



VEZETÉSI TANÁCSADÓK MAGYARORSZÁGI SZÖVETSÉGE

Association of Management Consultants in Hungary

CMC Standards



CERTIFIED MANAGEMENT CONSULTANT

10 October 2021

Contents

Section 1	Objectives and maintenance	3
Section 2	The Certified Management Consultant title	4
Section 3	The CMC certificate issued in Hungary	5
Section 4	Pre-requisites for CMC candidates	6
Section 5	CMC certification criteria standard	7
Section 6	CMC Assessors - the CMC Certification Panel	15
Section 7	CMC recertification standard	16
Section 8	Inactive CMC titles standard	23
Exhibits		24
Appendices		28

1. Objectives and maintenance of these standards

- The standards contained in this document set out the objectives, requirements and procedures related to obtaining and maintaining a Certified Management Consultant (CMC) title at VTMSZ
- These standards are subject to a recurring annual review by the CMC Board of VTMSZ
- The last fundamental change to these standards was made in August 2006 when the competency-based model was introduced
- Minor procedural changes were made
 - in September 2011 with the introduction of the web-based workflow system and
 - in November 2020 with the introduction of the recertification standard in lieu of the previous maintenance requirements standard
- The latest review of these standards was performed in October 2021

2. The Certified Management Consultant (CMC) title

- ... means world class standards of competence, ethics and independence of management consultants
- ... is awarded world-wide by national institutes of management consultants, which satisfy the requirements set out by the International Council of Management Consulting Institutes (ICMCI)
- ... is awarded in Hungary by VTMSZ (Vezetési Tanácsadók Magyarországi Szövetsége – the Association of Management Consultants in Hungary) according to the **VTMSZ CMC CERTIFICATION CRITERIA STANDARD** (see Section 5 below)
- ... is maintained in Hungary according to the **VTMSZ CMC RECERTIFICATION STANDARD** (see Section 7 below)
- ... is eligible for reciprocity between ICMCI member institutes

3. The CMC certificate issued in Hungary

- ... is a bi-lingual (Hungarian and English) document indicating that the bearer met the requirements and was awarded the CMC title
- ... is co-branded by VTMSZ and ICMCI
- ... is co-signed by the Chairperson of ICMCI, the President of VTMSZ and the Chairperson of VTMSZ's CMC Board
- ... has a time validity limit corresponding to the end of the triennial certification cycle
- ... is reissued upon recertification for the following certification cycle to CMC's of good standing



4. Pre-requisites for CMC candidates

4.1 Experience in management consulting

Five full years (60 months) of work experience is required either in a consulting firm or working directly with an experienced management consultant

4.2 Higher education degree

A recognised degree is required from an institution of higher education accredited in current OECD countries (degrees obtained in non-OECD countries may be accepted upon evaluation by the CMC Board)

4.3 Signed acceptance of VTMSZ's Code of Ethics

5. CMC certification criteria standard

The certification process is to assure that candidates comply with all elements of the VTMSZ CMC Core Competency Framework (see Exhibit B) and possess all attributes required by world class standards of competence, ethics and independence.

The process is comprised of the following distinct stages:

- Documentary review
- Assessment centre
- Case study
- Public presentation
- Panel interview

5. CMC certification criteria standard

5.1 Documentary review

Candidates are required to submit an application package comprised of

- 5.1.1 an application form summarising the candidates relevant professional and personal data and
- 5.1.2 also including a signed statement of acceptance of the VTMSZ Code of Ethics
- 5.1.3 a curriculum vitae
- 5.1.4 two recommendation letters from CMCs
- 5.1.5 five project descriptions about the candidate's recent completed projects
- 5.1.6 client contact information for each of the above five projects
- 5.1.7 an overview of professional education attended by the candidate in the 12 months prior to application

5. CMC certification criteria standard

5.1 Documentary review continued

The documentation is submitted by uploading to the certification website. Uploaded documentation is reviewed for completeness by the VTMSZ Secretariat and for compliance by the CMC Board. Compliance review criteria include:

- at least 60 months of work experience with either a consulting firm or an experienced management consultant
- both of the recommendation letters are received from CMCs of good standing
 - in case of CMC sponsors registered with other ICMCI member institutes, the sponsor's title is confirmed with their home institute
- all project descriptions adequately describe the work, the candidate's role, the client value created in the process and the lessons learned for the consultant

The CMC Board may require a preliminary interview, if the submitted documentation does not clearly support compliance with the requirements.

