



# Certification Manual

## CERTIFIED MANAGEMENT CONSULTANT (CMC)

IMC Kosovo

Business Consultants Council

PRISHTINA, JULY 2017



## **ABOUT BCC**

Business Consultants Council is an association of leading business services providers in Kosovo and recognized by local and international partners for its professionalism, standards of excellence and customer care.

Business Consultants Council mission is to promote local consultancy capacities; promote recognized standards of business ethics among industry firms and the broader Kosovar business community; advocate for a transparent business environment; and raise marketplace understanding of the industry's value and contributions.

BCC is a proud member of ICMCI which a non-profit umbrella organization of 50 national professional bodies which together represent the nations with over 85% of the world's estimated two million management consultants. They are 48 country-based Institutes of Management Consulting + Global Institute associated with CMC-Global that CMC designation is offered through a national Institute of Management Consultants (IMC).

### **Scope and Purpose – ISO/IEC 17024:2012 Clause 8.2a**

The objective of the Scheme is to achieve and promote globally the assurance that certified persons meet the requirements of the Certified Management Consultant (CMC) Standard through initial assessment and periodic re-assessments of competence. The certification is based on the competence standard issued by the International Council of Management Consulting Institutes (ICMCI). This scope may be extended to include other certification schemes during subsequent regular surveillance audits. This scheme distinguishes why certification of consultants to management is justified and situations where other forms of qualification are more appropriate. The CMC certification process conducts an impartial examination, which uses objective criteria and scoring to measure competence. CMC examiners have no conflict of interest. This scheme facilitates CMC's acceptance at national and international levels and establishes the environment for mutual recognition and the global exchange of personnel.

### **The target consultancy candidate population**

For the purposes of this certification scheme a Management Consultant shall be defined as one who helps organisations to solve issues, create value, maximise growth and improve performance through the application of their knowledge, techniques and assets to provide objective advice, expertise and specialist skills which the organisation may be lacking. This definition shall include those consultants who work alone as a singleton, as a partner or employee of a practice or firm and those who work as internal consultants in an organization or government body whose primary purpose is not management consultancy.



### **CMC mark**

The CMC mark of excellence is used worldwide to identify a certified management consultant whose competency is recognized and certified by a member institute that is a member of the ICMCI. To the extent that the CMC mark is protected within each country, no other individual or institute may use it. However, the ICMCI shall provide for reciprocity of the CMC under the following conditions:

- where there is no legal restriction within the member institute's nation against reciprocity
- where the individual who is requesting reciprocity has earned his or her CMC from a nation that meets the ICMCI international model for certification
- where the individual who is requesting reciprocity has relocated to the new country or will be spending substantial or repetitive time on assignments in that country

BCC Code of Ethics is consistent with the International Code of Professional Conduct published by the International Council of Management Consulting Institutes (ICMCI).

### **The CMC REQUIREMENTS AND PROCESS**

A Certified Management Consultant has met strict certification requirements of the Institute of Management Consultants in his or her country. The initials mean the consultant has met world class standards of competence, ethics and independence, and is eligible for reciprocity between the ICMCI member institutes.

Disclaimer: BCC holds the right to change the certification process in order to keep the process updated with the latest ICMCI standards. Each round of certification will abide with the latest rules and standards set forth by ICMCI.

#### **To become a Certified Management Consultant (CMC)**

Complete the BCC membership application form, including a signed BCC Code of Ethics. By becoming a member, you are joining an organization of your peer management consultants.

Membership is also open to non-management consultants who otherwise satisfy the criteria and intend imminently to become a practicing management consultant.

Include a current resume/CV outlining your educational and work experience. Your CV must clearly demonstrate your management consulting experience. Include a payment of your annual membership fee, pro-rated based on the month in which you join.

---



The second step is for members to complete the formal certification process as outlined below and receive formal confirmation from the Institute of their success in completing this process.

A Certified Management Consultant is a member who has successfully completed all requirements for conferring the designation of “CMC” as established by, and consistent with, BCC from ICMCI defined standards.

Once you have been approved as a member of BCC, you can proceed to complete the requirements for formal certification as a CMC. The following steps must be completed to earn the designation:

### **1. Application for CMC certification.**

An individual must complete a CMC application form\*, including submission of engagement summaries as defined and has a **minimum of 46 points**, (if the candidate applies **for the hearing**) to entry CMC certification program.

