



BUSINESS
CONSULTANTS
COUNCIL

APPLICATION FORM

CERTIFIED MANAGEMENT CONSULTANT

CMC®

Certified Management Consultant® (CMC®) represents evidence of the highest standards of consulting and adherence to the standards of ethical code of the profession.

The certification is based on the CMC competence standard of the International Council of Management Consulting www.cmc-global.org



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PART I. APPLICATION PROCESS

A. CMC Information

Certified Management Consultant (CMC) represents evidence of the highest standards of consulting and adherence to the ethical canons of the profession. Less than 1% of all consultants have achieved this level of performance.

ABOUT THE CMC - STANDARDS OF COMPETENCE

Certification

When you see the initials CMC following a consultant's name, it means that he or she is a Certified Management Consultant and has met the strict certification requirements of the national institute who is an ICMCI full member. Candidates for Institute certification undergo a thorough investigation of their consulting experience.

CMC (Certified Management Consultant) is a certification mark awarded by the BCC .

Code of Ethics

CMCs pledge in writing to abide by the BCC Code of Ethics. Their adherence to the Code signifies voluntary commitment above and beyond the requirements of law. Key provisions of the Code require that CMCs:

- *Safeguard confidential information*
- *Render impartial, independent advice*
- *Accept only those client engagements they are qualified to perform*
- *Agree with the client in advance on the basis for professional charges*
- *develop realistic and practical solutions to client problems*

The Institute enforces the Code by receiving and investigating complaints of violations and by taking disciplinary action, including revocation of certification against any member who is found guilty of a Code violation. The Ethics Committee within BCC is in charge for examination of the complaints of violation and disciplinary actions.

Standards of Competence

Every step leading to the CMC designation is designed to verify the candidate's professional competence:

- A CMC must have **five years** of combined experience in business and **at least three years of the fulltime practice¹ of management consulting**, with major responsibility for client projects during at least one of those years plus a bachelors degree.
- The CMC must provide multiple **references**, most of them officers or executives of clients served. These references are investigated to assure that the consulting relationship met the clients' objectives.
- The CMC must provide **two written summaries** of client assignments (disguised to protect client identity).
- The CMC must pass a qualifying **interview panel** by senior CMCs, demonstrating professional competence and current knowledge in areas of specialization, application of experience, and understanding of the management consulting process.

¹ Meaning that 80 working days paid per year or 240 working days for three years



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Mark of Excellence

The CMC designation is a valuable tool to help executives select a management consultant. It indicates that individuals meet the profession's standards of competence and ethics. Certification by the Association of Management Consultants, BCC, is the mark of excellence among management consulting professionals.

B. FIRST STEPS IN THE CERTIFICATION PROCESS

In order to apply for the CMC Certification, a consultant must:

A. Have at least five years of full-time work experience in the industry and/or consulting field, with the past 3 years as a full-time consultant (240 working days paid or 80 per year)

B. Have a bachelor's degree.

C. Be a member of Business Consultants Council (BCC)

Once you are qualified to apply for the CMC, the following steps must be completed to earn the designation:

1. Application.

An individual must complete a CMC application form, including submission of minimum three clients references and two engagement summaries

2. Qualifying Points.

Once the application and client evaluations are received by BCC and it is determined that the candidate is eligible to apply for the CMC mark, notification is sent to applicant that indicates their preliminary point count.

3. Client Evaluations.

BCC must receive at least **three** acceptable evaluations from applicant's clients. The candidate may receive points for up to six evaluations.

4. Preparation Training

Once the application form and the evaluations are received and verified, and a candidate has a **minimum of 41 points**, the candidate must take 4-day Training as the comprehensive seminar and 2-day seminar as understanding consulting process (mandatory for all candidates)

5. Final Review (Interview Panel)

If the candidate has submitted all the necessary documentation with case study for review, and optionally went through the preparation seminar, he can apply for the Final review (Interview panel).

6. Managing Board authorization.

The Interview notifies the BCC-Board of a candidate's results. If not approved, a letter will go to the candidate explaining the rejection and appeals process. Upon payment of entrance fee, the individual is recognized as a CMC



C. CERTIFICATION POINT SYSTEM

The application for the CMC (Certified Management Consultant) Mark requires a candidate to demonstrate that they are publicly engaged in management consulting for a fee, and devotes a substantial majority of their working time to management consulting. Certification process is based in part on a point system. **Initial credit will be given to the areas of education, work experience and professional activity.** (Minimum and maximum points are shown in the table.) Candidates will be required to present documentation to support educational and professional qualifications. BCC reserves the right to adjust the number of points if documentation does not sufficiently support the candidate's application information.

