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MINISTRY OF SCIENCE AND HIGHER EDUCATION OF THE RUSSIAN FEDERATION

Federal State Autonomous Educational Institution of Higher Education

"Moscow Polytechnic University"

(Moscow Poly)

APPROVE
Vice-President
for International Affairs
/Yu.D. Davydova/
"30" 05 2022

Dean,
Faculty of Economics and
Management
/A.V. Nazarenko/
"30" 05 2022

WORKING PROGRAM OF THE DISCIPLINE

"Consulting management"

Field of study
38.03.02 Management

Educational program (profile)
"Business Process Management"

Qualification (degree)
Bachelor

Form of study
Part-time

Moscow 2022

1. The goals of mastering the discipline.

The main goals of mastering the discipline "Consulting Management" include:

- studying the theoretical foundations and obtaining practical skills in terms of the provision of consulting services on management issues;
- formation of students' ideas about the essence, tasks and principles of determining the strategy and technologies for conducting management consulting.

Based on the goals, in the process of studying the discipline, the following tasks are solved:

- familiarization with the essence and content of consulting activities;
- teaching the theory and practice of management consulting with the use of professional consultants;
- Consolidation of knowledge and development of skills in practical consulting.

2. The place of the discipline in the structure of the bachelor's program

The discipline "Consulting management" refers to the disciplines in the part formed by the participants in educational relations (B.1.2): areas of training for bachelors 38.03.02 "Management".

"Consulting management" is interconnected logically and content-methodically with the following disciplines and practices of the EP:

In the mandatory part (B.1.1),

- Fundamentals of management;
- Methods of making managerial decisions;
-Organizational change management.

3. The list of planned learning outcomes for the discipline (module), correlated with the planned results of mastering the educational program.

As a result of mastering the discipline (module), students develop the Universal Competences of graduates and indicators of their achievement:

Category of competencies	Code and name of competence	Code and name of competence
Economic culture, including financial literacy	UK-10. Able to make informed economic decisions in various areas of life	IUK-10.1. Understands the basic principles of the functioning of macroeconomics and economic development, the goals and types of state participation in the economy IUK-10.2. Represents the main patterns of functioning of microeconomics and factors that ensure the rational use of resources and the achievement of effective performance IUK-10.3. Applies methods of economic and financial planning to achieve personal financial goals, uses adequate financial tools for personal budget management, optimizes own financial risks

Professional competencies of graduates and indicators of their achievement

OPD	Basis (PS, labor market analysis, generalization of experience, consultations with employers)	Code and name OTP	Codes and names of labor functions	Code and name of competence	Code and name of the indicator of achievement of competence
08 Finance and Economics	08.037 Business analyst	Ensuring change in the organization	Work with stakeholders of the changes carried out in the organization	PC-3. Capable of identifying stakeholders and engaging with them	**IPK-3.1.**Knows stakeholder theory; theory of interpersonal and group communication in business interaction; conflict theory; visual modeling languages; theory of risk management; systems theory; the subject area and the specifics of the organization's activities in an amount sufficient to solve the problems of business analysis; organization planning methods. **IPK-3.2.**Can use stakeholder identification techniques; plan, organize and conduct meetings and discussions with stakeholders; use effective communication techniques;

					identify, register, analyze and classify risks and develop a set of measures to minimize them; collect, classify, systematize and ensure the storage and updating of business analysis information; formalize the results of business analysis in accordance with the chosen approaches; determine relationships and dependencies between elements of business analysis information; apply information technology to the extent necessary for the purposes of business analysis; analyze internal (external) factors and conditions affecting the organization's activities; analyze the degree of stakeholder involvement; analyze the quality of business analysis information in terms of selected criteria; to analyze the subject area; perform functional decomposition of works; to model the scope and boundaries of work; present business intelligence information in a variety of ways and formats for discussion with stakeholders; explain the need for business analysis work. **IPK-3.3.**Owns methods of analyzing the context, organizational structure, business processes in order to identify stakeholders; collecting and registering information about stakeholders; organizing the storage of information about stakeholders and keeping it up to date; analysis and classification of stakeholders; developing stakeholder engagement and collaboration strategies; developing stakeholder engagement plans; preparing stakeholders for cooperation (clarification, training); stakeholder engagement and stakeholder monitoring; management of risks caused

					by interaction with stakeholders.

4. Structure and content of the discipline.

On a part-time basis

The total labor intensity of the discipline is 4 credit units, i.e. 144 academic hours (of which 54 hours are independent work of students).

Sections of the discipline "Consulting Management" are studied in the fourth year.

Eighth semester:lectures - 18 hours, seminars - 36 hours, control form - exam.

The content of the sections of the discipline

Topic 1.

The development of management consulting as part of the history of management science.

Prerequisites for the formation of the concept of organizational development. Management consulting in the mirror of the development of management science. The main sources for the development of organizational consulting (the school of group dynamics by K. Levin, sociometry by J. Moreno, laboratory training practice (T-groups) by V. Bennis, research on intergroup relations by M. Sheriff). Formation of the concept of organizational development. Modern approaches to the study of organizational development: transformational and evolutionary direction (structural and procedural). System model. System-forming factors in the organization. Organizational development and organizational change. Implementation of organizational changes, main features. Problems and difficulties of introducing changes. Resistance to change. The main stages of the implementation of changes in the organization.

Topic 2

Management consulting and the Russian mentality.

National features of organization management: cultural aspect. The specifics of the consulting process in Russian organizations. Consultant-client relationship. Economic conditions and the formation of a request for advice. Recommendations for improving the efficiency of management consulting.

