

**UNIVERSITY OF ECONOMICS - VARNA**  
**MASTER DEGREE CENTER**  
**DEPARTMENT OF MANAGEMENT AND ADMINISTRATION**

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Adopted by the FC (record №/ date):

Adopted by the DC (record №/ date):

**ACCEPTED BY:**

**Dean:**

(Prof. Stoyan Marinov, PhD)

## SYLLABUS

**SUBJECT: CONSULTANCY PROJECT**

**DEGREE PROGRAMME: INTERCULTURAL BUSINESS; MASTER`S DEGREE**

**YEAR OF STUDY: 6; SEMESTER: 11**

**TOTAL STUDENT WORKLOAD: 60 hours; incl. curricular 30 hours**

**CREDITS: 2**

### DISTRIBUTION OF STUDENT WORKLOAD ACCORDING TO THE CURRICULUM

<i>TYPE OF STUDY HOURS</i>	<b>WORKLOAD, hours</b>	<b>TEACHING HOURS PER WEEK, hours</b>
CURRICULAR: incl. <ul style="list-style-type: none"><li>• LECTURES</li><li>• SEMINARS / LAB. EXERCISES</li></ul>	30 0	2 0
EXTRACURRICULAR	30	-

Prepared by:

1. ....  
(assoc. prof D. Serafimova, PhD)
2. ....  
(ch. asst. prof. Katya Vladova, PhD)
3. ....  
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Head of department  
of Management and Administration: .....  
(assoc. prof Dobrin Dobrev, PhD)

## **I. ANNOTATION**

*The course covers critical, practical issues including:*

- *First impressions, and how to make them better both during the hiring process, and as a consultant.*
- *Why chargeability is the #1 metric for a consultant, how it gets calculated, and how you can change it.*
- *Why realization is the #1 metric for a consulting firm, how it gets calculated, and your role in it.*
- *The immutable consulting triangle of scope-cost-schedule.*
- *All aspects of a real consulting proposal.*
- *A real budget for a consulting project.*
- *All aspects of a consulting meeting from planning, to where to sit in the meeting room, to how to take notes and ask great questions*
- *What to avoid when running a consulting meeting, including poor types of questions and issues such as avoiding social desirability.*

*Students will work on a real business problem – they will develop and communicate their solution to the client – a business organization.*

*By the end of the course, students will be able to...*

- *understand and appreciate the problem-solving technique used by the top consulting firms.*
- *understand how business and consulting projects ought to be structured.*
- *master the basic knowledge on hypothesis-based problem solving.*
- *write powerful proposals and implement consulting solutions to real-life business problems.*

*The main competencies involved in the Consultancy Project course are:*

- *Personal, social and learning to learn competence (5).*
- *Entrepreneurship competence (7).*

## **II. THEMATIC CONTENT**

№	TITLE OF UNIT AND SUBTOPICS	NUMBER OF HOURS		
		L	S	L.E.
<b>Theme 1. WHAT IS CONSULTING</b>		<b>2</b>		
1.1.	What is consulting, and why companies would hire a consultant			
1.2.	What do consultants provide			
1.3.	What does it take to be a successful consultant			
<b>Theme 2. FIRST IMPRESSIONS</b>		<b>2</b>		
2.1.	Setting yourself up on, and using, LinkedIn			
2.2.	A consulting resume			
2.3.	The cover letter			
<b>Theme 3. HOW MONEY IS MADE BY A CONSULTING FIRM</b>		<b>2</b>		
3.1.	Finders, Minders & Grinders, and the #1 metric for new consultants: Chargeability			
3.2.	Realization - the #1 metric for managers and partners in a consulting firm			
<b>Theme 4. THE PROPOSAL</b>		<b>4</b>		
4.1.	Introduction (cover sheet, table of contents, problem statement, objectives and scope)			
4.2.	Statement of work or approach			
4.3.	Project timeline			

4.4.	Major assumptions			
4.5.	Project staffing			
4.6.	Fees and expenses			
4.7.	Terms and conditions, references and resumes			
<b>Theme 5. BUDGETING A CONSULTING ENGAGEMENT</b>		<b>3</b>		
5.1.	The immutable triangle			
5.2.	Timeline and size of tasks			
5.3.	The critical path of a project			
<b>Theme 6. HANDLING A CONSULTING MEETING</b>		<b>3</b>		
6.1.	collecting information			
6.2.	structured and unstructured meetings			
6.3.	three steps to a successful meeting – planning, right before the meeting and in the meeting			
<b>Theme 7. INTRODUCTION TO BUSINESS PROBLEM SOLVING</b>		<b>3</b>		
7.1.	Types of business problems			
7.2.	Problem solving models			
<b>Theme 8. PROBLEM STRUCTURING</b>		<b>4</b>		
8.1.	Divide and conquer			
8.2.	Mindmapping			
8.3.	Issue trees and being MECE			
<b>Theme 9. WORK PRIORITIZATION AND PLANNING</b>		<b>4</b>		
9.1.	Validating hypotheses - analysis and data requirements			
9.2.	How to prioritize?			
<b>Theme 10. COMMUNICATION THE SOLUTION</b>		<b>3</b>		
10.1.	Synthesize, don't summarize			
10.2.	Storyboarding			
		<b>Total:</b>	<b>30</b>	

### **III. FORMS OF CONTROL:**

<b>№</b>	<b>TYPE AND FORM OF CONTROL</b>	<b>Number</b>	<b>extracurricular, hours</b>
<b>1.</b>	<b>Midterm control</b>		
1.1.	Couse project	<b>1</b>	<b>10</b>
1.2.	Presentation	<b>1</b>	<b>5</b>
1.3.	Case study	<b>1</b>	<b>5</b>
	<b>Total midterm control:</b>	<b>3</b>	<b>20</b>
<b>2.</b>	<b>Final term control</b>		
2.1.	Examination (PBL)	<b>1</b>	<b>10</b>
	<b>Total final term control:</b>	<b>1</b>	<b>10</b>
	<b>Total for all types of control:</b>	<b>4</b>	<b>30</b>

### **IV. LITERATURE**

#### **REQUIRED (BASIC) LITERATURE:**

1. Consultancy Project Course Materials available at <https://e-learn.ue-varna.bg>.
2. Parikh, S. (2015). The consultant's handbook. Chichester (UK): Wiley.

#### **RECOMMENDED (ADDITIONAL) LITERATURE:**

1. Armbruster, T. (2006). The Economics and Sociology of management consulting. Herdecke University.
2. Baaij, M. (2014). An Introduction to Management Consultancy. SAGE Publications Ltd.
3. Biech, E. (2009). The consultant's quick start guide. Second edition. San Francisco: Preiffer.
4. Stroh, L. (2019). The Basic Principles of Effective Consulting. 2nd edition, Routledge.
5. Verlander, E. (2012). The practice of professional consulting. San Francisco: Jossey-Bass/Pfeiffer.
6. Wickham, L. (2016). Management Consulting: Delivering an Effective Project. 5th Edition, Pearson.