

UNIVERSITY OF ECONOMICS - VARNA
FACULTY OF ECONOMICS
DEPARTMENT „AGRICULTURAL ECONOMICS“

ACCEPTED BY:

Rector:

(Prof. Dr. Plamen Iliev)

SYLLABUS

SUBJECT: “BUSINESS CONSULTING”;

DEGREE PROGRAMME: „BUSINESS AND MANAGEMENT“; BACHELOR’S DEGREE

YEAR OF STUDY: 3; SEMESTER: 6;

TOTAL STUDENT WORKLOAD: 150 h.; incl. curricular 60 h.

CREDITS: 5

DISTRIBUTION OF WORKLOAD ACCORDING TO THE CURRICULUM

| <i>TYPE OF STUDY HOURSE</i> | WORKLOAD, h. | TEACHING HOURS PER WEEK, h |
|-----------------------------|-------------------------|---|
| CURRICULAR: incl. | | |
| • LECTURES | 30 | 2 |
| • SEMINARS (lab. exercises) | 30 | 2 |
| EXTRACURRICULAR | 90 | - |

Prepared by:

1.
(Assoc. Prof. Maria Stanimirova, PhD)

2.
(Assoc. Prof. Tanya Georgieva, PhD)

Head of department:
„Agricultural Economics“ (Assoc. Prof. Maria Stanimirova, PhD)

I. ANNOTATION

In recent years the importance of consulting in the area of economic and business has been on the rise. At the same time, a considerable part of managers have not yet adopted the consulting service as a factor for gaining a competitive advantage and a prerequisite for the successful management of their organizations. To some extent the reason for that is the insufficient number of qualified specialists in the area of consulting and misunderstanding the specificity of the business consulting services.

The discipline "Business consulting" aims to introduce the concept of business consulting as a major constituent part of management consulting. Business consulting deals mainly with issues, connected with a particular economic activity (e.g. financial, marketing, etc.) with the purpose of optimizing the respective indicators, determining the activity. In the process of education of students, business consulting is treated as a method for improving management and business practices first of all. It can be used by an independent private firm, an internal consulting (or similar unit) on private or public organization or an individual consultant. Even a manager can act as a consultant if he or she provides advice to peers or subordinate. At the same time, business consulting is revealed as a profession. During the education, the students are introduced with the professional standards in the quality of the advice provided, methods of intervention and ethical principles. At the end of the course, they will identify the experiences, skills, knowledge and attributes that can lead them to a successful consulting career.

The lecture course describes the consulting approaches and methods applied to various types of management and business problems. There are discussed the peculiarities of the marketing of business consulting services and the principal factors affecting the consulting market. Attention is paid also to the main types of customer, using business consulting services, as well as to their positioning on the market. There are drawn the main methods of payment for consulting services.

II. THEMATIC CONTENT

| No. | TITLE OF UNITS AND SUBTOPICS | NUMBER OF HOURS | | |
|--|--|-----------------|----------|------|
| | | L | S | L.E. |
| 1. Nature and purposes of business consulting | | 4 | 4 | |
| 1.1. | Business consulting as a major constituent part of management consulting | 1 | 1 | |
| 1.2. | Purposes of business consulting and range of services provided | 1 | 1 | |
| 1.3. | The consulting process | 1 | 1 | |
| 1.4. | Evolving concepts and scope of management consulting and business consulting | 1 | 1 | |
| 2. Development of the market for business consulting services | | 3 | 3 | |
| 2.1. | Origins of business consulting as a professional service | 1 | 1 | |
| 2.2. | The global market for consulting services | 1 | 1 | |
| 2.3. | Development of business consulting in Europe | 1 | 1 | |
| 3. The consulting as a profession | | 4 | 4 | |
| 3.1. | Types of consultants – internal and external consultants | 1 | 1 | |
| 3.2. | Main types of consulting organizations | 1 | 1 | |
| 3.3. | Key intellectual abilities and qualities of the consultant | 1 | 1 | |
| 3.4. | The consultant-client relationship | 1 | 1 | |
| 4. The consulting process | | 8 | 8 | |
| 4.1. | Entry – initial contacts; preliminary problem diagnoses; terms | 2 | 2 | |