Topic 3.

The concept and terms of management consulting.

Functional and professional approach to the consulting process. Purpose and types of consulting activities. The term "management consulting" (according to FEACO). Types of organizational changes as a result of consulting. Aspects of Consulting Organizations. The concept of "consulting" and "business services".

Topic 4.

Basic principles of management consulting.

Ethical code of the consultant. Role Counseling Ring. Consultant position: "External" and "internal" consultants. Degree of specialization of the consultant. Expert and procedural consulting of organizations. Responsibility of the consultant. The consultant-client relationship. Clients' expectations: "the myth about the benefits of inviting a Varangian", the myth of "invitation to reign", the myth about the "cherished word". Consulting contract. Technological stages in consulting on management and organizational development. Feedback.

Topic 5.

Development of the Client-Consultant system.

The role-based nature of counseling. Choosing a Consultant Specificity of consultant-client relations. Situations of interaction of the client with consultants. Procedures and stages of consultant selection. Advantages and disadvantages of consultants. The main types of consulting organizations. Types of structural consulting units. Comparative characteristics of external and internal consultants. Positive and negative images of consultants. Management consulting situations and role positions. Resource Consultant. Process consultant. propagandist (agitator). Intermediary. Instructor (teacher). Problem solving assistant. Strategist.

Topic 6.

Stages of management consulting.

Paradoxes of the preliminary stage of management consulting. Pre-project stage (preparation phase) - the beginning of the work of the consultant and the client, their first contact. .Project stage - definition of organizational diagnostics. Conceptual bases of organizational diagnostics. The role of models in organizational diagnostics. The main problems of organizational diagnostics. Methodological support of organizational diagnostics. Action planning phase and project implementation phase. Business coaching. Tasks of the project completion stage (completion phase).

Topic 7.

Principles and stages of organizational diagnostics of the organization.

Diagnostic stage (diagnosis phase) of the client enterprise: data collection and, as a result, the formation of a comprehensive picture of the enterprise's life in order to analyze the data and conduct extensive diagnostics, as well as obtain the financial, economic, organizational and technical current state, activities and the assumption of the future state of the enterprise. The order and technology of diagnostics, basic documents. Difficulties and methods of overcoming them. Preparation of materials on the results of diagnostics, the main requirements for their presentation. Actions of consultants to summarize the results of diagnostics. Possible consequences of organizational diagnostics.

Topic 8.

Methods and technologies of management consulting.

The program approach in management consulting is a significant update, the transformation of the entire organization and its relations with the external environment. Basic principles: "ultimate goal", "pulsating innovation", "cumulative motivation", self-programming, "cultivating an innovative core". Marketing approach - building an expedient interaction between an enterprise and the market based on an individual approach. The concepts of methodology, methodological tools (methodological base) of counseling and counseling methodology. Classification of counseling methods. Identification of groups of methods by stages of the consultation process (methods of diagnostics; methods for making decisions; methods for implementing developments and recommendations).

Topic 9.

Efficiency and quality of management consulting.

Evaluation of the results Client's expectations, the impact of the Consultant on their adjustment. The concept of positive economic effect. The value of the time factor. Dependence of a positive assessment on the scope of management consulting. Marketing and management audit. Revision of one-time events. Results of cooperation on the consulting project: direct and indirect; quantitative and qualitative. Open discussion between partners, short report. Expansion of the market and the volume of services, economic indicators, quality of developments and recommendations, repeated client requests, growth of professionalism, cost-effectiveness.

5. Educational technologies.

The methodology of teaching the discipline "Consulting Management" and the implementation of a competency-based approach in the presentation and perception of the material provides for the use of the following active and interactive forms of conducting classroom classes in combination with extracurricular work in order to form and develop the professional skills of students:

- solution of business cases on management consulting,
- discussion and defense of reports.

6. Evaluation tools for current monitoring of progress, intermediate certification based on the results of mastering the discipline and educational and methodological support for students' independent work.

In the learning process, the following assessment forms of independent work of students, assessment tools for monitoring progress and intermediate assessments are used: cases and reports

Current control is carried out at seminars.

Samples of control questions and tasks for conducting current control, questions for the exam are given in the appendix. When performing current control, it is possible to use test material. Samples of control questions and tasks for conducting current control

are given in the appendix. When implementing the undergraduate program, the organization has the right to use e-learning and distance learning technologies. All materials are placed in the LMS of the Moscow Poly (https://lms.mospolytech.ru/).

When teaching people with disabilities, e-learning and distance learning technologies should provide for the possibility of receiving and transmitting information in forms accessible to them.

The content of independent work of students

Work with recommended literature supporting theoretical and practical material, preparation of reports.

Current control is carried out in the following forms:

report: the topic of the report is selected from the list of proposed topics (see above). The report is an oral communication of 10-15 minutes, accompanied by a presentation and handouts for listeners, which, in addition to the basic concepts, must include a list of sources used. The handout becomes part of the student's teaching material on the specified topic;

- solution of a case problem;
- preparation of reports.

6.1. Fund of assessment tools for conducting intermediate certification of students in the discipline (module).

6.1.1. A list of competencies indicating the stages of their formation in the process of mastering the educational program.

As a result of mastering the discipline (module), the following competencies are formed:

Competency code	As a result of mastering the educational program, the student must have
UK-10	The ability to make informed economic decisions in various areas of life
PC-3	Capable of identifying stakeholders and engaging with them

In the process of mastering the educational program, these competencies, including their individual components, are formed in stages during the development of disciplines (modules), practices by students in accordance with the curriculum and calendar schedule of the educational process.