5. CMC certification criteria standard

5.2 Assessment centre

Having passed the documentary review candidates are required to attend an assessment centre event including

5.2.1 monitored group work

5.2.2 monitored group discussion (workshop) on ethics

5.2.3 group presentation

5.2.4 multiple-choice tests on ethics (75 per cent required to pass)

5.2.5 multiple-choice test on the organisations of the consulting profession (60 per cent required to pass)

If the number of candidates so requires, multiple assessment centres may be organised.

The performance of the candidates is assessed by members of the Certification Panel (assessors).

5. CMC certification criteria standard

5.2 Assessment centre continued

The number of assessors present in the assessment centre event should be sufficient to ensure that each candidate is monitored by at least two assessors and no assessor has more than four candidates to monitor at the same time.

Performance assessments of the candidates are made by the assessors individually and summarised in a group discussion of assessors after the face-to-face event.

Candidates who score less than 75 per cent on the ethics test or 60 per cent on the test of professional organisations will be allowed a second sitting opportunity; failure of the second sitting will result in rejection of the CMC title.

Except for the multiple-choice test results described above, pass/fail decisions are not made at this point; assessments are only summarised for use on the panel interview.

5. CMC certification criteria standard

5.3 Case study

Candidates submit a case study of an overall length of 4000-5000 words for evaluation including but not limited to the following sections:

- Positioning of the consultant
- Introduction of the client, and the solution required
- Project scope and approach, including phases, steps, as needed
- Project results (solutions provided), lessons learned, follow-up opportunities

The case study is evaluated in writing by an assigned member of the Certification Panel (assessor).

5. CMC certification criteria standard

5.4 Public presentation

Candidates hold a public presentation on the topic of their choosing – ideally in their own area of research or particular expertise. Project descriptions or case studies are discouraged as topics for the presentation.

Ground rules:

- advertised a few weeks in advance, entry is open to VTMSZ members and the general public
- 30 minutes presentation + 10 minutes Q&A
- hand-outs are optional
- presenter's responsibility to make sure technology is working, to introduce self, to involve audience as necessary
- venue, organisation, computer, overhead projector, snacks and refreshments are provided by VTMSZ
- presentations are archived and available for future reference

Evaluation is made by members of the Certification Panel (assessors) on format, clarity, communication efficiency, content and time management.

5. CMC certification criteria standard

5.5 Panel interview

As the last and decisive stage of the process the Certification Panel (at least three members thereof) interview the candidate to

- resolve documented areas of concern through an open discussion and clarify unclear points noted by assessors in the previous stages
- include questions recommended by assessors from the assessment centre and/or the assessor evaluating the case study
- inquire about the candidate's motivation for obtaining the CMC title
- review recent professional training/development history and candidate's professional development plans
- seek feedback for the continuous improvement of the the certification process

After the panel interview, the assessors form a group opinion on the certification of the candidate. A decision to award a CMC title must be endorsed by each assessor present.

6. CMC Assessors - the Certification Panel

- The Certification Panel is appointed by the CMC Board for one annual round of certification; the members are to be selected from CMCs of good standing with a majority from CMCs who already have experience as Panel members from previous years (CMCs holding the title for more than 10 years are preferred in selection)
- New panel members are briefed by the CMC Board on the objectives, procedures and expected results
- Members of the Certification Panel have access to all documentation submitted by the candidates and are present at all face-to-face events to be able to assess the candidates' performance
- If the number of candidates so requires, the Certification Panel may form multiple groups (or interview panels) of assessors – the ideal maximum number is six candidates per interview panel, whereas the number of assessors in any interview panel should be at least three
- The Certification Panel – or in case of multiple interview panels of assessors, the interview panel assigned to the candidate – has the sole responsibility of awarding (or denying) the CMC title to the candidate on the basis of the CMC Standards herein, their assessment of the candidate's performance and sound professional judgement