*\*the application form will be provided by BCC administrator or directly to our web page [bcc-ks.org](http://bcc-ks.org)*

### **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. The following evidence is needed:

- Evidence of qualifications - academic and vocational.
- Evidence of on-going training and continuing professional development (CPD).
- Evidence of contractual arrangements with clients.
- All applicants are required to possess a proficient level of English language.

### **3. Client References.**

BCC must receive at least three acceptable letters of references from applicant’s clients. The candidate may receive points for up to six references.

**Engagement Summaries:** candidates must complete and submit a minimum of three written Engagement Summaries that will detail recent consulting projects in which you have been involved. A template is provided for the development of these Engagement Summaries.



#### 4. Board Approval.

The Final Review Committee notifies the BCC Board of a candidate's election. If not approved, a letter will go to the candidate explaining the rejection and appeals process.

#### 5. Entrance Fee

Upon payment of entrance fee, the individual is recognized as a CMC.

#### 6. The CMC Preparation Training

A 4-day training will be organized for all consultants as the preparation for the final review.

- Module 1. | Management Consulting and Common Body of Knowledge
- Module 2 | Preparation for CMC Certification
- Module 3 | The consulting process
- Module 4 | Professionalism and Ethics
- Module 5 | Managing a consulting firm

#### 7. Mentoring

After the candidate's application is accepted He/She is informed about the second part of the CMC process. Mentoring procedure will start with signing mutual three parties' agreement for preparation of the CMC Case study, (IMC Kosovo BCC the candidate and the selected mentor)

Appointed Mentor will have following responsibilities:

- To prepare candidate to select and write case study as well as to provide good presentation to interview panel
- To guide the Candidate through the process of development of the Case study.
- To write Mentor **report** with Check-list that the candidate has sufficient level of Case study and appropriate documentation to proceed the interview panel.
- To submit the mentor report with recommendation whether the candidate can proceed further with the process – goes to panel interview

#### 8. Hearing/Oral Assessment

If the candidate has submitted all the necessary documentation, and went through the preparation seminar, he/she can apply for the Final review (Hearing).

The oral assessment will be conducted by three qualified assessors. The oral assessment will generally last for approximately 1 hour per candidate, assessors will ask candidates to



demonstrate their competence. Candidates should note that the questions will be based on the Competency Framework in Appendix I and your written summaries. Candidates should be prepared to demonstrate strong competence in all areas.

The decision of the Assessors is final. Candidates that fail the Oral Assessment will be restricted for applying again time for a period of 6 months and will again be required to pay the full application oral assessment fee.

### **Confidentiality**

It is necessary for the assessor to review the client materials to assure the quality of client interventions. We recognize, however, that the client materials may be confidential, and we will work with the candidate to find a way for them to share the information with the assessor in a way that is comfortable for the candidate. In a face to face meeting, the candidate may bring the materials to the assessment, and then take them away. The assessor and the candidate will work this out to their mutual satisfaction.



### **Cross-reference your portfolio**

The assessor will only assess material that has been clearly cross-referenced against:

- The management consultancy and management Statements of Competence
- The portfolio of prior learning and experience in the professional and /or sectoral specialism area (if applicable)
- and the headings of socio/technological/economic and political awareness.

A suggested cross-referencing format is provided in appendix to this handbook

### **Evidence of Consultancy competence**

Candidates are asked to address as many of the statements as they are able to and which are relevant to their consultancy work, and to explain briefly why any standard has not been addressed.

#### **Below are 29 consulting competence, marked from C1 to C29:**

C1 - How you market and sell your consultancy services.

C2 - How you approach new clients and develop mutual understanding with a potential client about the possibilities for an appropriate intervention.

C3 - How you assure the client of your integrity and competence as a consultant and define your specialisms.

C4 - How you apply appropriate diagnostic tools to determine the current position of the client.

C5 - How you ensure that the client shares your perception of their situation.

C6 - How you scope the intervention

C7 - How you prepare a proposal for a client.

C8 - How you present your proposals to a client.

C9 - How you determine the potential of each option with the client, whilst ensuring that you (or your practice) are able to deliver everything suggested within each option.

C10 - How you conclude the negotiation with the client and how the details of the agreement are recorded.