	Maximum Points Allowed	Minimum Points Required	Your Total
Education		10	
✓ Bachelors degree	6	6	
Masters degree	2	0	
Terminal degree (e.g., Ph.D., DSC)	2	0	
Complete CMC Candidate Study Program	2	0	
Completed BCC Consulting process training and/or previously approved acceptable equivalents	4	4	
Active Certification by another recognized professional organization that helps you serve your clients (2 points per certification)	6	0	
Work Experience		30	
Non-consulting business experience (1 point per year)	12	0	
✓ <i>Internal consulting (4 point per year, 5 yrs)*</i>			
AND/OR Independent Consulting (1200 hours per year, 5yrs)* <i>Total points (Internal+External) must equal MINIMUM 20</i>	20	20	
✓ Submit Engagement Summary Descriptions (2 minimum required) (2 points per engagement)	4	4	
✓ Satisfactory client rating(3 minimum required)(2 points per reference)	12	6	
AMC and other professional activities		1	
Instruct at professional organization (1 point per assignment)	3	0	
Publish in a nationally distributed journal (1 point per article)	3	0	
40 Points out of 78 Required to Qualify for Mandatory Examinations		40	
✓ = Required			
* Work experience must total minimum of 5 years, (individually or combined) with last 3 years as full-time consultant.			



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D. APPLICATION FORM for THE CMC

Instructions: Please submit **four** sets of the following (and keep a copy for your own records):

D.1: Personal Data (please type)

Name

Position

Firm Name

Work Phone / Fax

Office Address / City / Zip code

Home Address / City / Zip code

E-mail Address, Website

Please answer the following questions. The facts surrounding any question to which you answer "YES" should be explained **in detail on a separate sheet**.

1. Are you presently charged with or have you ever been convicted or found guilty of any felony or misdemeanor directly relating to your management consulting practice?

Yes No

2. Are you presently, or have you during the past five years, been the subject of any civil legal action directly relating to your management consulting practice?

Yes No

3. Are you presently, or have you during the last five years been the subject of any disciplinary action by a management consulting professional association?

Yes No



Consulting Practice

Please list below: 1. Your primary areas of practice, and 2. The types of clients you serve.

1. _____
2. _____

Higher Education

Please submit documentation to verify degree(s) earned. (two last higher levels) Acceptable documentation includes a photocopy of your degree, a final transcript, or official verification from your college.

1. College/University (Name, City, State)
Years of Attendance (From To),
Major Field of Study (e.g. Finance),
Degree Awarded (Undergraduate/Graduate/Postgraduate)
2. College/University(Name, City, State)
Years of Attendance (From To),
Major Field of Study (e.g. Finance),
Degree Awarded (Undergraduate/Graduate/Postgraduate)

Other Professional Certifications

Are you certified by other professional associations?

Yes No

If yes, please list the full names and phone numbers of all certifying bodies. Submit proof of your certification with this application. Acceptable documentation includes a photocopy of your certificate, or a letter from the certifying body indicating date certification was received.

1. Full Name of Certificate / Date of Certification _____
Degree Awarded _____
Full Name of Association /Phone Number / Contact person _____
2. Full Name of Certificate / Date of Certification _____
Degree Awarded _____
Full Name of Association /Phone Number / Contact person _____
3. Full Name of Certificate / Date of Certification _____
Degree Awarded _____
Full Name of Association /Phone Number / Contact person _____



Employment

For each section below, please list all of your employers chronologically, starting with the most recent position. If self-employed, so indicate. If the position was part-time, please note approximate number of hours worked per week. Show each position held in each firm.

BCC will verify your employment history; therefore, provide in full the firm name, address, phone and fax numbers, and contact person. Attach an additional sheet if necessary.

Independent Consulting Experience

List all management consulting organizations by which you have been employed in public practice as a management consultant. For each position, show approximate percentage of total working time devoted to management consulting (including practice development and supervisory and administrative support), versus non-consulting activities, if any.

1. Contact Name,

Firm Name,

Position(s) held

From To Address,

Telephone and Fax.....

Internal Consulting Experience

List all firms by which you have been employed as an internal management consultant.

1. Contact Name,

Firm Name,

Position(s) held

From To Address,

Telephone and Fax.....

Non-Consulting Experience

List all firms in which you have been employed in a non-consulting position.

1. Contact Name,

Firm Name,

Position(s) held

From To Address,

Telephone and Fax.....



D.2: Professional/Educational Activities

Please review the BCC certification point assignments.

Professional Education

Have you attended any of BCC's Professional Development Programs ? Yes No

Please name which course(s) you attended and what year

.....

Will you complete BCC's CMC Comprehensive training ? Yes No

Will you complete BCC's CMC Consulting process training ? Yes No

Have you attended an BCC Conference? Yes No

If yes, list year(s) attended

.....

Have you attended an BCC Annual Consulting Conference? Yes No

If yes, list session(s)

.....

Other professional educational conferences, workshops and courses that directly relate to your consulting expertise:

.....

If you **have instructed at a professional organization**, you may list up to three (3) courses. **Please submit proof of your instruction with your application.** Acceptable documentation includes a letter from the professional organization, a course brochure bearing your name, or similar information.

Name of Professional Organization Name of Course Hours

.....

