

PJSC “HIGHER EDUCATION INSTITUTION
“INTERREGIONAL ACADEMY OF PERSONNEL MANAGEMENT”



SYLLABUS
of the academic discipline
«MANAGEMENT COUNSULTING»

Speciality:	C4 Psychology
Educational level:	Second (master's) level
Study program:	Psychology

General information about the academic discipline

Name of the academic discipline	Management consulting
Code(s) and name(s)	C4 Psychology
Specialty(s)	Psychology
Level of higher education	second (master's) level of higher education
Status of the discipline	selective
Number of credits and hours	3 credits/ 90 hours Lectures: 20 hours Seminars/practical classes: 14 hours Independent work: 56 hours
Terms of study of the discipline	2
Language of instruction	Ukrainian
Type of final control	Credit

General information about the instructor. Contact information.

Full name of the instructor	
Academic degree	
Position	
Areas of scientific research	
Links to the registers of identifiers for scientists	
Contact information	
E-mail:	
Department phone	
Teacher's portfolio on the Institute's website	

Course Annotation: Management consulting plays a key role in the effective functioning of any organization. Increasing competition and economic instability create conditions in which an organization must continuously analyze its status and assess the prospects of its activities. Therefore, understanding the essence of consulting services and their current state in the world and in Ukraine is crucial for forming theoretical knowledge in future specialists in the field of management consulting. In this context, training specialists with practical skills in solving management problems is of great importance. Management consulting is professional assistance provided by consultant specialists to managers and management personnel of various organizations regarding the analysis and resolution of issues in their functioning and development, which is carried out in the form of advice, recommendations, and collaboratively developed solutions.

The subject of the course is the system and process of management consulting, the main principles of organizing and providing consulting services, as well as the process of building client-consultant relationships.

The goal of the course "Management Consulting" is to form in future specialists a system of knowledge and practical skills in organizing consulting activities (in particular, methods for diagnosing organizational problems, ways to engage people in change processes, abilities to consult on management and organizational development) and managing a consulting enterprise.

Objectives of the course:

- To reveal the content of consulting activities, the objective and subjective necessity of providing consulting services to a client for successful business organization;
- To understand the features of organizing and managing consulting activities;
- To apply the main elements and principles of the consulting process technology and the behavioral roles of the consultant;
- To master the technologies of providing consulting services.

Prerequisites of the course: The study of the course "Management Consulting" is based on the knowledge and skills acquired by students during the completion of the first (bachelor's) level of higher education.

Postrequisites of the course: The knowledge, skills, and competencies acquired within this course serve as a basis for conducting and documenting any research during studies, and, in particular, for mastering educational components such as "Industrial and Pre-Diploma Practice" and "Preparation and Defense of the Qualification Work."

Program competencies and learning outcomes:

Integral competence	The ability to solve complex problems and challenges in the process of learning and professional activity in the field of psychology, which involves research and / or innovation and is characterised by complexity and uncertainty of conditions and requirements.
General Competencies (GC)	GC1. Ability to apply knowledge in practical situations. GC3. Ability to generate new ideas (creativity). GC4. Ability to identify, pose and solve problems. GC5. Appreciation and respect for diversity and multiculturalism. GC6. Ability to act on the basis of ethical considerations (motives). GC7. Ability to act in a socially responsible and conscious manner. GC8. Ability to develop and manage projects. GC9. Ability to motivate people and move towards a common goal.
Specific (Professional) Competencies (SC)	SC4. Ability to carry out practical activities (training, psychotherapeutic, counselling, psychodiagnostic and other depending on specialisation) using scientifically verified methods and techniques. SC6. Ability to interact effectively with colleagues in mono- and multidisciplinary teams.

	<p>SC7. Ability to make professional decisions in difficult and unpredictable conditions, to adapt to new situations of professional activity.</p> <p>SC8. Ability to assess the limits of their own professional competence and improve their professional qualifications.</p> <p>SC9. Ability to adhere to professional ethics in professional activities and be guided by universal values.</p> <p>SC14 Ability to apply in-depth knowledge of the psychology of crisis situations to provide psychological support and effective work with stressful conditions of different segments of the population in the war and post-war periods.</p>
Program outcomes	<p>ILO1 Search, process and analyse professionally important knowledge from various sources using modern information and communication technologies.</p> <p>ILO3 Summarise empirical data and formulate theoretical conclusions.</p> <p>ILO4 Make a psychological forecast for the development of individuals, groups, organisations.</p> <p>ILO7 Present research results in written and oral forms in an accessible and reasoned manner, participate in professional discussions.</p> <p>ILO9 Solve ethical dilemmas based on the law, ethical principles and universal values.</p> <p>ILO10 Carry out an analytical search for scientific information relevant to the formulated problem and evaluate it according to the criteria of adequacy</p> <p>ILO11 To adapt and modify existing scientific approaches and methods to specific situations of professional activity.</p>

