

MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE  
SUMY NATIONAL AGRARIAN UNIVERSITY

DEPARTMENT OF MANAGEMENT

“CONFIRMED”  
Head of the Management Chair  
A.N. Mykhailov.  
"09" revised 2020 year

**CURRICULUM**

**Management- Consulting**

**Specialty:** 073 “Management”


**Faculty:** Economics and Management

2020-2021 academic year

Curriculum of **Management- Consulting** worked out for the third-year students of training direction 073 "Management"

Author:


Phd in economics,

Associate professor of Management  T.M. Kharchenko  
(signature)

Curriculum has been approbated on the Management Chair Meeting.

Minutes of "7" June 2020, # 7

Head of the

Management Chair  (Doctor of sciences, professor Mykhailov A.N.)  
(signature)

Coordinated by:

Guarantor of educational and professional program (project team leader)  (A.N. Mykhailov)  
(signature) (surname and initials)

Dean of the Faculty  
(on which the discipline is taught)

 (N.I. Strochenko)  
(signature) (surname and initials)

Dean of the Faculty  
(to which the department belongs)

 (N.I. Strochenko)  
(signature) (surname and initials)

Methodist of the Department of Education Quality,  
licensing and accreditation

 (I. Ivanik)  
(signature) (surname and initials)

Registered in the electronic database: 21.07 2020.

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## 1. Description of the course

Name of indicators	Branch of knowledge, direction of preparation, education and qualification level	Characteristic of discipline
		full-time education
The number of credits – 4	The branch of knowledge: 07 “Management and administration”	<i>Regulatory</i>
	<b>Specialty: 073 “Management”</b>	
Modules – 2		<b>Year of preparation:</b>
Semantic modules: 3		2019-2020
		<b>Course</b>
		<b>3</b>
		<b>Semester</b>
The total number of hours - 120		<b>5</b>
		<b>Lectures</b>
		30 h.
		<b>Practical, seminar</b>
		30 h.
		<b>Independent work</b>
		30 h
		<b>Individual tasks</b>
		30 h
		<b>Kind of control:</b>
		Credit

**Note.**

Ratio of the number of classroom hours with independent and individual work is:  
for the day form of education - 50,0/50,0 (60/60)

## **2. The purpose and objectives of the discipline** (derived from the educational-professional program)

### **2.1 The purpose of studying the discipline**

The purpose of the discipline "Management- consulting" is an independent professional advisory service assisting managers and organizations to achieve organizational purposes and objectives by solving management and business problems, identifying and seizing new opportunities, enhancing learning, and implementing changes.

### **2.2 Tasks of the discipline**

The study of the discipline "Management- consulting" involves the formation of students' competencies (derived from the educational and professional program):

№	Type of program competencies	Program competence	Code
1	<b>General</b>	Ability to think abstractly, analyze and synthesize information, assess its completeness and usability.	ZK1
2		Ability to generate new ideas and non-standard approaches to their implementation (creativity) in teams.	ZK 6
1	<b>Professional (special)</b>	Ability to choose and use concepts, methods and tools of management consulting, including in accordance with defined goals and international standards	SK1
2		Ability to manage the effective use and development of organizational resources (material, financial, informational, intellectual).	SK 3

### **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 (derived from the educational-professional program):

№	Program learning outcomes	Code
1	Identify problems in the organization that arise in different areas of activity (production, socio-economic, information) and justify methods for solving them/	PRN 2
2	Be able to plan and implement informational, methodological, material, financial, personnel and intellectual support for the development of the organization (unit)/	PRN 13
3	Be able to be responsible for the formation of effective management structures for the implementation of strategies for the development of organizations in a rapidly changing environment, be able to motivate employees to move towards a common goal/	PRN 14

### 3. The program of the course

*Program of normative discipline. Program of normative discipline. Discussed and approved at the meeting of the Presidium of the SMC on Management and Administration on April 22, 2009, Minutes № 22 with additions and changes from 18.05.2010, Minutes № 24 and 09.11.2011, Minutes № 26. Is being tested. Minutes of the meeting of the Department of Management № 12 "9" June 2020*

#### **Module 1. Management-consulting and the consulting process.**

##### **Semantic module 1. Management-consulting and the consulting process.**

**Topic 1. Nature and purpose of management consulting.** What is consulting? Why and how are consultants used? Evolving concepts and scope of management consulting.