If you have **written articles published** in nationally distributed journals, you may list up to three (3) articles. **Please submit a copy/reprint of each article with your application.**

.....

Name of Journal Name of Course Date Published

.....



D.3: Engagement Information

A.Engagement Summary Descriptions:

Summarize at least 2 different projects that you have completed. For each project summary that you are submitting, describe:

- Your level of responsibility
- Problem(s) presented to you
- No of people engaged in the assignment
- Steps in solving the problem
- Duration of the engagement
- Results achieved

All answers should be brief and concise. Each project description should not exceed three pages (or 5.400 characters). **Please submit the summaries on a separate sheet of paper.** To preserve client confidentiality, do not disclose your client's name.

Submit a minimum of three (3) client feedback forms (with satisfactory client rating). / clients'references.

B.General information:

1) Please check **up to three** of the following management consulting specialties in which you are qualified on a professional level.

- Corporate strategy (including general consulting)
- Organisation development
- Management development
- Financial and administration systems
- Human resources (including executive search and interim management)
- ProductionManagement (including technology, logistics and R&D)
- Services/distribution management
- Innovation and Quality Management
- Marketing and corporate communication
- Information technology and systems
- Project management
- Economic and environmental studies
- management training
- other (please explain)

2) Describe your typical consulting engagement. Please include client type, client size, annual sales, duration of project, and number of professionals on the project.

- a) Client type,
Client size,

Annual sales,
Duration of project,
and Number of professionals on the project.

3) What is the average number of client engagements you work on per year?

.....

4) How do you usually divide your time in consulting engagements?

- a) proposal/project design █ %
- b) fact finding █ %
- c) analysis █ %
- d) recommendations/report 20%
- e) implementation █ %
- f) other (what) █ %

5) Are you involved in the implementation of your recommendations? If so, how?

.....

6) What would you consider an ideal consulting engagement? Why?

.....

7) How do you achieve the agreed results between yourself and the client on time and within budget?

.....

8a) Describe briefly your most successful consulting engagement.

.....

8b) Why do you consider that engagement the most successful?

.....

9a) Describe briefly your least successful consulting engagement. (Do not disclose client)

.....

9b) Why do you consider that engagement the least successful?

.....

10a) Without disclosing confidential information, give an example of an uncomfortable (e.g. ethical, client confidentiality) situation that developed with a client.

.....

10b) How did you handle the situation?

.....

11) If a client is not pleased with your work, how do you respond?

.....

12) What are you doing to stay current with advancements in your field of practice?

.....

13) Why do you believe the CMC mark is important?

.....

14a) Describe the business development and promotional practices of your firm. **Please submit four sets of promotional materials used to promote your consulting practice in attachment to this application form.**

.....

14b) What is your role in your firm's business development promotional practices?

.....

15a) What do you like about the management consulting profession?

.....

15b) What drawbacks or concerns do you have about the management consulting profession?

.....

CONSENT & RELEASE

All information contained in this application for certification by BCC is true and accurate to the best of my knowledge. BCC, its officers, directors, committee members, employees, agents and divisions may review my application and I will cooperate promptly and fully in such review.

I will submit to BCC such documents and information as deemed necessary to confirm their accuracy. All documents submitted to BCC are the property of BCC and will not be returned to me. BCC may communicate any and all information relating to my certification application and certification status pursuant to the rules and policies of BCC. I waive all claims relating to or arising out of the review by BCC of this application and/or my certification, if granted, and I release, discharge and exonerate BCC for any action taken relating to such review, including denial of my application, revocation, suspension or other sanction.

I agree to indemnify and hold harmless BCC for any action taken pursuant to the rules and standards of BCC with regard to this application, and/or my certification, if granted.

By signing, I acknowledge that I have read and understand this information, the BCC Code of Ethics, and agree to abide by these terms and rules.

By signing, I fully understand that in making this application it is for enrollment purposes only in order to complete registration. I will execute the necessary documents, submit to written examinations and supply further information as determined by the Institute's Certification Committee.

I understand that upon successful completion of the program, I will be invoiced with the entrance fee provided by BCC. I further understand and, by my signature, subscribe to the BCC Code of Ethics with the knowledge that any false statement or misrepresentation that I may make in the course of these proceedings may result in the revocation of this application and the issuance of a complaint of violation on said Code of Ethics.

Signature Date / Place

CMC APPLICATION CHECKLIST

HAVE YOU...

- Provided appropriate Personal Data?
- Supplied information on Professional/Educational Activities?
- Included documentation to verify degrees earned?
- Furnished information on 2 Consulting Engagements Summary?
- Enclosed copies of Promotional Materials?
- Signed the Consent & Release?
- Included four **signed** copies of the above items and made a copy to keep for your own records?
- Submitted payment of for the application assessment and hearing with the application?

Please send this packet of materials to:
Mother Tereza Bulevard, 30/1
10000 Prishtina, Kosova

Questions?

Call: +383 38 712 369

And submit one electronic version of the application to e-mail: info@bcc-ks.org