7. CMC recertification standard

CMC titles are different from academic degrees and diplomas in that – being closely related to management consulting practice – the title may only be maintained if a defined set of criteria are met and the individual is recertified at the end of each Triennial Certification Cycle (see 7.5 below). VTMSZ requires CMCs to fulfil the following criteria to maintain their titles in Hungary:

- Continuing professional development
- A public presentation in a VTMSZ-organised event
- Continued consulting practice
- VTMSZ individual membership in good standing, including a statement of adherence to the Code of Ethics

Satisfaction of these requirements is examined by the CMC Board relative to each CMC's Triennial Certification Cycle.

7. CMC recertification standard continued

7.1 Continuing Professional Development Requirement

CMCs in Hungary are required to obtain an annual minimum of continuing professional development (CPD) in order to maintain their CMC title.

7.1.1 Required CPD Amounts

- 7.1.1.1 Each CMC needs to complete 20 or more hours of professional development in each calendar year, with a total of 100 or more hours for the Triennial Certification Cycle (see 7.4 below)
- 7.1.1.2 One hour, for the purposes of this standard, means 60 minutes of activity, with the exception of formal training, where a lesson of 45 minutes constitutes one hour.

7.1.2 Eligible activities:

- 7.1.2.1 Attending third party training courses directly related to elements of the CMC Competency Framework (CF)
- 7.1.2.2 Consulting firm internal training courses directly related to CF
- 7.1.2.3 Formal academic training directly related to CF
- 7.1.2.4 VTMSZ Consultants' Club events

7. CMC recertification standard continued

7.1 Continuing Professional Development Requirement continued

- 7.1.2.5 Lecturing any of the above training events is eligible for double CPD hours, allowing for preparation and lecture
- 7.1.2.6 Professional work in or on behalf of VTMSZ's Board, Committees and projects, if related to CF, including, but not limited to
 - Attendance of meetings of the CMC Board, VTMSZ Board and Committees
 - Attendance of VTMSZ or CMC General Meetings
 - Representation of VTMSZ in BKIK, FEACO and ICMCI
 - Work as an assessor in the VTMSZ CMC certification process

7.1.3 Reporting requirements

- 7.1.3.1 CPD hours need to be reported individually before 30 April of the following year.
- 7.1.3.2 Record of date/time, nature, duration and a reference to CF is to be reported for each event.

7. CMC recertification standard continued

7.1 Continuing Professional Development Requirement continued

7.1.3.3 Documentary evidence of attendance of the CPD events should be kept by the CMC until the end of the year immediately following the last year of the Triennial Certification Cycle.

7.1.4 CPD Results

7.1.4.1 All CPD returns will be reviewed by VTMSZ. Returns will be subject to verification to documentary evidence on a statistical sample basis.

7.1.4.2 CMCs unable to report sufficient CPD hours for a given calendar year may request that their titles be inactivated (or ‘suspended’ as previously worded in these standards) before the end of that calendar year (see Section 8 below)

7.1.4.3 CMC’s failing to report 20 or more CPD hours for any year, or failing to report 100 or more CPD hours for any Triennial Certification Cycle will fail the CMC recertification and will consequently have their CMC titles revoked.

7. CMC recertification standard continued

7.2 Continued Consulting Practice Requirement

CMCs in Hungary are required to practice as management consultants in excess of 1000 working hours per annum to be able to retain their titles.

Eligible practice is limited to

- Chargeable work on client engagements
- Business development of management consulting engagements
- Executive and operative management functions of consulting firms
- Management consulting personnel development, including developing self or others in a consulting firm or lecturing management consulting in academia
- Authoring management consulting literature

CMCs are required to report the total number of their annual practice hours, together with a brief description of one client project to the VTMSZ Secretariat before 30 June of the following year.

CMCs unable to report sufficient practice hours for a given calendar year may request that their titles are inactivated (or 'suspended' as previously worded in these standards) before the end of that calendar year (see Section 8 below).

CMC's failing to report 1000 or more practice hours for any year will fail the CMC recertification and will consequently have their CMC titles revoked.