Algorithm of management consulting

Consulting and change

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

Case Analysis "Finance Consulting"

Consulting for the informal sector. Consulting for the public sector

**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.

Assessment of the prospects for the development of enterprise in consultation activities with the use of SWOT analysis

Consulting in small – business management and development.

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

The conclusion of the Contract on rendering of consulting services

The methodology of the consultation process.

**Topic 5. The Consulting process. Diagnosis.** Conceptual framework of diagnosis Defining necessary facts. Data analysis.

Determination of cost of labor adviser

**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.

Calculation of the cost of consulting services

Costs and fees

**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.

Technology consulting process

**Topic 8. The Consulting process. Termination.** Time for withdrawal.  
 Evaluation  
 Final reporting.  
 The holding module control 1.

**Module 2. Managing a consulting firm.**  
*Semantic module 2. Managing a consulting firm.*

**Topic 9. The consulting firm's strategy.**  
 A strategic approach.. Strategic management in practice. Nature and scope of consulting in corporate strategy and general management. Corporate strategy. Processes, systems and structures.  
 Monitoring of the market of consulting services

**Topic 10. Marketing of consulting services.** The marketing approach in consulting. Techniques for marketing the consulting firm. Managing the marketing process.  
 Organizational support and advisory activities

**Topic 11. Careers and compensation in consulting.** Personal characteristics of consultants. Compensation policies and practices. Training and development of consultants.  
 Determining the price of the seminar  
 Fundamentals of management in the consulting profession

*Semantic module 3. Consulting in various areas of management.*

**Topic 12. Consulting on the social role and responsibility of business.**  
 The social dimension of business. A strategic approach to corporate responsibility.  
 The effectiveness of working time of the consultant

**Topic 13. Consulting in human resource management.** Policies, practices and the human resource audit. Human resource planning Motivation and remuneration. Human resource development.  
 "Consulting offers".  
 Structuring a consulting firms

**Topic 14. Consulting in financial management.** Creating value. The basic tools. Accounting systems and budgetary control.  
 Foreign and domestic experience of management consulting.

**Topic 15. Consulting on productivity and performance improvement.**  
 Shifts in productivity concepts, factors and condition. Approaches and strategies to improve productivity.  
 The holding module control 2.

## 1. Structure of the course

Titles the semantic modules and topics	Volume of hours					
	full-time education					
	Total	including				
L		P	Lab	Ind	I.W.	
1	2	3	4	5	6	7
<b>Module 1. Management consulting and the consulting process.</b>						
<b>Semantic module 1. Management consulting and the consulting process.</b>						
Topic 1. Nature and purpose of management consulting.	6	2	2		2	
Topic 2. The consulting industry.	7	2	2		3	
Topic 3. The Consultant client relationship	6	2	2		2	
Topic 4. The consulting process. Entry	7	2	2		3	
Topic 5. The Consulting process. Diagnosis	4	2	2			
Topic 6. The Consulting process. Action planning.	14	2	2		10	
Topic 7. The Consulting process. Implementation	4	2	2			
Topic 8. The Consulting process. Termination.	4	2	2			
<b>Total for semantic module 1</b>	<b>52</b>	<b>16</b>	<b>16</b>		<b>20</b>	
<b>Total hours for module 1</b>	<b>52</b>	<b>16</b>	<b>16</b>		<b>20</b>	
<b>Module 2. Managing a consulting firm.</b>						
<i>Semantic module 2. Managing a consulting firm.</i>						
Topic 9. The consulting firm's strategy.	4	2	2			
Topic 10. Marketing of consulting services	4	2	2			
Topic 11. Careers and compensation in consulting	8	2	2		4	
<b>Total for semantic module 2</b>	<b>16</b>	<b>6</b>	<b>6</b>		<b>4</b>	
<i>Semantic module 3. Consulting in various areas of management.</i>						
Topic 12. Consulting on the social role and responsibility of business.	4	2	2			
Topic 13. Consulting in human resource management.	10	2	2		6	
Topic 14. Consulting in financial management.	4	2	2			
Topic 15. Consulting on productivity and performance improvement	4	2	2			
<b>Total for semantic module 3</b>	<b>22</b>	<b>8</b>	<b>8</b>		<b>6</b>	
<b>Total hours for module 2</b>	<b>38</b>	<b>14</b>	<b>14</b>		<b>10</b>	
<b>IW</b>	<b>30</b>					<b>30</b>
<b>Total hours for course</b>	<b>120</b>	<b>30</b>	<b>30</b>		<b>60</b>	

