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| National Technical University of Ukraine “Igor Sikorsky Kyiv Polytechnic Institute” |  | **Department of International economics** |
| **INTERNATIONAL CONSULTING**  **Working program of the discipline (Syllabus)** | | |

# Details of the discipline

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| The level of higher education | *First (bachelor's)* |
| Branch of knowledge | *051 Economics [[1]](#footnote-1)* |
| Specialty | *International Economics* |
| Educational program | *International Economics* |
| Discipline status | *Selective* |
| Form of study | *full-time study* |
| Year of preparation, semester | *4th year, autumn semester* |
| The scope of discipline | *90* |
| Semester control / control measures | *test* |
| Timetable | *Friday* |
| Language of instruction | *English* |
| Information about  course leader / teachers | *Lecturer: Doctor of Economics, Professor , Okhrimenko Oksana,* [*o.okhrimenko@kpi.ua*](mailto:o.okhrimenko@kpi.ua)*[[2]](#footnote-2)*  Practical / Seminar: *Okhrimenko Oksana,* [*o.okhrimenko@kpi.ua*](mailto:o.okhrimenko@kpi.ua) |
| Розміщення курсу | <https://classroom.google.com/c/MTYyOTU1NTI1Njcx?cjc=gkenpo7> |

# Curriculum

1. **Description of the discipline, its purpose, subject of study and learning outcomes**

The course will be useful for anyone who wants to master the latest consulting technologies, explore national consulting markets for the possibility of organizing consulting business, act as an expert in solving problems at various levels of government, try yourself as a consultant in the world's leading consulting companies and solve the original case, discover the talent of a mentor for business and government.

**The purpose of the discipline is** to master the knowledge of the basics of consulting, the specifics of the organization of consulting business given the trends and prospects for the development of national consulting markets**.**

**The subject of the discipline -** research of the markets of consulting services and the decision of practical problems concerning the consulted problem considering a kind of consulting with application of methodical receptions, practical situational exercises and the substantiation of the offered decisions. Applicants for higher education will get acquainted with the best domestic and foreign practices of solving management problems at all levels.

**Program learning outcomes:**

*Competences:*

*Knowledge:*

- to acquire knowledge of the theory of consulting, legal and methodological foundations of the organization and implementation of consulting activities, the principles of interaction between the consultant and the client organization;

- to get acquainted with the development trends of national markets for consulting services and the evolution of consulting services;

- to get acquainted with the experience of well-known international consulting associations and companies.

*Skills:*

- collect, process, analyse the information needed to solve the consulted problem;

- to formulate a problem, set tasks and identify typical errors at the stage of diagnosis;

- information and analytical study of clients, their partners and competitors in the implementation of the consulting project;

- substantiate and forecast options for the development of enterprises and organizations of all forms of ownership and scale of activity;

*Use:*

* receive navigation systems using various forms and methods of management consulting;
* receive navigation systems for monitoring the main threats and dangers of the internal and external environment, which advise the organization that carries out the disclosure of measures to combat the crisis;
* download navigation for organizational diagnostics;
* receive navigation systems for critical thinking and forming their own opinion on problem situations;

*Experience:*

* gain experience in forming project teams;

# Prerequisites and postrequisites of the discipline (place in the structural and logical scheme of education according to the relevant educational program)

The discipline "International Consulting" is taught after studying the courses "Business Economics", "Enterprise Finance", "Management", "Economic Analysis of International Business", "Feasibility Study of Economic Decisions", "International Economics", "Organization of Production", "Competitiveness of the enterprise" and precedes the study of disciplines of entrepreneurial activity.