C11 - How the contractual arrangement and fee basis are agreed with the client.

C12 - How you implement the agreed intervention and manage the client's expectations



according to the agreed plan.

C13 - How you build on the initial rapport created with the client to produce a professional working relationship throughout the term of the assignment (and on-going if appropriate).

C14 - How you identify suitable and accurate sources of information, and the methods of obtaining it.

C15 - Your ability to make a clear and appropriate analysis of information which is used in the decision making process within a consultancy context.

C16 - Your ability to select and put into place suitable systems for recording, storage and retrieval of information within a consultancy context.

C17- How you advise, educate and inform colleagues and clients on the basis of your analysis of information within a consultancy context.

C18 - The use of appropriate techniques to manage financial resources within a consultancy context.

C19 - How you plan the use of physical resources with the client to meet the objectives of your assignment.

C20 - How sufficient and appropriate consultancy hours can be made available to fulfill the requirements of the intervention.

C21 - How you would ensure sufficient client staff resources with appropriate skills to meet the objectives of your assignment.

C22 - How you introduce, plan and control change management with a client.

C23 - How you resolve conflicts within the parameters of an assignment.

C24 - How you explain, establish and monitor the systems, processes and methods necessary for completion of the intervention.

C25 - How you ensure that the assignments objectives have been met in full.

C26 - The process by which you enable your client to take ownership of the developments which you have introduced in the intervention.

C27 - How you assess your own performance during the assignment.

C28 - How you manage your time within the assignment.

C29 - How you manage withdrawal from the client.

### ***Evidence of Management Competence***

Evidence to be produced in the same way as for the consultancy competences groupings. Below are 9 management competences marked from M1 to M8:

M1 - Your ability to make effective and appropriate contributions to meeting and to understand when leading a meeting or making a contribution to a meeting is the more appropriate role to adopt.





M2 - Your ability to select and put into place suitable systems for recording storage and retrieval of information.

M3 - Your ability to make a clear and appropriate analysis of information which is used in the decision making process.

M4 - How you advise, educate and inform colleagues and clients on the basis of your analysis of information.

M5 - How you motivate and develop staff.

M6 - How you plan and implement the development of a business.

M7 - The use of appropriate techniques to manage financial resources.

M8 - How you obtain and plan the use of physical resources.

### **Evidence of Professional / Sectoral Specialism**

You must provide Evidence in one of the following forms:

- a relevant first degree
- a relevant higher degree
- a relevant qualification from a recognised professional institute
- a portfolio of Evidence of prior experience and learning which can be accepted as at least the equivalent of one of the above. This portfolio must give detailed Evidence of your competence within your professional specialism

### **Evidence of Political/ Economic/ Social/ Technological/ Environmental (PESTLE) awareness**

You should demonstrate your awareness of the current external issues which affect your work as a consultant. This awareness should be demonstrated throughout the assessment in the Professional Record, the Assignment Study and Assessment Interview. Address any issue which is relevant to your work or geographical location. Below are some examples of issues which may need to be addressed. This list is not intended to be exhaustive:

- Political
- Economic
- Social
- Technology
- Legislation

### **Evidence of Acting, Communicating & Thinking Like a Consultant**

Candidates need to demonstrate the personal and interpersonal skills required of a management consultant in order to perform effectively. These skills include diagnostic, fact



finding, listening skills, presentation, communication, report writing and intuition.

### **Evidence of Ethical Behavioural Competencies**

All candidates are asked questions at their Assessment Interview based on the BCC Code of Ethics.

### **CMC RE-CERTIFICATION PROCEDURE**

According to the CMC Status, the certified management consultant is due to re-certification every three years after the awarding of the CMC qualification degree.

Each CMC consultant are due to re-certification after each 3 (three) years. The CMC Interview Panel and Re-Certification Commission of the IMC -BCC (Parts of the CMC Board) shall sent the reminder letter to each CMC member at least three (3) months before the expiration date of the CMC certificate of the consultant.

The CMC member shall be kindly reminded to present until the end CMC period the following documents:

- Updated CV for the last three years and list of CMC's clients/projects for this period.
- Three written references from clients for the last three years.
- Evidences for CPD (Continuous Professional Development) with at least 30 points per calendar year or total minimum 90 points in the last three years as described above.
- Paid fee for Re-certification fee