Content of the academic discipline:

№	Topic name	Number of hours, of which:			
		Lec ture s	Pract ical classe s	Inde pen dent wor k	Teaching methods/assessment methods
1st semester					Teaching methods: verbal (teaching lecture; conversation; educational discussion); inductive method; deductive method; translational method; analytical; synthetic; practical; explanatory- illustrative; reproductive; problem-based presentation method; partially-search; research; interactive methods (situation analysis;
Content module I.					
Topic 1.	Consulting activities, types, and features of consulting services	2	1	6	
Topic 2.	Management consulting, counseling, and coaching				
Topic 3.	Consulting as a process				
Topic 4.	Methods of management consulting, approaches to studying management problems	2	1	6	

					discussions, debates, polemics; dialogue, synthesis of thoughts; brainstorming; skills development; situational modeling, processing of discussion questions); modeling of professional activity; innovative teaching methods (competence; project-research); case method. Assessment methods: oral control (oral survey, assessment of participation in discussions, other interactive teaching methods); written control (control, independent work, essays); test control (closed-form tests: test-alternative, test-correspondence); method of self-control and self-assessment; case study evaluation.
Modular test work					
Content module II.					
Topic 5	Team-building consulting. Consultant-client relationships				
Topic 6	Formation of the consulting services market		2		
Topic 7	Organization and functioning of consulting firms	2		6	
Topic 8	Quality and effectiveness of the consulting process	2	2	6	
Modular test work					
Total :		20	14	56	
Form of control: credit					

Technical equipment and/or software – official website of IAPM:

<http://maup.com.ua> The educational process uses classrooms, a library, a multimedia projector and a computer for conducting lectures and seminars with presentation elements. Studying individual topics and completing practical tasks requires access to information from the Internet, which is provided by a free Wi-Fi network.

Forms and methods of control.

Control of the success of students is divided into ongoing and final (semester).

Ongoing control is carried out during practical (seminar) classes, the purpose of which is to systematically check the understanding and assimilation of theoretical educational material, the ability to use theoretical knowledge when performing practical tasks, etc. The possibilities of ongoing control are extremely wide: motivation for learning, stimulation of educational and cognitive activity, a differentiated approach to learning, individualization of learning, etc.

Forms of student participation in the educational process that are subject to ongoing

control:

- oral report;
- additions, questions to the person answering;
- systematic work in seminar classes, activity during the discussion of issues;
- participation in discussions, interactive forms of organizing classes;
- analysis of legislation and monographic literature;
- written tasks (tests, tests, creative works, essays, etc.);
- preparation of theses, summaries of educational or scientific texts;
- independent study of topics;
- control of the success of students is divided into ongoing and final.

Methods of ongoing control: oral control (survey, conversation, report, message, etc.); written control (test work, essay, presentation of material on a given topic in writing, etc.); combined control; presentation of independent work; observation as a control method; test control; problem situations.

Grading system and requirements.
Table of distribution of points received by students

	Ongoing knowledge control											Modul ar tests	Exam	Total points
Topics	T op ic 1	T o pi c 2	T op ic 3	T o pi c 4	T op ic 5	T o pi c 6	T o pi c 7	T o pi c 8	T o pi c 9	Top ic 10	Top ic 11	20	40	100
Work in a seminar session			3	3	3	3	3	3	3	3	3			
Independent work	3	3	3	3	3	3	3	3	3	3	3			

The table contains information about the maximum points for each type of assignment.

When assessing the mastery of each topic for the current educational activity, the student is given marks taking into account the approved assessment criteria for the relevant discipline.

The criteria for assessing the learning outcomes of students and the distribution of points they receive are regulated by the Regulations on the assessment of academic achievements of students at PJSC "HEI "IAPM".

Modular control. Modular control work on the academic discipline " Management consultin" is carried out in written form, in the form of testing, namely, closed-form tests: test-alternative, test-correspondence.