**2.The content of the discipline**

# 1. Essential characteristics and evolution of international consulting

# 2. The concept of consulting services

# 3. Development of the world market of consulting services.

# 4. National consulting markets

# 5. Organizational and economic aspects of consulting.

# 6. Position and role of the consultant in the consulting process.

# 7. Involvement of a consultant in the client organization.

# 8. Personnel policy and organizational culture of consulting companies

# 9. Organization of the consultant's work

# 10. Management of consulting business

# 11. Marketing and pricing in consulting

# 12. Methods of counseling.

# 13. Consulting technology.

# 14. Features of consulting different types of enterprises

**Training materials and resources**

***Basic literature:***

1.Охріменко О. О. Міжнародний консалтинг: навч. посіб. / О. О. Охріменко, А. Д. Кухарук. – К.: НТУУ «КПІ», 2016. – 184 с.

2. Міжнародний консалтинг: практикум [для студентів спеціальності 051 «Економіка»]. Уклад.: Охріменко О. О., Кухарук А.Д. К.: КПІ. ім. Ігоря Сіокрського, 2020. 62 с.

***Additional literature:***

1.Kubr M. Management cousulting: A guide to the professions (fourth edition) Geneva, International Labour Office, 2002 https://www.academia.edu/36430419/MANAGEMENT\_CONSULTING\_A\_Guide\_to\_the\_Profession\_Fourth\_editon\_Edited\_by\_MILAN\_KUBR\_INTERNATIONAL\_LABOUR\_OFFICE\_GENEVA

***Інформаційні ресурси***

1. Harvard School and Business Internet Server: [www.hbs.edu](http://www.hbs.edu).

2. Portal of the European Federation of Association of Management Consultants FEACO // www.feaco.org

3. [McKinsey Featured Insights](https://www.mckinsey.com/featured-insights) <https://www.mckinsey.com/featured-insights>

4. Baine Insights https://www.bain.com/insights/

5. The Ukrainian association of management consultants (CMC-Ukraine)

[https://www.cmc-global.org/content/institute-management-consultants-ukraine](https://www.cmc-global.org/content/institute-management-consultants-ukraine 6)

[6](https://www.cmc-global.org/content/institute-management-consultants-ukraine 6). [Steve Shu Consulting](http://steveshuconsulting.com/) https://steveshuconsulting.com/

7. [BCG Henderson Institute](https://www.bcg.com/bcg-henderson-institute/default.aspx) https://www.bcg.com/bcg-henderson-institute

# Educational content

# Methods of mastering the discipline (educational component)

**Lecture 1. Essential characteristics and evolution of international consulting**

1.1 Basic concepts, subject and tasks of consulting

1.2 Subjects and objects of international consulting

1.3 Evolution and factors of development of consulting services

1.4 Professional consulting associations in the world

**Lecture 2. The concept of consulting services**

2.1 Consulting service as a specific type of product

2.2 Classification of consulting services

2.3 Types and functions of management consulting

**Seminar 1. Consulting services**

1.1. Subject and tasks of consulting

1.2 Evolution and factors of development of consulting services

1.3 Professional consulting associations in the world

1.4 Consulting service as a specific type of product

1.5 Classification of consulting services

**Lecture 3. Development of the world market of consulting services**

3.1 Problems of counseling development in the context of globalization

3.2 Features of international consulting services

3.3 Modern world market of consulting services

3.4 Formation of consulting in Ukraine

**Lecture 4. National consulting markets**

4.1. EU market

4.2. North American market

4.3. Southeast Asian market

4.4. Ukrainian market

**Seminar 2. Markets of consulting services**

2.1. Current trends in consulting development in the world

2.2.Problems of consulting development in post - Soviet countries

**2.3. Discussion:**

1. Cross-analyze the driving forces and market constraints. What are the driving forces and constraints of the Ukrainian consulting market?

2. Predict a pessimistic, realistic and optimistic scenario for the development of the international consulting market, taking into account the driving forces and constraints, and taking into account the deepening processes of digitalization and intellectualization of the economy.