6.1.2. Description of indicators and criteria for assessing competencies formed on the basis of the results of mastering the discipline (module), description of assessment scales

An indicator of competency assessment at various stages of their formation is the achievement by students of the planned learning outcomes in the discipline (module).

UK-10The ability to make informed economic decisions in various areas of life				
Index	Evaluation criteria			
	2	3	four	5
Know: - stages of development of the organization and their accompanying processes - principles of management consulting, its stages and forms - principles of activity of external consultants. -documentary support of consulting activities and the procedure for organizing labor processes for managing a team;	The student demonstrates the complete absence or insufficient compliance of the following knowledge: information regarding educational and consulting services, innovative processes in the organization	The student demonstrates incomplete compliance with the following knowledge: information regarding educational and consulting services, innovative processes in the organization. Significant mistakes are made, lack of knowledge is manifested, for a number of indicators, the student experiences significant difficulties in operating knowledge when transferring it to new situations.	The student demonstrates partial compliance with the following knowledge: information regarding educational and consulting services, innovative processes in the organization; but minor errors, inaccuracies, difficulties in analytical operations are allowed.	The student demonstrates full compliance with the following knowledge: information regarding educational and consulting services, innovative processes in the organization; freely operates with acquired knowledge.
Be able to: - to formulate goals and objectives of management consulting. - Develop plans for providing advice.	The student is unable or insufficiently able to: apply recommendations received in the course of management consulting to regulate the corporate governance environment	The student demonstrates incomplete compliance with the following skills: analyze, apply the recommendations received in the course of management consulting to regulate the corporate governance environment. Significant mistakes are made, lack of skills is manifested, for a number of indicators, the student experiences significant difficulties in operating with skills	The student demonstrates partial compliance with the following skills: apply the recommendations received in the course of management consulting to regulate the corporate governance environment. Skills are mastered, but minor errors, inaccuracies, difficulties in analytical operations, transferring skills to new, non-standard situations are allowed.	The student demonstrates full compliance with the following skills: apply the recommendations received in the course of management consulting to regulate the corporate governance environment. Freely operates with acquired skills, applies them in situations of increased complexity.

		when transferring them to new situations.		
Own: - skills of choosing an external consultant, - skills in the formation of diagnostic questionnaires, - methods for evaluating the effectiveness of existing processes and formulating proposals to improve their efficiency	The student does not know or does not know enough: - basic techniques and methods of management consulting technologies and development of practical skills in the field of research and search for solutions to management problems.	The student owns: - the main techniques and methods of management consulting technologies and the development of practical skills in the field of research and finding solutions to management problems, significant mistakes are made, lack of skills in a number of indicators is manifested, The student experiences significant difficulties in applying skills in new situations.	The student partially owns: - basic techniques and methods of management consulting technologies and development of practical skills in the field of research and search for solutions to management problems. Skills are mastered, but minor mistakes, inaccuracies, difficulties in analytical operations, transferring skills to new, non-standard situations are allowed.	The student is fully proficient in: - basic techniques and methods of management consulting technologies and development of practical skills in the field of research and search for solutions to management problems. Freely applies acquired skills in situations of increased complexity.
PC-3- Capable of identifying and engaging with stakeholders				
Index	Evaluation criteria			
	2	3	four	5
Know: - management cycle and methods of its analysis; - modern technologies of management consulting, stages of this process, with specific approaches, methods and procedures; - information concerning educational and consulting services, innovative processes in the organization.	The student demonstrates the complete absence or insufficient compliance of the following knowledge: modern technologies of management consulting, stages of this process, with specific approaches, methods and procedures.	The student demonstrates incomplete compliance with the following knowledge: modern technologies of management consulting, stages of this process, with specific approaches, methods and procedures. Significant mistakes are made, lack of knowledge is manifested, for a number of indicators, the student experiences significant difficulties in operating knowledge when transferring it to new situations.	The student demonstrates partial compliance with the following knowledge: modern technologies of management consulting, stages of this process, with specific approaches, methods and procedures; but minor errors, inaccuracies, difficulties in analytical operations are allowed.	The student demonstrates full compliance with the following knowledge: modern technologies of management consulting, stages of this process, with specific approaches, methods and procedures; freely operates with acquired knowledge.

Be able to: - use management methods to analyze corporate governance problems and management situations; - choose and consciously apply methods of research and analysis of corporate processes in specific situations; - apply the recommendations received in the course of management consulting to regulate the corporate governance environment; - apply the recommendations received in the course of consulting to select areas for improving corporate governance systems	The student is unable or insufficiently able to: analyze, systematize and generalize models of functional, organizational and information business processes	The student demonstrates incomplete compliance with the following skills: analyze, systematize and generalize models of functional, organizational and information business processes. Significant mistakes are made, lack of skills is manifested, for a number of indicators, the student experiences significant difficulties in operating with skills when transferring them to new situations.	The student demonstrates partial compliance with the following skills: analyze, systematize and generalize models of functional, organizational and information business processes. Skills are mastered, but minor errors, inaccuracies, difficulties in analytical operations, transferring skills to new, non-standard situations are allowed.	The student demonstrates full compliance with the following skills: analyze, systematize and generalize models of functional, organizational and information business processes. Freely operates with acquired skills, applies them in situations of increased complexity.
Own: - the ability to apply available technologies and methods of personnel work; - the ability to effectively participate in group work based on knowledge of the processes of group dynamics and the principles of team formation; - the ability to identify the information necessary for decision-making, when receiving "feedback" in professional activities; - methodology for building organizational and	The student does not know or does not know enough: - basic techniques and methods for modeling the business processes of an enterprise.	The student owns: - the main techniques and methods for modeling the business processes of an enterprise are incomplete, significant mistakes are made, there is a lack of skills in a number of indicators, the student experiences significant difficulties in applying skills in new situations.	The student partially owns: - basic techniques and methods for modeling business processes of an enterprise. Skills are mastered, but minor mistakes, inaccuracies, difficulties in analytical operations, transferring skills to new, non-standard situations are allowed.	The student is fully proficient in: - basic techniques and methods for modeling the business processes of an enterprise. Freely applies acquired skills in situations of increased complexity.

managerial models.				