### 5. Topics and plan of lectures

№	Topic name	Volume of hours
1.	Topic 1. Nature and purpose of management consulting 1. What is consulting? 2. Why and how are consultants used? 3. Evolving concepts and scope of management consulting	2
2.	Topic 2. The consulting industry. 1. A historical perspective 2. Main types of consulting organization 3. Internal consultants	2
3.	Topic 3. The Consultant client relationship 1. The client and the consultant system 2. Methods of influencing the client system 3. Counselling and coaching as tools of consulting	2
4.	Topic 4. The consulting process. Entry 1. Initial contacts 2. Terms of reference 3. Assignment strategy and plan 4. Proposal to the client 5. The consulting contract	2
5.	Topic 5. The Consulting process. Diagnosis 1. Conceptual framework of diagnosis 2. Defining necessary facts 3. Data analysis	2
6.	Topic 6. The Consulting process. Action planning 1. Searching for possible solutions 2. Developing and evaluating alternatives Preselecting ideas to be pursued 3. Presenting action proposals to the client	2
7.	Topic 7. The Consulting process. Implementation 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	2
8.	Topic 8. The Consulting process. Termination 1. Time for withdrawal 2. Evaluation 3. Final reporting	2
9.	Topic 9. The consulting firm's strategy. 1. A strategic approach. 2. Strategic management in practice. 3. Nature and scope of consulting in corporate strategy and general management.	2



	4. Processes, systems and structures.	
10.	Topic 10. Marketing of consulting services 1. The marketing approach in consulting 2. Techniques for marketing the consulting firm 3. Managing the marketing process	2
11.	Topic 11. Careers and compensation in consulting 1. Personal characteristics of consultants 2. Compensation policies and practices 3. Training and development of consultants.	2
12.	Topic 12. Consulting on the social role and responsibility of business. 1. The social dimension of business 2. A strategic approach to corporate responsibility	2
13.	Topic 13. Consulting in human resource management. 1. Policies, practices and the human resource audit 2. Human resource planning 3. Motivation and remuneration 4. Human resource development	2
14.	Topic 14. Consulting in financial management. 1. Creating value 2. The basic tools 3. Accounting systems and budgetary control	2
15.	Topic 15. Consulting on productivity and performance improvement 1. Shifts in productivity concepts, factors and condition 2. Approaches and strategies to improve productivity	2
	<b>Total</b>	<b>30</b>

### 6. Topics of practical Lessons

№	Topic name	Volume 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. The consulting firm's strategy.	2
10.	Topic 10. Marketing of consulting services	2
11.	Topic 11. Careers and compensation in consulting	2
12.	Topic 12. Consulting on the social role and responsibility of	2

	business.	
13.	Topic 13.Consulting in human resource management.	2
14.	Topic 14. Consulting in financial management.	2
15.	Topic 15. Consulting on productivity and performance improvement	2
16.	<b>Total</b>	<b>30</b>

### 7. Independent work

<b>№</b>	<b>Topic name</b>	<b>Volume of hours</b>
1.	Topic 1. Nature and purpose of management consulting. Consulting and change.	2
2.	Topic 2. The consulting industry. Consulting for the informal sector. Consulting for the public sector	3
3.	Topic 3. The Consultant client relationship Consulting in small – business management and development.	2
4.	Topic 4. The consulting process. Entry 1.The methodology of the consultation process.	3
5.	Topic 6. The Consulting process. Action planning. Costs and fees	10
6.	Topic 11. Careers and compensation in consulting Fundamentals of management in the consulting profession	4
7.	Topic 13.Consulting in human resource management. Structuring a consulting firms	6
	<b>Total</b>	<b>30</b>

