FACULTY OF BUSINESS STUDIES

SYLLABUS

Approved:
Dean:

BA 598
MANAGEMENT CONSULTING
Updated Min. No 21 of 10.03.2025
Lecturer Prof. S. Keremidchiev, PhD; Prof. Milen Baltov, PhD

ANNOTATION

The discipline is aimed at providing knowledge and skills for management consulting, the way of providing this specific type of business service and structuring the work of consultants. The discipline builds on and builds on the knowledge of students acquired in previous bachelor's programs. The methods for acquiring practical experience are implemented through tasks for valuation of services in the consulting process, and the other side by structuring the consulting task on a specific problem of a real company in the past or in the present.

MAIN OBJECTIVES AND LEARNING OUTCOMES

The main goals of the discipline are to add knowledge and skills for consulting the business, and this concerns both through direct assignment and in the implementation of donor-funded projects to subsidize the service.

Planning start-up activities or activities related to the development after a certain stage of the company, as well as to develop practical experience in the analysis of resources and in assessing the appropriateness of the investments necessary for these activities. Specifically, it is set that students will acquire:

- Knowledge of management consulting as a specific business;
- Skills to identify the needs for consulting assistance;
- Practical experience in evaluating offers for the provision of consulting services;
- Development of expertise to win clients of consulting services;

PREREQUISITES

The course is designed for the Master's program in Public-Private Partnerships and Distance Learning Projects. It requires both business experience and accumulated knowledge and skills from the disciplines in the previous module, which demonstrate both orientation and routine for a starting situation, as well as a proven level when working in an innovative environment and looking for solutions to achieve high added value.

STATUS AND STRUCTURE

Module	Status	Credits	Full time/Distance Learning				Part time			
			L	S	P	Total	L	S	P	Total
International Business and Management	Elective	6	30	30		60	30			30

COURSE CONTENT

Topic 1. Management consulting – main characteristics and concepts.

Definition of management consulting. Goals and benefits of using consulting assistance. Tasks, processes and evaluation of results in management consulting. Schemes, Definitions, and Examples.

Topic 2. Small and medium-sized enterprises as a specific object and user of management consulting.

Main qualitative and quantitative characteristics of SMEs. Specifics and problems of different groups of enterprises in agribusiness. Specific characteristics of SMEs depending on the dynamics of their development. Presentations and analyses.

Topic 3. The role and behavior of management consultants.

Classification of management consultants. Consulting models depending on the role of the consultant in client relations. Types of consulting services and intervention of consulting depending on the dynamics and phases in the life cycle of the companies. Practical examples and adapted schemes.

Topic 4. Factors and barriers to achieving the effect of management consulting.

Criteria in the work of management consultants and barriers to access and success of their assistance. Factors and approaches for overcoming barriers and achieving an effect in counseling. Presentations and research summaries.

Topic 5. **Phases in the consulting process.**

Main phases in the consulting process – diagnosis, decision, implementation of decisions, follow-up consulting. Combining the phases of consulting according to the specifics of agricultural companies and combining management consulting. Presentations, practical examples.

Topic 6. Analysis of consulting needs.

Diagnostic methods – field and desk studies. Interviews, discussions, references, etc. needs assessment. Description of the problem analysis. Identification of serious problems and the need for consultation by key managers. Scope, scope and areas for consulting and the necessary consulting resource. Forms for presenting the results of the analysis of the consulting needs. Results sought and follow-up meetings. Presentations and case studies.

Topic 7. Assessment of the effect of management consulting

Changes in the business environment that would make business owners develop their activities and invest more. Ways through which the consulting services used by Bulgarian companies have been financed. The extent to which management consulting has led to management changes and improved business outcomes for firms. Additional funds in which companies intend to invest and the creation of new jobs and their dependence on the use of the services of management consultants. Summarized analyses, practical examples, case studies.

Topic 8. Marketing of consulting services.

Circumstances influencing the choice of a management consultant. Main reasons why the services of management consultants are not used. Ways of payment for the services of consulting firms. Criteria that most influence the choice of a service consultant. Trends reflecting the commitment of companies in using the services of consultants.

Topic 9. Monitoring, consulting projects.

Monitoring and evaluation as specific advisory tasks. Methods for assessing the performance of beneficiaries in the implementation of activities under funded/subsidized projects. Forms for the presentation of the final analysis and evaluation. Presentation and demonstration of sample forms.

PLANNED LEARNING ACTIVITIES AND METHODS OF INSTRUCTION

Students will receive two main tasks for realization – one related to the valuation of services in the consulting process, and the other related to structuring the consulting task on a specific problem of a real company in the past or in the present.

