENSON (1982) THE CONSULTING HANDBOOK. URL: <https://ia800303.us.archive.org/10/items/ConsultingHandbook/TheConsultingHandbook.pdf>
5. Dobes, Leo(2006) Managing consultants : a practical guide for busy public sector managers. URL: <http://press-files.anu.edu.au/downloads/press/n1917/pdf/book.pdf?referer=1917>
6. Roger Wyer (2011) Become The Expert in Your Field. URL: <https://www.smashwords.com/extreader/read/89809/1/become-the-expert-in-your-field>
7. Philip Sadler (1998), MANAGEMENT CONSULTANCY a handbook of EDITED BY PHILIP SADLER best practice URL: <http://197.14.51.10:81/pmb/GESTION2/MANAGEMENT/0749424486Management.pdf>

14. Informational resources

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