Scales for assessing the results of intermediate certification and their description:

Form of intermediate attestation: test.

Intermediate attestation of students in the form of a test is carried out based on the results of the implementation of all types of educational work provided for by the curriculum for a given discipline (module), while taking into account the results of current monitoring of progress during the semester. The assessment of the degree of achievement by students of the planned learning outcomes in the discipline (module) is carried out by the teacher conducting classes in the discipline (module) by the method of expert assessment. Based on the results of the intermediate attestation for the discipline (module), a pass or fail mark is given.

Only students who have completed all types of academic work provided for by the work program in the discipline "Consulting Management and Time Management" (report, tests, oral survey) are allowed to the intermediate certification.

7. Educational and methodological support of discipline.

a) basic literature:

1. Zabrodin, V. Yu. Management consulting. Sociological approach: textbook for universities / V. Yu. Zabrodin. - Moscow: Yurayt Publishing House, 2020. - 130 p. - (Higher education). - ISBN 978-5-534-10127-0. - Text: electronic // EBS Yurayt [website]. - url:https://urait.ru/bcode/453411

2. Lebedeva, L. V. Organizational consulting: a textbook for universities / L. V. Lebedeva. — 2nd ed., corrected. and additional - Moscow: Yurayt Publishing House, 2020. - 162 p. - (Higher education). - ISBN 978-5-534-00009-2. - Text: electronic // EBS Yurayt [website]. - url:https://urait.ru/bcode/453486

b) additional literature:

1. Consulting and coaching of personnel in the organization: textbook and workshop for universities / N. V. Antonova [and others]; edited by N. V. Antonova, N. L. Ivanova. - Moscow: Yurayt Publishing House, 2020. - 370 p. - (Higher education). — ISBN 978-5-9916-8176-6. - Text: electronic // EBS Yurayt [website]. - url:https://urait.ru/bcode/450207

c) software and Internet resources:

Office applications, Microsoft Office 2013 (or lower) -Microsoft Open License - License No. 61984042 Agreement No. 08-05/13 dated 06/03/2013 Transfer and Acceptance Certificate No. 961, Transfer and Acceptance Certificate No. 385

Operating system, Windows 7 (or lower) - Microsoft Open License –License# 61984214 61984216 61984217 61984219 61984213 61984218 61984215

- http://www.gov.ruServer of state authorities of the Russian Federation.
- http://www.mos.ruOfficial server of the Government of Moscow.
- http://www.garant.ruGUARANTOR Legislation with comments.
- http://www.gks.ruFederal State Statistics Service.
- http://www.rg.ruRussian newspaper.

- http://www.rbc.ruRBC (RosBusinessConsulting).
- http://www.businesspress.ruBusiness press.
- http://uisrussia.msu.ruUniversity Information System of Russia.
- http://www.mevriz.ruJournal "Management in Russia and abroad"
- http://minpromtorg.gov.ru/Ministry of Industry and Trade of the Russian Federation.

eight. Logistics support of discipline.

Audience for lectures and seminars of the general fund. Training tables with benches, classroom board, portable multimedia complex (projector, projection screen, laptop). Teacher's workplace: table, chair.

Office applications, Microsoft Office 2013 (or lower) -Microsoft Open License - License No. 61984042 Agreement No. 08-05/13 dated 06/03/2013 Transfer and Acceptance Certificate No. 961, Transfer and Acceptance Certificate No. 385

Operating system, Windows 7 (or lower) - Microsoft Open License - License No. 61984214, 61984216, 61984217, 61984219, 61984213, 61984218, 61984215; Agreement No. 08-05/13 dated 06/03/2013 Transfer and Acceptance Certificate No. 961

9. Guidelines for students when working on lecture notes during the lecture

Lecture - a systematic, consistent, monologue presentation by the teacher of educational material, as a rule, of a theoretical nature. When preparing a lecture, the teacher is guided by the working program of the discipline. In the course of lectures, it is recommended to take notes, which will later allow you to recall the studied educational material, supplement the content during independent work with literature, and prepare for the exam.

You should also pay attention to categories, formulations that reveal the content of certain phenomena and processes, scientific conclusions and practical recommendations, positive experience in oratory. It is advisable to leave fields in the working notes on which to make notes from the recommended literature, supplementing the material of the lecture heard, as well as emphasizing the particular importance of certain theoretical positions.

Lecture conclusions summarize the teacher's reflections on educational issues. The teacher provides a list of used and recommended sources for studying a particular topic. At the end of the lecture, students have the opportunity to ask questions to the teacher on the topic of the lecture. When lecturing on the discipline, electronic multimedia presentations can be used.

Guidelines for students when working at the seminar

Seminars are implemented in accordance with the working curriculum with consistent study of the topics of the discipline. In preparation for the seminars, the student is recommended to study the basic literature, get acquainted with additional literature, new publications in periodicals: magazines, newspapers, etc. In this case, the recommendations of the teacher and the requirements of the curriculum should be taken into account. It is also recommended to refine your lecture notes by making appropriate entries in it from the literature recommended by the teacher and provided by the

curriculum. Abstracts should be prepared for presentations on all educational issues submitted to the seminar.