| | | | | |
|---|---|----------|----------|--|
| | of reference; assignment and plan; proposal to the client; the consulting contract | | | |
| 4.2. | Diagnosis – diagnosing purposes and problems; approaches and methods for diagnosis; sources and ways of obtaining facts; data analysis; feedback to the client | 2 | 2 | |
| 4.3. | Action planning – searching for possible solutions; developing and evaluating alternatives; presenting action proposals to the client | 2 | 2 | |
| 4.4. | Implementation and termination | 2 | | |
| 5. Marketing of business consulting services | | 7 | 7 | |
| 5.1. | Special features of the marketing of business consulting services | 1 | 1 | |
| 5.2. | Factors influencing the market of business consulting services | 1 | 1 | |
| 5.3. | Types of customers using business consulting services | 2 | 2 | |
| 5.4. | Positioning of consulting service | 1 | 1 | |
| 5.5. | Approaches of determining the consultant's fee | 2 | 2 | |
| 6. Professionalism and ethics in consulting | | 4 | 4 | |
| 6.1. | The professional approach | 1 | 1 | |
| 6.2. | Professional associations and codes of conduct | 1 | 1 | |
| 6.3. | Certification and licensing | 1 | 1 | |
| 6.4. | Legal liability and professional responsibility | 1 | 1 | |
| | Total: | 30 | 30 | |

III. FORMS OF CONTROL:

| No. by row | TYPE AND FORM OF CONTROL | № | extracurricular, h. |
|--|---------------------------------|----------|---------------------|
| 1. | Midterm control | | |
| 1.1. | Project (on a predefined theme) | 1 | 30 |
| 1.2. | Test (mixed questions) | 1 | 20 |
| Total midterm control: | | 3 | 50 |
| 2. | Final term control | | |
| 2.1. | Examination (test) | 1 | |
| Total final term control: | | 1 | 40 |
| Total for all types of control: | | 4 | 90 |

IV. LITERATURE:

COMPULSORY (MAIN) LITERATURE:

1. Kubr, M. Management consulting. A Guide to the profession. Fourth edition. Geneva, International labor office, 2002.
2. Stanimirova, M. Marketing aspects of business consulting. Journal "Economy and Business. International Scientific Publications". Vol. 2, 2008.

RECOMENDATORY LITERATURE

1. Armbruster, T. The Economics and Sociology of management consulting. Herdecke University, 2006.
2. Back, K. W. Beyond words: The story of sensitivity training and the encounter movement. New York: Russell Sage, 1972.
3. Bennis, W. G. Goals and meta-goals of laboratory training. In R. T. Golembiewski & A. Blumberg (Eds.), Sensitivity training and the laboratory approach: Readings about concepts and applications. Itasca, IL: F. E. Peacock, 1977.
4. Biech, E. The business of consulting. The basics and beyond. Second edition. Published by Preiffer, San Francisco, CA, 2007.
5. Biech, E. The consultant's quick start guide. Second edition. Published by Preiffer, San Francisco, CA, 2009.
6. Bonito, J and T. Thomson, Competency Model for Internal Consultants, Rath & Strong, Inc., 1995.
7. Kubr M. How to select and use consultants: A client's guide, Management Development Series No. 31, Genewa, 1993.
8. Kubr, M., в Rowley, J. and F. Rubin. Effective Consultancies in Development and Humanitarian Programmes. Oxfam GB. 2006.
9. Lippit G., Lippit R. The consulting process in action. San Diego, 1996.
10. Macliland D. The Achieving Society. B Joseph G. Bonito, Thomas M. Thomson, Competency Model for Internal Consultants, Rath & Strong, Inc., 1995.
11. Mc.Kenna,C.D. The Word's Newest Profession. Management consulting in the Twentieth Century. Cambridge University Press, 2006.
12. Reed K. Big four back in top ten consultancies. Accounting Age, 08.11.2007, www.accountancyage.com/
13. Rowley, J. and F. Rubin. Effective Consultancies in Development and Humanitarian Programmes. Oxfam GB. 2006.
14. Shein, E. H. Process Consultation: Its Role in Organizational Development. Reading, Mass.: Addison-Wesley, 1969.
15. Shein, E. H. Process Consultation: Lessons for managers and consultants. Reading, Mass.: Addison-Wesley, 1987.
16. Toppin G. and F. Czerniawska. Business consulting. A guide to how it works and how to make it work. Profile Books Ltd, London, UK, 2005.
17. FEACO Information Documents, www.feaco.org.