7. CMC recertification standard continued

7.3 Full VTMSZ Individual Membership Requirement

For consultants to retain their CMC titles in Hungary, VTMSZ requires maintaining a full individual membership of good standing, including confirmation of adherence to the Code of Ethics.

CMCs failing to maintain their VTMSZ membership will have their CMC titles revoked.

7. CMC recertification standard continued

7.4 Public Presentation Requirement

CMCs are required to hold at least one public professional presentation per Triennial Certification Cycle in a VTMSZ-organised conference or meetup event.

Conferences are held annually and cater for a wider range of professional topics over the course of one or two days, while meetups are less formal, are always organised around a current topic and typically allow 3-4 presentations per event.

This requirement was introduced as part of the redesign of the recertification process in 2018. Presentation slots in conference and meetup events are sufficient in number for each CMC to hold their presentations over the course a three-year period. However they are not always available at the same frequency as the Triennial Certification Cycles of the individual CMCS expire.

CMCs who are not able to obtain a presentation slot until their Triennial Certification Cycle expires will therefore receive a grace period relative to the presentation requirement until a slot becomes available. Their Triennial Certification Cycle will then restart from the year following their public presentation.

7. CMC recertification standard continued

7.5 Triennial Certification Cycle

The maintenance requirements for CMC titles in Hungary are reviewed in Triennial Certification Cycles.

- 7.5.1 The first Triennial Certification Cycle for CMC's having an active title on 1 July 2012 will be the calendar years 2012 through 2014
- 7.5.2 For consultants obtaining the title subsequently, the first Triennial Certification Cycle will be the three calendar years commencing the year of their certification
- 7.5.3 CMCs reactivating their CMC title will start a new Triennial Certification Cycle commencing the year immediately preceding the reactivation
- 7.5.4 The next Triennial Certification Cycle will be the three calendar years immediately following the previous Triennial Certification Cycle
- 7.5.5 CMC certificates are issued for the current certification cycle only. CMC certificates will be reissued upon recertification to members of good standing.

8. Inactive (suspended) CMC titles standard

- 8.1 CMCs failing to receive recertification in a given calendar year may request that their titles are inactivated (or 'suspended' as previously worded in these standards) before the end of that calendar year
- 8.2 Inactivation is approved by the CMC Board if the person has a valid CMC title and a VTMSZ membership of good standing at the time of the request
- 8.3 Inactive titles are for VTMSZ internal communication only – their sole purpose being to make easier for the holder to return to the profession when the maintenance requirements are met again
- 8.4 Inactive CMCs are not required to maintain a VTMSZ membership during the period of inactivity
- 8.5 The longest continuous period of inactive CMC status is five calendar years, at the expiry of which the person either activates the title or loses it entirely
- 8.6 Provided that the continuous period of inactivity does not exceed five calendar years, inactive CMCs may request reactivation of their CMC titles after submitting all necessary documentation to evidence compliance with the maintenance criteria
- 8.7 The CMC Board grants the activation of the title upon evaluation of such documentation

Exhibits

The exhibits listed in this section are integral parts of the VTMSZ CMC standards.