**Lecture 5. Organizational and economic aspects of consulting**

4.1 Establishment of a consulting business

4.2 Licensing and certification of consulting activities

4.3 Principles of management of consulting activities

**Lecture 6. The position and role of the consultant in the consulting process**

5.1 Roles and behavior of the consultant

5.2 External and internal consulting

5.3 Professional traits and abilities of the consultant

5.4 Core values and code of ethics of the consultant

**Seminar 3. Organization of consulting business**

3.1. Licensing and certification of consulting activities in different countries

3.2. Principles of management of consulting activities

3.2.Discussion: Pros and cons of external and internal counseling

**Discussion:**

1. External consultants are not needed when there are appropriate internal services.

2. An external consultant can not quickly understand the specifics of a particular organization.

3. External consultants cannot be trusted as much as we trust our employees.

4. External consultants are not responsible for the result.

5. External consultants are like air vendors.

6. Consultants should be consulted only if there are serious problems.

7. An external consultant can be found only through acquaintances.

8. The appearance of a consultant is always alarming for the staff.

9. External consultants are too expensive.

10. Consultant - like a drug: once turned, then can not do.

**Lecture 7. Involvement of a consultant in a client organization**

7.1 Determining the appropriateness of counseling

7.2 Factors of successful counseling

7.3 Features of the consultant-client relationship

7.4 Consultant selection procedure

**Lecture 8. Personnel policy and organizational culture of a consulting company**

7.1. Personnel policy of the consulting company

7.2. Organizational culture of a consulting company

**Seminar 4. Factors of successful counseling**

4.1. Personnel policy and organizational culture of the consulting company

4.2. Customer-oriented relations in the system of organizational culture of a consulting company

**Lecture 9. Organization of work of consultants**

9.1. Preparing the team for effective work

9.2. Professional structure of the consulting organization

9.3. Recruitment

9.4. Model of professional competence of the consultant

**Lecture 10. Management of consulting business**

9.1. Organizational structure of consulting companies

9.2.Model of management company consulting

9.3. KPMG management system

**Seminar 5. Management of consulting business**

5.1. Organizational structure of a consulting company

5.2. Organization of work of consultants

5.3. Management company management model

5.4. 5.4. Modular control work

**Lecture 11. Marketing and pricing in consulting**

11.1.Marketing consulting services

11.2.Development of consulting proposals

11.3. Pricing system in consulting

**Seminar 6. Marketing and pricing in consulting**

6.1.Marketing consulting services

6.2.Development of consulting proposals

6.3. Pricing system in consulting

**Lecture 12-13. Methods of counseling**

12.1 Methods of cognition in the consultation process

12.2 Features of different types of consulting activities

12.3 Integrated and in-depth consulting

12.4 Information support of the consultation process

**Seminar 7. Methods of counseling.**

7.1 Methods of cognition in the consultation process

7.2 Features of different types of consulting activities

7.3 Integrated and in-depth consulting

7.4 Information support of the consultation process

7.5. Analysis of the force field by (K. Levin)

**Lecture 14-15 Consulting technology**

14.1 Main phases and stages of the consultation process

14.2 Development of a consulting project

14.3 Marketing in consulting

14.4 Features of payment for consulting services

**Seminar 8**

8.1 Main phases and stages of the consultation process

8.2 Development of a consulting project

8.3 Marketing in consulting

8.4 Features of payment for consulting services

**Topic 16-18. Features of consulting different types of enterprises**

16.1 Models of counseling

16.2 Consulting of newly created enterprises

16.3 Advising on the growth of the enterprise

16.4 Advising companies in crisis

**Seminar 9. Test**

# Independent student work

# The student's independent work includes preparation for classroom classes, reports on the study of national consulting markets, development of methodological approaches to diagnosing the consulted problem and finding solutions, writing calculation and graphic work. 36 hours are allocated for independent work, including 10 hours for preparation of settlement and graphic work (appendix 2).Політика та контроль

**The policy of the discipline (educational component)**

**Attending classes**

Attendance at lectures, practical classes, as well as absence from them, is not evaluated. However, students are encouraged to attend classes because they teach theoretical material and develop the skills needed to complete a semester individual assignment. The grading system is focused on obtaining points for student activity, as well as performing tasks that are able to develop practical skills and abilities.