Since the student's activity in seminars is the subject of monitoring his progress in mastering the course, preparation for seminars requires a responsible attitude. In interactive classes, students should be active.

Guidelines for students on the organization of independent work

Independent work of students is aimed at independent study of a separate topic of the academic discipline. Independent work is mandatory for each student, its volume is determined by the curriculum. During independent work, the student interacts with the recommended materials with the participation of the teacher in the form of consultations. To perform independent work, methodological support is provided. The electronic library system (electronic library) of the university provides the possibility of individual access for each student from any point where there is access to the Internet.

10. Guidelines for the teacher

(Guidelines for making presentations)

A presentation (from the English word - presentation) is a set of color slide pictures on a specific topic, which is stored in a special format file with the PP extension. The term "presentation" (sometimes called "slide film") is associated primarily with the information and advertising functions of pictures that are designed for a certain category of viewers (users).

Multimedia computer presentation is:

- dynamic synthesis of text, image, sound;
- the most modern software interface technologies;
- interactive contact of the speaker with the demonstration material;
- mobility and compactness of information carriers and equipment;
- ability to update, supplement and adapt information;
- low cost.

Rules for the design of computer presentations

General Design Rules

Many designers argue that there are no laws and rules in design. There are tips, tricks, tips. Design, like any kind of creativity, art, like any way of some people to communicate with others, like language, like thought, will bypass any rules and laws.

However, there are certain recommendations that should be followed, at least for novice designers, until they feel the strength and confidence to create their own rules and recommendations.

Font design rules:

- Serif fonts are easier to read than sans-serif fonts;
- Capital letters are not recommended for body text.
- Font contrast can be created through: font size, font weight, style, shape, direction, and color.
- Rules for choosing colors.
- The color scheme should consist of no more than two or three colors.
- There are incompatible color combinations.
- Black color has a negative (gloomy) connotation.

- White text on a black background is hard to read (inversion is hard to read).

Presentation design guidelines

In order for the presentation to be well perceived by the audience and not cause negative emotions (subconscious or completely conscious), it is necessary to follow the rules for its design.

The presentation involves a combination of information of various types: text, graphics, musical and sound effects, animation and video clips. Therefore, it is necessary to take into account the specifics of combining fragments of information of various types. In addition, the design and demonstration of each of the listed types of information is also subject to certain rules. So, for example, for textual information, the choice of font is important, for graphic information - brightness and color saturation, for their best joint perception, optimal relative position on the slide is necessary.

Consider recommendations for the design and presentation of various types of materials on the screen.

Formatting text information:

- font size: 24-54 pt (headline), 18-36 pt (plain text);
- font color and background color should contrast (the text should be well read), but not hurt the eyes;
- font type: smooth sans-serif font for body text (Arial, Tahoma, Verdana), decorative font can be used for heading if it is legible;
- italics, underlining, bold, capital letters are recommended to be used only for semantic highlighting of a text fragment.

Formatting graphic information:

- drawings, photographs, diagrams are designed to supplement textual information or convey it in a more visual form;
- it is desirable to avoid drawings in the presentation that do not carry a semantic load if they are not part of the style design;
- the color of graphic images should not contrast sharply with the overall style of the slide;
- illustrations are recommended to be accompanied by explanatory text;
- if a graphic image is used as a background, then the text on this background should be well readable.

The content and location of information blocks on the slide:

- there should not be too many information blocks (3-6);
- the recommended size of one information block is no more than 1/2 of the slide size;
- it is desirable to have on the page blocks with different types of information (text, graphs, diagrams, tables, figures) that complement each other;
- keywords in the information block must be highlighted;
- information blocks should be placed horizontally, blocks related in meaning - from left to right;
- the most important information should be placed in the center of the slide;
- the logic of presenting information on slides and in the presentation should correspond to the logic of its presentation.

In addition to the correct arrangement of text blocks, one must not forget about their content - the text. In no case should it contain spelling errors. You should also take into account the general rules for formatting the text.

After creating a presentation and its design, you need to rehearse its presentation and your performance, check how the presentation will look like as a whole (on a computer screen or projection screen), how quickly and adequately it is perceived from different audience locations, under different lighting conditions, noise accompaniment, in an environment as close as possible to the real conditions of the performance.

The program is compiled in accordance with the Federal State Educational Standard of Higher Education in the field of studybachelors 38.03.02 "Management".

The program was made by:

Head of the department "Management"
Candidate of Economics, Associate Professor / Alenina E.E. /

senior lecturer of the department "Management" /Borodacheva L.V./

The program was approved at a meeting of the department "Management"
"__" _____, Protocol No. __
Head of the department "Management"
k. e. Sc., Associate Professor / Alenina E.E. /

Application

The structure and content of the discipline "Consulting management" in the direction of training 38.03.02 "Management" (bachelor) Educational program "Business Process Management" (part-time)

n / n	Chapter	Semester	Semester week	Types of educational work, including independent student work, and labor intensity in hours					Types of independent work students					Forms of attestation	
				L	F/N	Lab	SRS	DAC	K.R.	K.P.	T	DC	K-Z	E	Z
	Fourth year in college														
one.	The development of management consulting as part of the history of management science.	eight	one	2	four		ten					+	+		
2.	Management consulting and the Russian mentality.	5	2	2	four		ten					+	+		
3	The concept and terms of management consulting.	5	3	2	four		ten					+	+		
four	Basic principles of management consulting	5	four	2	four		ten					+	+		
5	Development of the Client-Consultant system.	5	5	2	four		ten					+	+		
6	Stages of management consulting.	5	6	2	four		ten					+	+		