Criteria for evaluating the modular test work in the academic discipline " Management consulting":

When evaluating the modular test work, the volume and correctness of the completed tasks are taken into account:

- the grade "excellent" (A) is given for the correct completion of all tasks (or more than 90% of all tasks);
- the grade "good" (B) is given for the completion of 80% of all tasks;
- the grade "good" (C) is given for the completion of 70% of all tasks;
- the grade "satisfactory" (D) is given if 60% of the proposed tasks are completed correctly;
- the grade "satisfactory" (E) is given if more than 50% of the proposed tasks are completed correctly;

- the grade "unsatisfactory" (FX) is given if less than 50% of the tasks are completed.
Absence from the modular test work - 0 points.

The above grades are transformed into rating points as follows:

"A" - 18-20 points;

"B" - 16-17 points;

"C" - 14-15 points;

"D" - 12-13 points.

"E" - 10-11 points;

"FX" - less than 10 points.

The final semester control in the academic discipline « Management consulting» is a mandatory form of assessing the learning outcomes of a student. It is carried out within the time limits established by the educational process schedule and in the volume of educational material determined by the syllabus of the academic discipline.

The final control is carried out in the form of an exam. The student is admitted to the final control provided that he/she performed all types of work outlined in the syllabus.

The final (semester) grade of the discipline for which the exam is provided is formed from two components: the results (grade) of the ongoing control; exam grade.

The maximum number of points for the ongoing control is 60, for the examination is 40.

The minimum amount by which the exam is considered as passed is 25 points.

The grade for the ongoing control is formed as the sum of rating points received by the student during the seminars/practical classes and incentive (if provided) points.

After evaluating the student's answers on the exam, the professor summarizes the points received for the ongoing control measures and points for the exam to obtain the final grade for the course.

Scale for the assessment of exam tasks

Scale	Total points	Criteria
Excellent level	30–40	The task is completed with high quality; the student has achieved the maximum score in the assessment of theoretical knowledge.
Good level	20–29	The task is completed with high quality and a sufficiently high proportion of correct answers.
Satisfactory level	10–19	The task is completed with an average number of correct answers; the student has demonstrated theoretical knowledge with significant errors.
Unsatisfactory level	0–9	The task is not completed; the student has demonstrated theoretical knowledge with major errors.

Assessment of additional (individual) types of educational activities. Additional (individual) types of educational activities include the participation of applicants in scientific conferences, scientific societies and problem groups, preparation of publications, etc. in excess of the tasks established by the relevant syllabus of the academic discipline.

By decision of the department, applicants who participated in scientific research work and performed certain types of additional (individual) types of educational activities may be awarded incentive (bonus) points for a certain educational component.

Incentive points are not normative and are not included in the table of distribution of points received by students and the main scale of the assessment system.

One event can be the basis for setting incentive points only for one most relevant educational component.

The total number of points scored by students for completing tasks for independent work is one of the components of the academic performance in the academic discipline. Independent work

on each topic according to the work program of the academic discipline is evaluated in the range from 0 to 2 points using standardized generalized knowledge assessment criteria.

Scale for evaluating the performance of independent work (individual tasks)

The maximum possible assessment of independent work (individual tasks)	Execution level			
	Excellent	Good	Satisfactory	Unsatisfactory
3	3	2	1	0

Forms of control: ongoing control based on the performance of practical work; ongoing control of knowledge acquisition based on the assessment of oral answers to questions, messages, reports, etc. (in practical (seminar) classes); individual or collective project that requires the formation of practical skills and abilities of students (selective form); solving situational tasks; a summary made on the topic studied independently; testing, performing a written test; draft articles, speech abstracts and other publications, other forms that contribute to the full assimilation of the educational program and the consistent development of skills for effective independent professional (practical and scientific and theoretical) activity at a high level.

To assess the learning outcomes of a student during the semester, a 100-point, national and ECTS assessment scale is used.

Summary assessment scale: national and ECTS

Summary assessment scale: national and ECTS			
Total points for all types of learning activities	ECTS assessment	National scale assessment for exam, course project (work), internship	
		National scale assessment for exam, course project (work), internship	For pass/fail (credit)
90 – 100	A	excellent	pass
82 – 89	B	good	
75 – 81	C		
68 – 74	D	satisfactory	
60 – 67	E		
35 – 59	FX	unsatisfactory with the possibility of retaking	fail
			unsatisfactory with the possibility of retaking
0 – 34	F	unsatisfactory with mandatory re-study of the discipline	fail
			unsatisfactory with mandatory re-study of the discipline

Course Policy.

- regularly attend lectures and practical classes;
- work systematically and actively in lectures and practical classes;
- catch-up on missed classes;
- perform the tasks required by the syllabus in full and with appropriate quality;

- perform control and other independent work;
- adhere to the norms of academic behaviour and ethics.

