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ORGANIZATIONAL ASSESSMENT OF THE FORMATION AND DEVELOPMENT OF MANAGEMENT CONSULTING

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Abstract. The article identifies the key features of the management consulting market with respect to the current stage of development of the national and global economy as a whole. Among them we highlight the processes of digitalization, the implementation of the activities of management consultants in the design of startups within customer companies, etc. We have proposed the key parameters of the effectiveness of management consultants in the implementation of professional activities. Our original approach to the assessment of the formation and development of management consulting at the present stage of economic development involves diagnostics of the company's activities, audit procedures, development of the organization's complex, procedures for making changes in the organization, implementation of control procedures. We have defined the order of work performed within the framework of the organizational assessment of development of management consulting within the structure of the development of the organization's complex by a management consultant.

Keywords: management, management consulting, management consulting market, organizational assessment, management system monitoring.

For citation

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The object of the study. Organizational mechanisms for the implementation of management consulting at the customer's enterprise.

The purpose of the study. Development of theoretical provisions on organizational assessment of the formation and development of management consulting.

Research methodology. This article uses the results of the author's research based on the comparative analysis of the management consultants' activities in the implementation of projects at the customer's enterprise. The following methods were used: analysis, observation, modeling, as well as sociological methods.

Analysis of recent research and publications. The problems of the development of management consulting and related industries were studied in the works of D. Bell, M. Bittner, F. Kotler, M. Porter, A. Smith, K. Haksever, T. Hill. Among Russian scientists, it is necessary to note the works of I.I. Eliseeva, A.P. Gorn, G.M. Kulapina, L. G. Kukhtinova, M. Yu. Ivanov, L. N. Semerkova, Eu. Yu. Rubin, Yu. Eu. Solodyashkina, J.I. Vlasova, N.A. Salnikova, P.F. Lobachev, S.V. Isaenko, A.M. Muravyev, V. V. Gerasimov, I. V. Yakhneeva, S. V. Noskov, M. V. Botnariuk, O. G. Mel-

chekova, N. A. Serebryakova, A. P. Zhabin, E. A. Kandrashina et al. [1–12]. In turn, the issues of organizational evaluation of the formation and development of management consulting remain insufficiently studied, which further increases the level of relevance of the topic of this work.

The results of the study. Throughout the entire period of its development, management consulting included various theoretical and practical approaches used by consultants in solving tasks that correlated with the characteristics of the selected historical period, socio-social and political trends [1]. As a result, based on the current stage of development of the consulting market, within the framework of this study it is necessary to highlight the key features of modern management consulting:

1. Interdisciplinarity of consulting activities. Modern consulting companies expand their staff not so much at the expense of specialized specialists in the field of economics, law or management, but at the expense of creative professions, such as artists, choreographers, musicians. As the practice of a number of international companies has shown, the work in consulting projects of employees of representatives of creative professions largely changes the conduct of the project itself, since some employees focus not on the content, but on the form, not on numbers, but on emotions, premonition, which bears fruit to all participants in consulting activities [2-4]. According to a number of consultants, it is the so-called creative employees from the company that find contact with the customer faster, create an atmosphere and smooth out corners. Of course, each of these employees of the new format eventually receives a specialized education, but it generally does not change the employee's idea of business and the format of his work;

2. Changing the attitude towards the consultant within the consulting company. As practice shows at the end of the twentieth century and the first twenty years of the twenty-first century, consultants, primarily Russian, worked "hard", a series of projects, attempts to embrace the immensity led to professional burnout, failure of deadlines and general disappointment in the profession, as well as a negative assessment of the consultants' service recipients. The current stage of development of the economy and society in general and consulting in particular is characterized by a change in a person's attitude to himself and to the profession in particular. Generations of millennials and Z, who today increasingly replace previous generations of economically active citizens, among the motivating factors of their activities, increasingly see prospects for development, personal growth and only then financial support for professional activities [5]. This feature of the current stage of society's development leads to selectivity of consultants in relation to the projects they want to work on, and the management of consulting companies is forced to look for other approaches and methods of stimulating and motivating younger employees to work. As a result, in modern consulting companies it is customary to pay for other needs of employees in the form of encouragement of leisure activities, sports and culture. It is necessary to additionally note the fact that, as already mentioned above, this is a global trend in the development of society and the new format of consultants falls into the corporate environment of customers, where they interact with representatives of their generation within the framework of project work, which facilitates communication, since the value positions of the producer and the customer coincide, which pushes managers of consulting companies to select personnel for the project is based on the gender and age structure of the custom-