7	Principles and stages of organizational diagnostics of the organization.	5	7	2	four		ten					+	+		
eight	Methods and technologies of management consulting	5	eight	2	four		ten					+	+		
9	Efficiency and quality of management consulting.	5	9	2	four		ten					+	+		
	Appraisal Form											one	one		Z
	Total hours per discipline in semester 5			eighteen	36		90								

Appendix 1 to
work program

MINISTRY OF SCIENCE AND HIGHER EDUCATION OF THE RUSSIAN FEDERATION

FEDERAL STATE AUTONOMOUS EDUCATIONAL INSTITUTION OF HIGHER EDUCATION

"MOSCOW POLYTECHNIC UNIVERSITY"
(MOSCOW POLYTECH)

Direction of training: 38.03.02 "Management"

EP (Educational Program): "Business Process Management"

Form of study: full-time, part-time

Type of professional activity: organizational and managerial, information and analytical, entrepreneurial

Department: "Management"

VALUATION FUND

BY DISCIPLINE

Consult management

Composition: 1. Passport of the fund of appraisal funds
2. Description of evaluation tools:
questions for the exam, topics of reports, case-task.

Compiled by:

head of the department Candidate of Economics, Assoc. Alenina E.E.

Art. teacher Borodacheva L.V.

Moscow, 2022

Table 1

INDICATOR OF THE LEVEL OF FORMATION OF COMPETENCES

Consult management					
GEF VO 38.03.02 "Management"					
In the process of mastering this discipline, the student forms and demonstrates the following competencies:					
COMPETENCES		**List of components**	**Competence formation technology**	**Assessment Tool Form****	**Degrees of levels of development of competencies**
INDEX	**FORMULATION**				
UK-10	Able to make informed economic decisions in various areas of life	**Know:** - stages of development of the organization and their accompanying processes - principles of management consulting, its stages and forms - principles of activity of external consultants. -documentary support of consulting activities and the procedure for organizing labor processes for managing a team; **Be able to:** - to formulate goals and objectives of management consulting. - Develop plans for providing advice. **Own:** - skills of choosing an external consultant, - skills in the formation of diagnostic questionnaires, - methods for evaluating the effectiveness of existing processes and formulating proposals to improve their efficiency.	lecture, independent work, seminars	DS, Z	**A basic level of** knows: - principles of management consulting, its stages and forms - principles of activity of external consultants. -documentary support of consulting activities and the procedure for organizing labor processes for managing a team. **Enhanced level** knows: - principles of management consulting, its stages and forms - principles of activity of external consultants. -documentary support of consulting activities and the procedure for organizing labor processes for managing a team.

PC-3	Capable of identifying stakeholders and engaging with them	**Know:** - management cycle and methods of its analysis; - modern technologies of management consulting, stages of this process, with specific approaches, methods and procedures; - information concerning educational and consulting services, innovative processes in the organization. **Be able to:** - use management methods to analyze corporate governance problems and management situations; - choose and consciously apply methods of research and analysis of corporate processes in specific situations; - apply the recommendations received in the course of management consulting to regulate the corporate governance environment; - apply the recommendations received in the course of consulting to select areas for improving corporate governance systems; **Own:** - the ability to apply available technologies and methods of personnel work; - the ability to effectively participate in group work based on knowledge of the processes of group dynamics and the principles of team formation; - the ability to identify the information necessary for decision-making, when receiving "feedback" in professional activities; - methodology for building organizational and managerial models.	lecture, independent work, seminars	K-Z, Z	**A basic level of** owns the skills of choosing an external consultant, forming diagnostic questionnaires, methods for evaluating the effectiveness of existing processes and formulating proposals to improve their effectiveness. **Enhanced level** owns the skills of choosing an external consultant, forming diagnostic questionnaires, methods for evaluating the effectiveness of existing processes and formulating proposals to improve their effectiveness - the student is able to apply these skills in new non-standard situations (when analyzing emerging risks).

For abbreviations of the forms of evaluation tools, see Annex 2 to the SPM

Annex 2
to work program

List of evaluation tools for the discipline Consult management

OS number	Name of the evaluation tool	Brief description of the evaluation tool	Presentation of the evaluation tool in the FOS
one	Case task (K-Z)	A problematic task in which the student is asked to comprehend the real professionally oriented situation necessary to solve this problem.	Tasks for solving a case problem
2	Report, message (DS)	Product independent work student, which is a public performance on the presentation of the results of the solution of a certain educational and practical, educational and research or scientificTopics	Topics of reports, messages
3	Pass (B)	The final form of knowledge assessment. In higher education institutions are held during sessions.	Questions for credit

Exam preparation checklist in the discipline "Consulting Management" formation of competence UK-10:

1. The main stages in the formation of management consulting abroad.
2. The main stages of the formation of domestic management consulting.
3. Features of management consulting in the Russian Federation.
4. Theoretical and methodological basis of management consulting: scientific management, organization theory, organizational behavior, strategic marketing
5. Essence, goals and objectives of management consulting.
6. The concept of diagnostic counseling.
7. Two approaches to management consulting.
8. The concept of process consulting.
9. Functional approach to management consulting.
10. The concept of training counseling.
11. Professional approach to management consulting.
12. Internal and external consulting.
13. Characteristic features of management consulting.
14. The current stage of development of management consulting and its features.