**Control measures missed**

The thematic task, which is submitted for inspection in violation of the deadline, is evaluated taking into account the penalty points.

**Procedure for appealing the results of control measures**

Students have the opportunity to raise any issue related to the control procedure and expect it to be addressed according to predefined procedures.

Students have the right to challenge the results of the control measures, but it is obligatory to explain, with which criterion they do not agree according to the assessment letter and / or comments.

**Calendar boundary control**

Intermediate attestation of students (hereinafter - attestation) is a calendar boundary control. The purpose of the certification is to improve the quality of student learning and monitor the implementation of the schedule of the educational process by students [[3]](#footnote-3).

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| --- | --- | --- |
| Criterion | The first certification | The second certification |
| Term of certification | 8th week | 14th week |
| The condition for obtaining certifications is the current rating | ≥ 15 points | ≥ 30 points |

**Academic virtue**

The policy and principles of academic integrity are defined in Section 3 of the Code of Honor of the National Technical University of Ukraine " Igor Sikorsky Kyiv Polytechnic Institute". Read more: <https://kpi.ua/code>.

**Norms of ethical behavior**

Norms of ethical behavior of students and employees are defined in Section 2 of the Code of Honor of the National Technical University of Ukraine " Igor Sikorsky Kyiv Polytechnic Institute ". Read more: <https://kpi.ua/code>.

Inclusive education

The discipline "International Consulting" can be taught to most students with special educational needs, except for students with severe visual impairments who do not allow to perform tasks using personal computers, laptops and / or other technical means..

**Extracurricular activities**

Participation in conferences, forums, round tables, etc. is envisaged within the study of the discipline.

# Types of control and rating system for assessing learning outcomes (ALO)

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| **Evaluation system** |

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| --- | --- | --- | --- | --- | --- |
| № | Evaluation control measure | % | Weight score | Number | Total |
| 1. | Participation in discussions and additions at seminars | 15 | 3 | 5 | 15 |
| 2. | Execution of practical tasks | 25 | 5 | 5 | 25 |
| 3. | Modular control work | 10 | 10 | 1 | 10 |
| 4 | Calculation and graphic work | 10 | 10 | 1 | 10 |
| 5. | Test | 40 | 40 | 1 | 40 |
|  | Total | | | | 100 |

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| **Semester certification of students** |

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| --- | --- | --- |
| Mandatory condition for admission to the test | | Criterion |
| 1 | Presentation of Calculation and graphic work | 6 ≤ RD ≤ 10 |
| 2 | Participation in discussions and additions to seminars | 9 ≤ RD ≤15 |
|  | Execution of practical tasks | 10 ≤ RD ≤25 |
| 3 | Modular control work | 6≤ RD ≤ 10 |
| 4 | Test | 30≤ RD ≤ 40 |
|  | Total | 60≤ RD ≤ 100 |

Table of translation of rating points to grades on a university scale [[4]](#footnote-4)

|  |  |
| --- | --- |
| Rating points, RD | Score for  university scale |
| 95 ≤ RD ≤ 100 | Perfectly |
| 85 ≤ RD ≤ 94 | Very good |
| 75 ≤ RD ≤ 84 | Fine |
| 65 ≤ RD ≤ 74 | Satisfactorily |
| 60 ≤ RD ≤ 64 | Enough |
| RD < 60 | Unsatisfactorily |
| Failure to comply with the conditions of admission | Not allowed |

# Additional information on the discipline (educational component)

* list of issues submitted for semester control (Appendix 1);
* certificates of distance or online courses on the subject can be credited with the prior consent of the teacher;