er. The continuation of the above-mentioned trend is the horizontal construction of the organizational structure of the consulting companies themselves [6-10];

3. The trend of digital transformation of consulting activities. This trend is caused not only by the development of the COVID-19 pandemic, in conditions of limited contacts between the client and consultants, but also by a sufficient level of digitalization in modern business and the convenience of using professional information technologies. As a result, today digital technologies are used by consultants everywhere, although, for example, in the 2010s IT tools were used by consultants whose activities are primarily aimed at implementing IT projects;

4. The growth in the number of boutique consulting companies, these are small consulting companies that are created by people from other consulting companies, researchers and other specialists in the industries. The recorded increase in the number of the above-mentioned companies is based on an increase in tension in the work of consultants of a higher age group, a reassessment of personal values and the transition to freelancing in the format of their own startup;

5. Development of internal startup projects of the largest companies, for the implementation of which consultants are involved, that is, the role of the consultant is not to change the current system, but to create a new one, with minimal dependence on the parent company [1, 11-12].

Based on the above features and trends in the development of consulting activities at the present stage of economic development, it is possible to identify the key parameters of the consultant's success in the framework of professional activity:

1. Readiness of consultants for interdisciplinary activities, participation in projects and industries with which the consultant is not familiar. Operational creation of teams of consultants and support staff in projects to minimize time and money losses;

2. Development of entrepreneurial thinking, in conditions of increasing participation in startup projects, where a consultant launches a business, and does not look for problems and prospects of development within the framework of the current;

3. Readiness for digital transformation of activities, for conditions when the use of digital tools is not an achievement of the goal in itself, digital tools become an element of promoting consultant services and building informal relationships with clients and partners.

The implementation of teamwork, the integration of services, the presence of attracted supporting specialists in the process of implementing a consulting project allows not only to solve some problem, but also to build prospects for the development of the customer organization, to develop solutions for the future. Among the conditions for the implementation of the above approach, along with those proposed by the authors of the predecessors, it is necessary to add the ability of the consultant to motivate the employees of the company-customer of management consulting services in solving problems, therefore, the consultant must have developed universal competencies, softskills. It is worth agreeing with experts in the field of consulting that "the main tool of the consultant's activity should be the use of technology, the main features of which lie in the organizational assessment of the formation and development of management consulting: a comprehensive, systematic approach to the organization; work with all aspects of its activities; identification, development and coordination with the client of the basic principles of solving the problem; and on based on these principles, the development of the solution itself; the completeness of the cycle of consulting services:

from a preliminary survey to a direct change in the functioning of the organization in all affected aspects; — the widest possible use of modern information technologies" [1].

Own suggestions and recommendations. The author's approach to assessing the formation and development of management consulting at the present stage of economic development is presented in Figure 1. As a result, the consultant's work is presented in the form of five consecutive stages, each of which has its own set of services and works. The first stage includes a general screening of the organization's activities, taking into account market trends, company development risks, etc., at the second stage, a more detailed analysis of the business entity's activities is carried out as part of a retrospective analysis in the format of an audit of activities so that the consultant and the customer can get a picture of the problem in dynamics and verify the presence of negative trends that require interventions. At the third stage, a joint development of a set of solutions and indicators for achieving the desired state of the system takes place, the fourth stage includes procedures for implementing decisions and making changes, and the final fifth stage includes the process of joint control over the actions being implemented within the framework of the consultation project [5-8].