15. The role of the consultant in management consulting.
16. The role of the client in management consulting.
17. The concept of a client of consulting organizations.
18. Associations of management consultants in the Russian Federation
19. Main types of consulting organizations.
20. Forms of rendering services by Russian consultants.
21. Management consulting as a business service.
22. Characteristics of the market of audit and consulting services of the Russian Federation.

formation of competence PC-3

23. Goals and objectives of management consulting.
24. Principles of management consulting.
25. Basic forms of pricing for consulting services.
26. Classification of management consulting.
27. The subject of management consulting.
28. Methods of management consulting.
29. Stages of development of management consulting.
30. The concept of the process of management consulting.
31. Main types of consulting contracts.
32. Stage of preparation in management consulting.
33. Special conditions for drawing up consulting agreements.
34. Stage of diagnosis in management consulting.
35. Interaction between a consultant and a client in diagnostic, process and training consulting.
36. Stage of action planning in management consulting
37. Control in the process of management consulting.
38. Stage of implementation in management consulting.
39. Ways to evaluate the results of management consulting
40. Completion stage in management consulting.
41. Determining the economic effect of the consultant's work.
42. Stages and stages of management consulting.
43. Registration of the results of the consultant's work.
44. Individual consulting of the head.
45. The use of "organizational and business games" in management consulting.

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Topics of reports
in the discipline "Consulting Management"
formation of competence UK-10

1. Mission, goals and objectives of management consulting.
2. The main methodological approaches in the UK: expert, project and process consulting.
3. The main stages of the consultation process.

4. Tasks of the consultant at each stage, methods of work and characteristic difficulties.
5. Types of organizational pathology and methods for its detection.
6. Types of consulting services.
7. Technology consulting.
8. Management consulting methods aimed at solving the problem of team building.
9. Consulting in the field of PR and political consulting.
10. Management of conflict situations and methods of work of consultants with conflict.
11. Consultant-client relationship.
12. Professional ethics of the consultant.
13. Difficulties in the work of management consultants.
14. Building a consulting firm and the specifics of management consulting as a type of business.
15. Features of marketing consulting services.
16. Russian specifics of the marketing policy of consulting firms.
17. The state of the Russian market of consulting services: main trends.
18. System of criteria for assessing the professionalism of a management consultant.
19. Innovation as the goal of consulting.
20. Consultations in the field of project management.
21. Consulting on managing a team of managers.
22. Problems of responsibility and freedom of a consultant in the management sphere.
23. The specifics of management consulting in the field of staff motivation.
24. Ethical problems of management consulting.
25.Individual consultation of the head.

Report Evaluation Criteria

No.	Criterion	Grade			
		ex.	choir.	satisfactory	unsatisfactory
one	Report Structure	The report contains semantic parts, balanced in volume	The report contains three semantic parts, unbalanced in volume	One of the semantic parts of the report is missing	The report does not trace the presence of semantic parts
2	Content of the report	The content reflects the essence of the problem under consideration and the main results obtained.	The content does not fully reflect the essence of the problem under consideration or the main results obtained.	The content does not fully reflect the essence of the problem under consideration and the main results obtained.	The content does not reflect the essence of the problem under consideration or the main results obtained.
3	Ownership of the material	The student fully owns the material presented, is oriented in the problem, freely answers	The student owns the material presented, is oriented in the problem, finds it difficult to answer	The student is not fluent enough in the material presented, poorly oriented in the problem	The student does not own the material presented, poorly oriented in the problem

		questions	some questions		
four	Relevance to the topic	The presented material is fully consistent with the stated topic.	The material presented contains elements that are not relevant to the topic.	The material presented contains a large number of elements that are not related to the topic.	The material presented is slightly relevant to the topic.

An example of a case-task in the discipline "Consulting management" formation of competencies PC-3

Case. Sell business

The BezAlko Group company was created by people from the large Spanish holding company Hoha-Hola, famous for its strong HR department. The Spaniards have long been known as market leaders in the creation and development of corporate ethics, strategy, motivation, and training. As a result, the Russian office was able to achieve really impressive results already in the first 3 years of work on the domestic market. High-quality, motivated managers attracted adequate specialists to Hoha-Khol with their tough core, the ability to translate corporate interests and, finally, attractive compensation. Those inevitably joined the general stream, quickly became committed to the company and, in turn, repeated the process of attracting new people. When it comes to staff training and development, Hoha-Hola's HR department attracted three large European educational centers (in Oxford, Paris, Barcelona) as partners. Programs were developed there, "tailored" to the needs of the company in Russia. The results were excellent. However, soon the European company learned the rules of the game in the Russian market - and this time not in the classroom, but in real life. Numerous tax audits, lawsuits with competitors, and finally, gross violations of the company's rights by the Russian authorities have shaken the climate of Hoha-Hola Rus.

As a result, the company decided to sell its business in Russia in favor of development in Belarus, Ukraine and Kazakhstan. 40 Every Man for Himself The strong management backbone of Hokha-Khola Rus was left with no lot - only a few agreed to leave Moscow and move to Kyiv (the location of the new headquarters). The rest - "spread out" on the market. However, one large part of the team (about 40% of the management) founded their own company in equity participation - BezAlko Group and focused on the implementation of the ideas of Hoha-Khol, adjusted for the sad experience. First of all, they focused on a strong corporate strategy - laying the foundation for the work of motivated specialists. The second large group (about 15% of the management) moved to the staff of the Russian beer giant Malt Put, where it rather quickly joined the new corporate structure.