**Appendix 1. Questions to the test.**

1.Basic concepts, subject and tasks of consulting

2. Subjects and objects of international consulting

3. Evolution and factors of development of consulting services

4. Professional consulting associations in the world

5. Consulting service as a specific type of product

6. Classification of consulting services

7. Types and functions of management consulting

8. Problems of development of counseling in the context of globalization

9. Features of international consulting services

10 Modern world market of consulting services

11. Formation of consulting in Ukraine

12. EU consulting market

13. North American consulting market

14. Southeast Asian consulting market

15. Consulting market of Ukraine

16. Establishment of consulting business

17. Licensing and certification of consulting activities

18. Principles of management of consulting activities

19. Roles and behavior of the consultant

20. External and internal consulting

21. Professional traits and abilities of the consultant

22. Core values ​​and code of ethics of the consultant

23. Determining the appropriateness of counseling

24. Factors of successful counseling

25. Features of the consultant-client relationship

26. Consultant selection procedure

27. Personnel policy of the consulting company

28. Organizational culture of the consulting company

29. Preparing the team for effective work

30. Professional structure of the consulting organization

31. Recruitment

32. Model of professional competence of the consultant

33. Organizational structure of consulting companies

34. Management model of a consulting company

35. Marketing consulting services

36. Development of consulting proposals

37. Pricing system in consulting

38. Methods of cognition in the consultation process

39. Features of different types of consulting activities

40. Integrated and in-depth consulting

41. Information support of the consultation process

42. The main phases and stages of the consultation process

43. Development of a consulting project

44. Marketing in counseling

45. Features of payment for consulting services

46. ​​Models of counseling

47. Consulting of newly created enterprises

48. Advising on the growth of the enterprise

49. Advising companies in crisis

**Appendix 2. Calculation and graphic work**

Development of a strategy for a consulting company to enter a new regional market. The calculation work is devoted to the analysis of the preconditions and the development of the strategy of the consulting company's entry into the new regional market: the country of exit is chosen at the request of the student and in agreement with the teacher. The work is performed according to the following algorithm:

1. Develop a goal tree of the consulting company

2. Conduct factor analysis of macro and microenvironment for the following components:

Macro-environmental factors:

• economic environment;

• political and legal environment;

• cultural environment;

• natural environment;

• factor of STP development;

• demographic environment.

Microenvironmental factors:

• competitors;

• consumers;

• contact audiences;

• staff.

3.Justify the pricing policy of the consulting company

4.Develop a company specialist profile

5. Develop options for strategies to enter a new regional market and evaluate them.

6. Formulate conclusions.

Work program of the discipline (syllabus):

Compiled by Professor, Ph.D. Oksana Okhrimenko

Approved by the Department of International Economics (protocol № 11 from 26.05.2021)

Approved by the Methodical Commission of the faculty (protocol № 10 from 15.06.2021)

1. В полях Галузь знань/Спеціальність/Освітня програма:

   Для дисциплін професійно-практичної підготовки зазначається інформація відповідно до навчального плану.

   Для соціально-гуманітарних дисциплін вказується перелік галузей, спеціальностей, або «для всіх». [↑](#footnote-ref-1)
2. Електронна пошта викладача або інші контакти для зворотного зв’язку, можливо зазначити прийомні години або години для комунікації у разі зазначення контактних телефонів. Для силабусу дисципліни, яку викладає багато викладачів (наприклад, історія, філософія тощо) можна зазначити сторінку сайту де представлено контактну інформацію викладачів для відповідних груп, факультетів, інститутів. [↑](#footnote-ref-2)
3. Рейтингові системи оцінювання результатів навчання: Рекомендації до розроблення і застосування. Київ: КПІ ім. Ігоря Сікорського, 2018. 20 с. [↑](#footnote-ref-3)
4. Оцінювання результатів навчання здійснюється за рейтинговою системою оцінювання відповідно до рекомендацій Методичної ради КПІ ім. Ігоря Сікорського , ухвалених протоколом №7 від 29.03.2018 року. [↑](#footnote-ref-4)