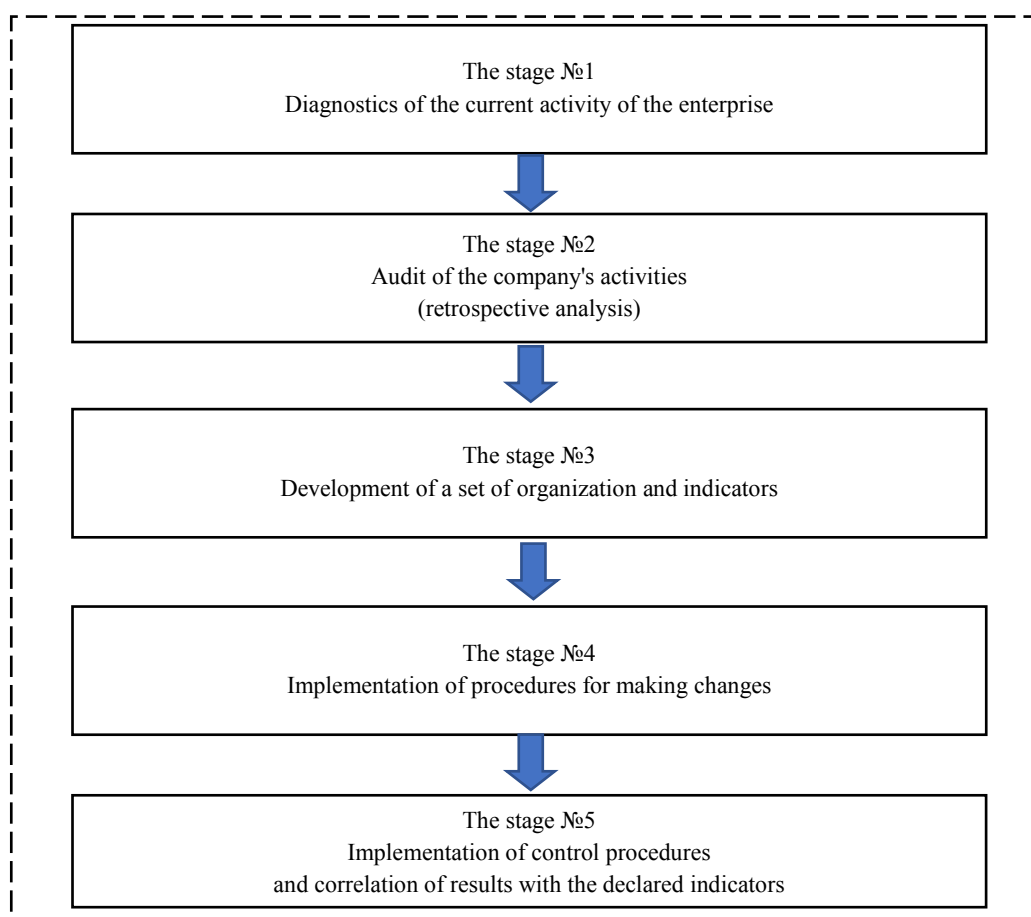


Fig. 1. Assessment of the formation and development of management consulting

The order of work performed within the framework of organizational assessment of development and formation of management consulting are presented in Fig. 1 and 2.