The Malt Way ended up with a sales team, an advertising and media planning department, and key account directors. Of course, "BezAlko Group" quickly faced the issue of satisfying the shortage of personnel in the most income-generating area - sales. They began to compensate for the shortage by educating their own personnel: the HR department considered that in modern conditions it is much cheaper, faster and more reliable to educate their own specialists than to convert spoiled sales from the market. In turn, the management of the company "Malt Way" also "bare" sales: all sensible salesmen received promotions in other departments, having found a strong personnel shortage in sales. In the case of the beer giant, the missing personnel were invited from the market along the traditional chain "client - recruiting agency - client".

Gradually, the personnel issue became very acute: having become part of the Malt Way company, the former managers of Khokha-Khola Rus signed up to certain development plans that require active actions and people. Therefore, it is not surprising that one day they decided to take the next step: one of the “party comrades” decided to lure away a former colleague, talented salesman Alexander Grin, who currently held the position of sales director for BezAlko Group.

He flatly refused at first. However, within three months, Malt Way literally zombified him with the advantages and potential of a well-known and confidently standing company on the market. It will not be superfluous to note here that Green is married and is the father of three children. His cousin and 2 former colleagues, close friends, work at the Malt Way. Therefore, albeit with a creak,

New employee Having got a job with competitors, Alexander for some time regretted leaving. The new corporate culture was alien to him, and only former colleagues helped him to join the team, to feel like one of his own. However, Green realized two important things - firstly, he lacked exactly those people with whom he worked, and secondly, those whom he left behind were preparing the best personnel for the sales department in all of Russia. After consulting with new colleagues, he made a very cunning decision. Green's departure from BezAlko was perceived extremely negatively, if not hostilely - Alexander received an unspoken stigma of a traitor, and he was ordered to return. In this regard, attempts to lure hardened people from BezAlko Groups did not make sense - they simply would not agree. Then Green decided to lure only beginners who had passed all the trainings. When recruiting new employees, all permitted and prohibited methods were used - Green and colleagues “sold” Malt Way as an experienced, large, strong, promising company, convinced people that “according to unofficial data” BezAlko would soon fall apart into parts, “we learned this from sources close to the tax office”, etc. In combination with a territorial bonus, completely comparable salaries and mass support (each new specialist from BezAlco was met by a team of former employees of Hoha-Hola Rus, making an indelible impression of a strong team spirit and a positive climate) - such arguments could defeat any stubborn one. Over time, this technology became mass - "hunted" literally everyone, trained and untrained. Gradually, the "Malt Way" got into a frenzy and simply decided to destroy former colleagues, for no apparent reason. Information about BezAlko's strong personnel has leaked to the market, so other players have joined the hunt over the past four months. The management of BezAlko Group tried to discuss the issue of business ethics with representatives of the Malt Put company. However, being in a deliberately more advantageous position, the latter refused to enter into any regulatory relations with a weaker player. In the meantime, the situation required an immediate solution, since the fate of the entire BezAlko Group company as a whole hung on this. being in an obviously more advantageous position, the latter refused to enter into any regulatory relations with a weaker player. In the meantime, the situation required an immediate solution, since the fate of the entire BezAlko Group company as a whole hung on this. being in an obviously more advantageous position, the latter refused to enter into any regulatory relations with a weaker player. In the meantime, the situation required an immediate solution, since the fate of the entire BezAlko Group company as a whole hung on this.

Questions for the case:

1. What kind of crisis has engulfed BezAlko?
2. What are the causes of the crisis?
3. Give a systematic analysis of the crisis among the staff of the specified company? •
4. What methods did Malt Put use to attract new employees from other companies?
5. Why didn't the Malt Put company try to attract the experienced old personnel of the BezAlko company?
6. What measures can you suggest for the BezAlco company in order to retain the highly qualified personnel of this company?

Criteria for evaluationcase execution

Algorithm of work on case technology - method of situational analysis:

1. Students are offered a case (real, fictional)

it must be problematic, having precedents,

should allow for alternative solutions.

2. Selection of information from the case, independent search for information:

students learn to independently extract information, process it, analyze it.

3. The position of the student on the problem situation is revealed.

4. Collective discussion of solutions, results are compared, innovative ideas and approaches are discussed.

Evaluation of the speaker(s):

1. Competent speech - 3 points.

2. Capacity, conciseness, full disclosure of the topic, problem solving - 3 points.

3. Quality of answers to additional questions - 3 points

4. Evidence base - 3 points

Maximum points - 12

12 points - score 5

9-11 points - score 4

6-8 points - score 3

Assessment of applications (presentations, drawings, booklets, etc.)

1. Quality of work performance (correspondence of the work to the main features of the problem under study, compliance with the topic) - 5 points

2. Full reflection in the application of the problem under study - 5 points

3. The design of the work should not interfere with the perception of the problem - 3 points

Maximum points - 13

13 points - score 5

10-12 points - score 4

7-9 points - score 3

Evaluation of the work of the group:

1. Significant additions to the speech - 3 points

2. Individual work in a group, individual tasks - 5 points

3. Participation in the discussion of the problem - 4 points

Maximum points - 12

12 points - score 5

9-11 points - score 4

6-8 points - score 3

These criteria can be proposed to an expert group assembled from among the students of the same group. In this case, the incentive to work among students is manifested to a much greater extent, because their work will be evaluated not by the teacher, but by a classmate.

With a written argumentation of the answer to the questions of the case, it is considered satisfactory if:

- most of the problems in the case were formulated and analyzed;

- own conclusions were made based on the information about the case, which differ from the conclusions of other students;

- solving situations in terms of meaning and content meet the requirements.