### 8. Individual work

Report is performed in accordance with the academic requirements, the text should contain the following structural parts: title page, introduction, main part, conclusions, list of sources, 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 counselling.
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. The organization of consulting support of enterprise development.
25. Evaluation of the effectiveness of the consulting project with the consulting company and the client organization.
26. International and national ratings of consulting companies.
27. The responsibility of the management consultant (economic, legal, ethical, discretionary)

## **9. Teaching Methods**

### **1. Teaching 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

## 2.5. Traduktive 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.

**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;
  - Writing essays;
  - Test results;
  - Writing assignments during the tests;
  - Production situations, cases and more.

**11. Distribution points that get students**

Current testing and independent work															IW	Total for module & IW	ATTESTATION	Total
M -1 0-35 p.								M 2 0-35 p.										
SM 1 0- 35 p.								SM 2 0- 10			SM 3 0- 10							
T 1	T 2	T 3	T 4	T 5	T 6	T 7	T 8	T 9	T 10	T1 1	T1 2	T1 3	T 1 4	T 1 5	15	70+15	15	100
4	4	4	4	4	5	5	5	5	5	5	5	5	5	5				

**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	<b>A</b>	Excellent	Passed
82-89	<b>B</b>	Good	
75-81	<b>C</b>	Satisfactory	
69-74	<b>D</b>		
60-68	<b>E</b>		
35-59	<b>FX</b>	Bad	No passed
1-34	<b>F</b>		Repeated study of the course

**Suggested Reading****Methodical support**

1. **Kharchenko T.M. Lecture Notes:** for individual study for students of 2-3 year of training direction 073 “Management”, 281 “Public administration and management” full time and distance learning, Sumy, 2018 –78 p.
2. **“Management-consulting” Workbook.** Робочий зошит для проведення практичних занять та самостійного вивчення дисципліни для студентів 3-4 курсу денної та заочної форми навчання напряму підготовки 073 «Менеджмент», освітнього ступеня «бакалавр», підготовлене к.е.н., доцентом, ст. викладачем Харченко Т.М. (*Протокол № 7 від 12.06.2020 р.*)
3. Educational - methodical materials of the course “Management” in the distance learning system MOODLE: <https://cdn.snau.edu.ua/moodle/course/view.php?id=3168>

**Basic**

1. Jeremy David Curuksu. Data Driven: An Introduction to Management Consulting in the 21st Century, 2018. 185 p.
2. David Biggs. Management Consulting: A Guide for Students. 2010, 409 p. Louise Wickham Management Consulting 5th edn: Delivering an Effective Project (5th Edition), 2016. 352 p.
3. Larry E. Greiner. Management Consulting Today and Tomorrow: Perspectives and Advice from 27 Leading World Experts 1st Editio, 2019. 528 p.
4. Peter Block. Flawless Consulting: A Guide to Getting Your Expertise Used 3rd Edition, 2020. 368 p.