The first task is related to the measurability of the efforts of consultants and specialists in the process and their refraction through specific experience. Ratios in the payment of services and the contribution of the user of consultancy services. Examples of offering consulting services. Task for valuation of consultancy contributions.

In the second task, a team of specialists in different fields is formed for more complex consulting tasks. In many cases, in addition to business advice, help in the specific technical field is also needed. The management consultant can turn to real specialists from his fellow students or for virtual payment and experts from private companies and NGOs. Practical examples, task for building and managing a team.

1. The materials and resources provided in Moodle for non-attendance (self-study):

- electronic textbooks, teaching aids and aids;
- articles, dictionaries, reference books, presentations;
- interactive elements – graphs, tables, diagrams, images, multimedia content;
- video and audio materials;
- virtual resources – URL links to information sources, specialized sites, virtual libraries, databases, electronic storage, virtual laboratory, etc.
- Sample and training electronic tests, tasks, case studies.

2. Learning activities:

- assignments for independent work in Moodle, work with literature, develop a project,
- consulting and interaction through Moodle chat, forum, video conferencing
- Face-to-face classes

ASSESSMENT METHODS

Each student's work during the semester is evaluated with a mid-term grade. It reflects analytical skills and embodied experience in the performance of both tasks. The semester exam is an exam test. Exemption from it is possible with a very good or excellent current grade (issued by the holder and the course consultant). A requirement for admission to the exam is the presence of a positive (average or higher) current grade. A condition for receiving credits in the discipline is successful passing of the exam test (with a grade from average to excellent). The final grade is formed by the performance of the exam test and the current grade.

CORE READING LIST

Baltov M., Management Consulting. E-learning platform, Burgas Free University, 2025.

FURHTER READINGS

1. Baltov M., K. Kostadinov et al., "Economics and Business Planning for Technologically Oriented Small and Medium-Sized Enterprises", Publishing House of the Bulgarian Academy of Sciences "Prof. Marin Drinov, Sofia, 2009
2. Baltov M. and Rettenbacher G., Course "Preparation and Submission of Proposals/Offers", Vocational Training and Employment Promotion Program, 2009
3. Dimov, O. and N. Hitov, Introduction to the Consulting Business, Sofia: Ratio 90, 2009.
4. State Fund Agriculture, Sample Business Plan for Application under the SAPARD Program and Instruction for Completion, Ministry of Agriculture, 2011
5. Christman J., "The Enigmatic Entrepreneur", 25 Case Studies for Entrepreneurs and Managers of Practice, NEXT, Sofia, 2008.
6. Social Investment Fund, Preparation of Infrastructure Microprojects of Communities, MLSP, Sofia, 2009
7. Social Investment Fund, Preparation of Micro-Projects for Community Development, MLSP, Sofia, 2009
8. Hristov D., M. Baltov et al., "Controlling Cash Flow", Video case study from the practice of Chiron Management Consult, www.evi-incubator.bg/resource/index.php Leonardo da Vinci Program BG/01/B/F/PP-1320, Sofia, 2010.
9. Baltov, Milen, Management consulting for SMEs, Journal "Economy & Business", International Scientific Publications, Vol. II, 2008, pp. 1128-1150.
10. Chrisman, James J. and W. Ed McMullan, "Static Economic Theory, Empirical Evidence, and the Evaluation of Small Business Assistance Problems", Journal of Small Business Management, April - 2009.
11. Kubr, Milan, Management Consulting: A Guide to the Profession, Geneva: ILO, 2010.
12. Mugler, Josef, "Unternehmensberatung fuer Klein- und Mittelbetriebe", Management Forum, M. Hofmann (Hrsg.), Theorie und Praxis der Unternehmensberatung, Berlin: Physica-Verlag, 2008.
13. Phillips, Keri and Patricia Shaw, A Consultancy Approach for Trainers, Aldershot: Gower Publishing Company Limited, 2011.
14. Robinson, Danna G. and James Robinson, Performance Consulting Is Moving Beyond Training, San Francisco: Berrett - Koehler Publishers, 2008.
15. Schein, Edgar H., "Models of Consultation – What Do Organisations of the 1990s Need?", Handbook of Organisational Consultation – ed. Robert T. Golembiewski, Marcel Dekker, Inc., New York, 2009.
16. Weiss, Alan, Million Dollar Consulting:The Professional's Guide to Growing a Practice, New York: McGraw-Hill, Inc., 2011.

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