The course "Management consulting" involves mastering and adhering to the principles of ethics and academic integrity, in particular, orientation on preventing plagiarism in any of its manifestations: all works, reports, essays, abstracts and presentations must be original and author's, not overloaded with quotes, which must be accompanied by references to primary sources. Violations of academic integrity are considered: academic plagiarism, self-plagiarism, fabrication, falsification, copying, deception, bribery, biased evaluation.

The assessment of the student is focused on receiving points for activity in seminar classes, completing tasks for independent work, as well as completing tasks that can develop practical skills and abilities, for which additional (bonus) points can be awarded (participation in round tables, scientific conferences, scientific competitions among students).

Methodological support of the academic discipline

Teaching and methodological materials that provide support for the discipline: lecture notes, methodological recommendations for conducting practical (seminar) classes and methodological recommendations for independent work of higher education students in the academic discipline "Management consulting".

Recommended sources of information

Main (Core) Sources:

1. Zakharchenko, N., Merkulov, M., Shyriaieva, L. Management Consulting in a Transformational Economy: Textbook. Kyiv: Phoenix, 2020. 335 p.
2. Marchenko, O.S. Business Consulting: Textbook. Kharkiv: Pravo, 2019. 204 p.
3. Sokolenko, V.A., Linkova, O.Yu. Fundamentals of Management Consulting: Teaching and Methodical Guide. Kharkiv: NTU "KhPI", 2018. 216 p.
4. Bezkrivnyi, M.F., Kropyvko, M.F., Paleha, Yu.I., Ishchenko, T.D. Organization of Information and Consulting Activities: Textbook. Kyiv: Lyra-K Publishing, 2017. 408 p.

Additional

Sources:

5. Bazetska, H.I. Economic Consulting: Textbook. Kharkiv: KhNUMG named after O.M. Beketov, 2021. 167 p.
6. Alkema, V.H., Kyrychenko, O.S., Filatov, S.A. Logistics Consulting: Textbook. Kyiv: University of Economics and Law "KROK", 2020. 344 p.
7. Okhrimenko, O.O., Kukharuk, A.D. International Consulting: Textbook. Kyiv: NTUU "KPI", 2016. 184 p.
8. Semeniak, I.V., Mangushev, D.V. Fundamentals of Management Consulting: Textbook. Kharkiv: V.N. Karazin Kharkiv National University, 2012. 128 p.
9. Knyaz, S.V., Georgiadi, N.G., Knyaz, O.V. Fundamentals of Management Consulting: Textbook, 2nd edition. Lviv: Lviv Polytechnic Publishing, 2009. 156 p.
10. Khmil, F.I. Fundamentals of Management Consulting: Textbook. Kyiv: Akademydav, 2013. 238 p.
11. Shelegeda, B.G., Sharnopolska, O.M., Vasylishyna, L.M. Fundamentals of Management Consulting: Textbook. Donetsk: VRA "Epicenter", 2013. 188 p.
12. Stefanyshyn, O.B. Organizational Behavior and Leadership: Textbook for Bachelor Students in Management. Lviv: Lviv Institute of MAUP, 2025. 151 p.
13. Kurb, M. (2002) Management Consulting: A Guide to the Profession (4th edition).

- Geneva: International Labour Office.
14. Butler, N. (2008) What is Management Consultancy? School of Management, University of Leicester.
 15. O'Mahoney, J., Markham, C. (2013) Management Consultancy. Oxford University Press, USA; 2nd edition.
 16. Bezkrivnyi, M.F., Kropyvko, M.F., Paleha, Yu.I., Ishchenko, T.D. Fundamentals of Agrarian Consulting: Textbook. Kyiv: Lyra-K Publishing, 2017. 260 p.
 17. Tarasenko, S.I. Lecture Notes on Management Consulting for Students of Management, Educational Program "Management". Kamianske: DDTU, 2017. 149 p.
 18. Dovhan, L.Ye., Malyk, I.P., Shkrobot, M.V. Management Consulting: Textbook for Students of "Management of Organizations and Administration", Master's Level. Kyiv: NTUU "KPI", 2016. 198 p.
 19. Sokolenko, V.A., Linkova, O.Yu. Fundamentals of Management Consulting: Teaching and Methodical Guide. Kharkiv: NTU "KhPI", 2018. 216 p.
 20. Stott, P. (2012). Vault Guide to the Top 50 Management and Strategy Consulting Firms.
 21. Kopytko, M.I., Veresklya, M.R., Grupskaya, Kh.A. Trends and Challenges in Consulting and Business Process Management. Social-Legal Studies, 2021, Issue 2 (12), pp. 151–159.