5. Marc G. Baaij. An Introduction to Management Consultancy 1st Edition, -- 2013. 600 p.

### **Supporting**

1. Марченко О. С. Бізнес-консалтинг : навч. посіб. Харків : Право, 2019. 204 с.
2. Князь С. В., Князь О. В. Основи управлінського консультування: навч. посіб. / Львів: Львівської політехніки, 2016. 156 с.
3. Довгань Л. Є., Малик І. П., Семенченко Н. В., Крейдич І. М. Управлінський консалтинг: навч. посіб. Київ : КПІ ім. Ігоря Сікорського, 2017. 201 с.
4. Консалтингове забезпечення управлінських економіко-екологічних рішень на регіональному рівні: монографія / за заг. ред. : д.е.н., професора А.І. Ковальова. Одеса: ФОП Гуляєва В.М., 2017. 190 с.
5. Шелегеда Б.Г., Шарнопольська О.М., Василишина Л.М. Основи управлінського консультування: навч. посіб. Донецьк: ТОВ „ВРА „Епіцентр”, 2013. 188 с.
6. Менеджмент для магістрів: підручник: у 2 т. / за ред. О.Ф. Балацького, О.М. Теліженка. Суми: ВТД “Університетська книга”, 2014. 150 с.
7. Соколенко В. А. Основи управлінського консультування : навч.-метод. посіб. / за ред. В. А. Соколенко, О. Ю. Лінькова. Харків : НТУ «ХП», 2018. 216 с.
8. Блинов А.О., Дресвянников В.А. Управленческое консультирование: уч. пособ. Москва.:Дашков и К, 2018. 212 с.
9. Хміль Ф. І. Основи управлінського консультування: навч. посіб. Київ: Академвидав, 2008. 240 с.
10. Харченко Т.М. Сучасні тенденції розвитку менеджмент - консалтингу в аграрній сфері / Т.М. Харченко // Сучасний менеджмент : напрями, моделі, стратегії, технології: колективна монографія / [ Баценко Л.М., Дубовик С.Г. та ін.]; за ред. С.Г. Дубовик, Л.М. Баценко. Суми, 2018. 216 с. (протокол №11 від 28.05.2018р.)
11. Чернов Ю. В. Управленческое консультирование: учебное пособие / Київ: Кондор, 2009. 272 с.
12. Leo Dobes. Managing Consultants A Practical Guide for Busy Public Sector Managers, ANU E Press, 2006. 8 p.
13. Конспект лекцій з дисципліни «Управлінське консультування» для здобувачів вищої освіти зі спеціальності 073 «Менеджмент» за освітньо-професійною програмою «Менеджмент» / Укладач: С.І.Тарасенко. – Кам’янське: ДДТУ, 2017. 149 с.
14. Зильберман М. Консалтинг: методы и технологи / М. Зильберман [пер. с

- англ.]. Санкт-Петербург: Питер, 2006. 432 с.
15. Коростельов В. А. Управлінське консультування: навч. посібник / В. А. Коростельов. Київ: МАУП, 2003. 104 с.
  16. Коуп М. 7 основ консалтинга /пер. с англ. М. Коуп. Санкт-Петербург: Питер, 2007. 336 с.
  17. Пригожин А. И. Методы развития организаций: уч. пособ. Москва: МЦФЭР, 2003. 864 с.
  18. Токмакова Н. О. Основы управленческого консультирования: уч. пособ. Москва: МЭСИ, 2004. 317 с.

### Information Resources

1. <http://www.imc-ukraine.com> - сайт Всеукраинской ассоциации консультантов по управлению (IMC-Ukraine)
2. <http://amity.ua>
3. <http://www.management.com.ua>
4. <http://www.nbu.gov.ua>
5. <http://managementconsultantcertification.com/Management-Consultant-Handbook.html>
6. Detailed information and guidance for CIMA Members in Practice can be found on the CIMA website at <http://www.cimaglobal.com/cps/rde/xchg/SID-0AAAC564-0FCC2042/live/root.xsl/1458.htm>
7. The Institute of Management Consultancy publishes a quarterly journal called Professional Consultancy. Articles can be viewed at [http://www.imc.co.uk/news/professional\\_consultancy.php](http://www.imc.co.uk/news/professional_consultancy.php)
8. Management Accountancy is a vortal from VNU Publications offering news, features, discussions, newsletters etc. It can be found at: <http://www.managementconsultancy.co.uk/HM>
9. Revenue and Customs offers guidance on starting up in business, including coverage of the legal and regulatory considerations <http://www.ir.gov.uk/businesses/tmastarting-up-in-business.shtml>
10. The Business Link website provides information and advice for new and small businesses <http://www.businesslink.gov.uk>
11. The Companies House website offers freely downloadable guidance booklets on company formation and related topics <http://www.companies-house.gov.uk/>
12. Inside Careers gives information on Management Consultancy as a career choice. Although aimed at the graduate, the information is relevant to many others in the field. They also offer a freely downloadable book called Inside Careers guide for Management Consultancy 2005-2006 <http://www.insidecareers.co.uk/man>