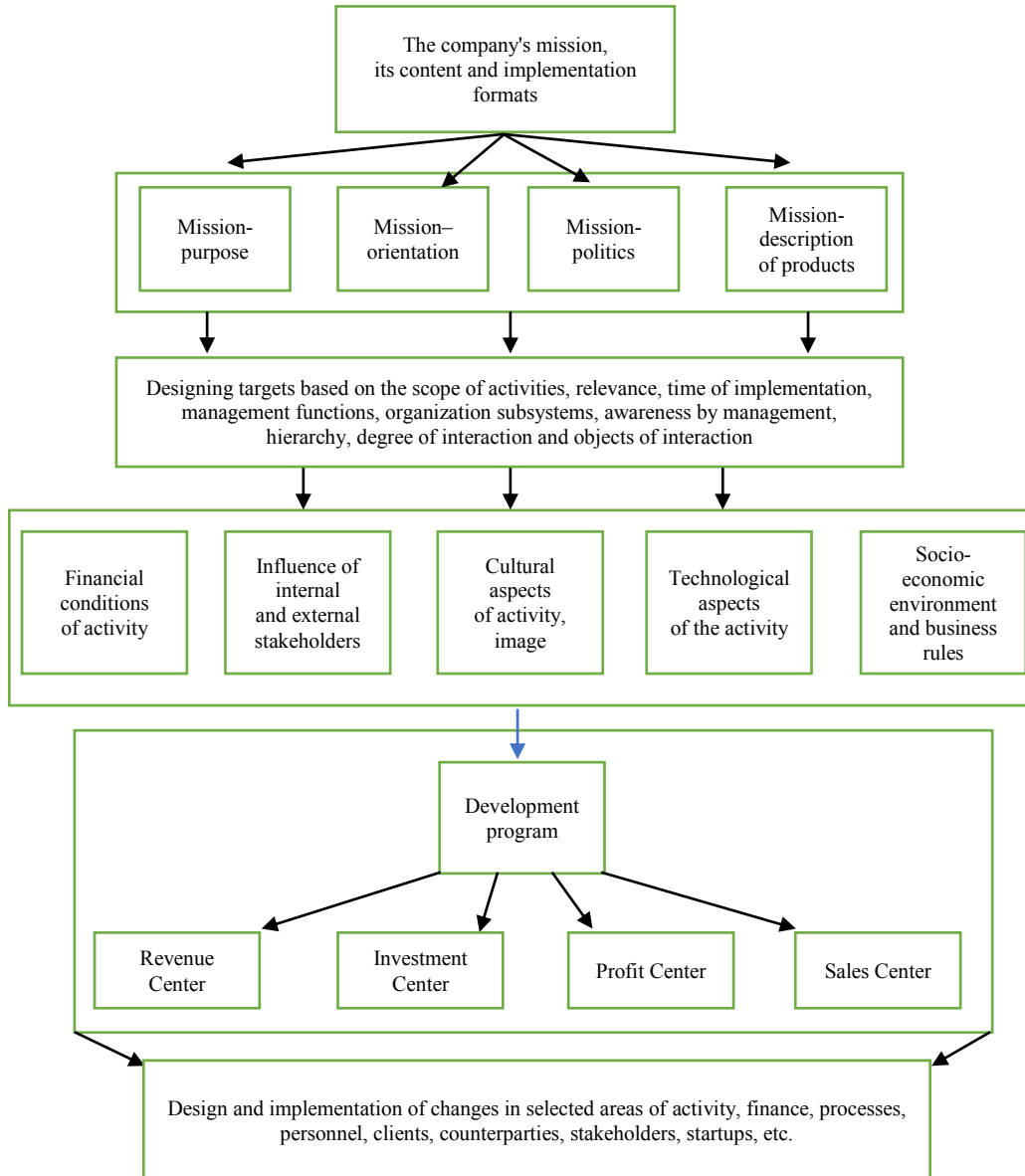


Fig. 2. Structure of the organization's complex development by a consultant

At the first stage of the consultant's work with the customer, the consultant already needs to have information about the development of the industry to which the potential client belongs, the main problems and trends in business development, the experience and directions of development of competitors, as well as world experience. The first meeting of the consultant and the client includes, among other things, the interviewing format, when the consultant can ask questions to the management of the customer

company, and the questions themselves should not be ordinary, the questions themselves should already push the management to introspection, readiness for change. As a result, at this stage of work, not only external diagnostics of the company's activities are carried out, but also self-diagnostics of the company, which greatly increases the efficiency of work within the framework of a consulting project. It is the diagnostic stage of work in the project that has been and remains the key in consulting, it is here that mutual approaches to work are coordinated and balanced, the design of the project team, forms and methods of work, planning systems and monitoring of results. The results of the diagnostic stage are traditionally presented in the format of a presentation material, which includes all the main positions of the consultant and the client, the basic approach to work, the prospects and difficulties of the company's development, new directions of development [5]. Based on the primary diagnostics of the company's activities, the consultant performs an audit of the company's activities from the perspective of the company's financial results, retrospective analysis, identification of positive or negative trends in the company's work. The information base of the audit stage is an objective reinforcement of the consultant's presentation. At the next stage, the complex of the organization is being built by a consultant, this work increasingly includes not solving the problem, but providing new growth points for the company, which, according to basic financial indicators, is quite successful in the market, it is here that the role of stakeholders and owners of the company, who are not engaged in operational work in the company, and are looking for new profit points, is manifested for the company and ways to increase its own and corporate assets, at the same time, the problem itself may be outside the organization, but affect the company's work as in the operational, so is the strategic perspective.

Conclusions. As the experience of the author of this study and the work of the authors of the predecessors shows, when developing an organization complex, each participant must adopt a certain unified approach to work, agree on a common mission, strategy, but we have to disagree with this approach, or partially disagree, since the current stage of economic development embodies the turbulence of socio-economic processes and within the framework of based on current trends and market demands, a business entity can simultaneously exist within the framework of a dual strategy, a dual mission, complementing each other, or competing with each other, since the modern type of organization tends to the format of eco-systems, as mentioned above in this study, which means that there may be quite competing elements in a single organizational structure. But the control of the activities of each structure correlates with uniform indicators for achieving targets, it is the indicators that become the common basis for the heterogeneous elements of modern companies, mainly medium or large businesses. The penultimate stage of the work includes the procedures for making changes themselves, it includes the development of the necessary regulatory framework and changes in the current regulations and corporate rules related to the rules of accounting, tax, financial and management accounting, document management, personnel evaluation and certification systems, digitalization of corporate processes, other systems and services. The final stage includes carrying out control procedures and conducting additional post-project external (consultant) and self-analysis of the customer company and the conformity of the results obtained with the stated goals, as well as monitoring the results and processes to indicators of achievement of the goal, to identify the causes of deviations both for the better and for the worse, to make additional organizational and

managerial decisions. Summing up, it should be noted that the practice of implementing consulting projects shows that there is an increased interest on the part of the recipients of management consulting in building complex schemes of interaction with various consultants, which, according to the customer's assumption, will complement each other and create conditions for mutual control, but this circumstance leads to organizational limitations in the work associated with the blurring of responsibility for the result, in particular what customers of management consulting services are not interested in. In this regard, the construction by management consultants of a single complex of the organization with the independent involvement (if necessary) of additional resources becomes the basis of a unified ideological and technological approach to work within the framework of a consulting project, which certainly creates conditions for improving the quality parameters of the planned consulting project.

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ОРГАНИЗАЦИОННАЯ ОЦЕНКА ФОРМИРОВАНИЯ
И РАЗВИТИЯ УПРАВЛЕНЧЕСКОГО КОНСУЛЬТИРОВАНИЯ

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Аннотация. В статье определены ключевые особенности рынка управленческого консультирования относительно современного этапа развития национальной и мировой экономики в целом. Среди которых выделены процессы цифровизации, реализации деятельности консультантов по управлению в проектировании стартапов внутри компаний-заказчиков и др. Предложены ключевые параметры эффективности консультантов по управлению в рамках реализации профессиональной деятельности. Представлен авторский подход к оценке формирования и развития управленческого консультирования на современном этапе развития экономики, включающий в себя диагностику деятельности предприятия, процедуры аудита, разработку комплекса организации, процедуры по проведению изменений в организации, реализацию контрольных процедур. Определен порядок работ, выполняемых в рамках организационной оценки развития и формирования управленческого консультирования в контексте структуры разработки комплекса организации консультантом по управлению.

Ключевые слова: менеджмент, управленческое консультирование, рынок управленческого консультирования, организационная оценка, мониторинг системы менеджмента.

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