Exhibit A – Certification process flow chart

Exhibit B – The VTMSZ CMC competency framework

Exhibit C – Appeals in the CMC processes

Exhibit A – The VTMSZ CMC certification process

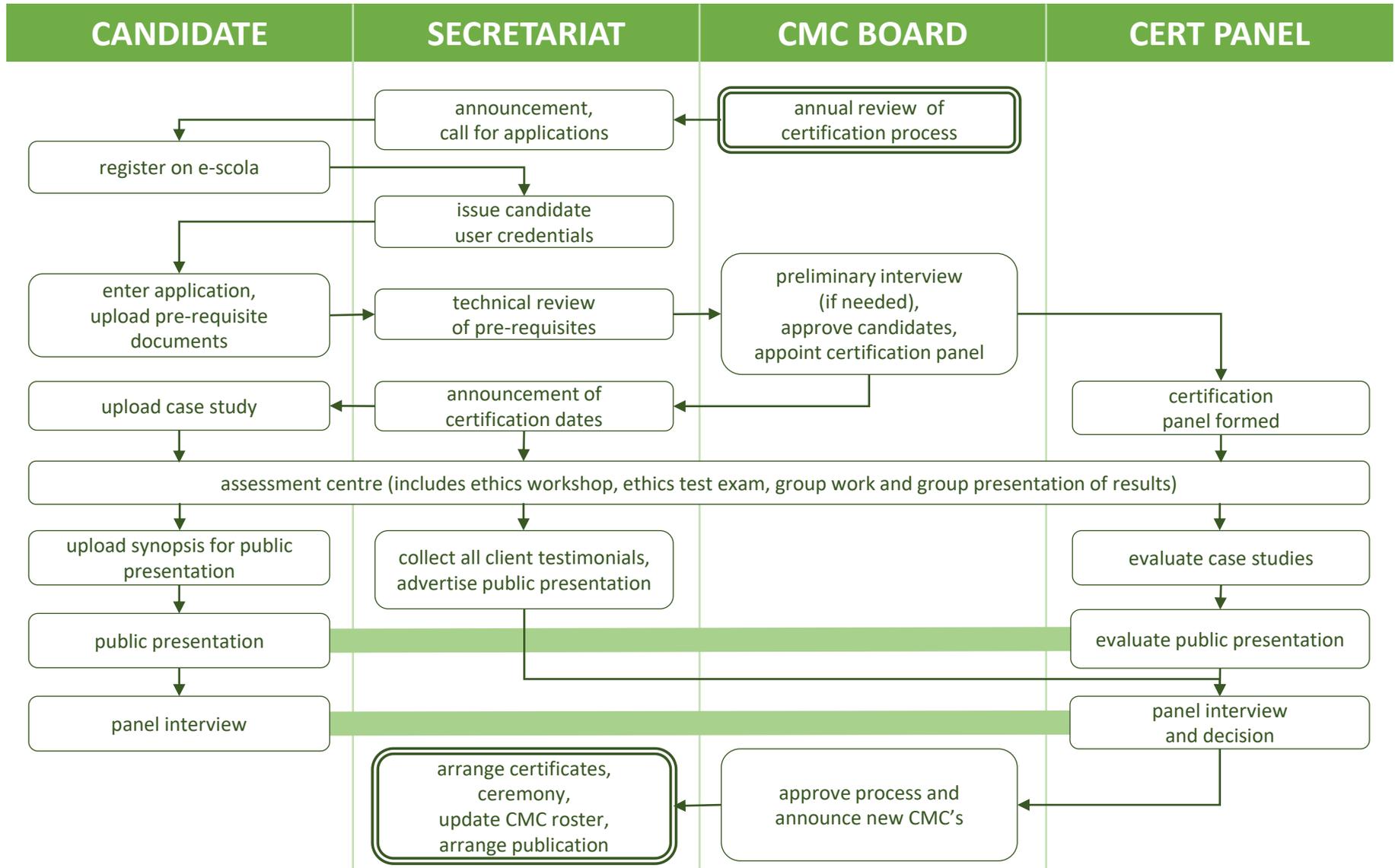


Exhibit B – The VTMSZ CMC Competency Framework

Values and behavioural skills	Beliefs	Values, ethics and professionalism
	Analytical skills	Observations & analysis Conceptualisation & problem solving
	Relationships	Complexity, change & diversity Communication & presentation Responsibility & accountability Influencing
	Teamwork	Co-operation Information sharing
	Personal development	Focus and time management Self-development
Technical, consultancy and specialisation skills	Specialisation	Knowledge and skill Professional complexity
	Consultative skills	Client focus Project management Consultative process Knowledge Partnering and networking Tools and methodologies Risk and quality management
Business acumen	Consultant Business	Consultancy environment Commercial aspects of assignment
	Client Business	External awareness Business knowledge Understanding the client

For further information please see the detailed competency framework on-line.

Exhibit C – Appeals in the CMC processes

Appeals related to the CMC certification process

If a candidate is dissatisfied with the way the CMC certification process is handled, then an appeal may be made to the **VTMSZ Association Board** describing both the discommended situation and a proposal for the desired rectification.

Upon receipt, the Association Board reviews compliance with the CMC Standards herein, and decides whether and what corrective measures are needed in order for the result to best reflect the overall objectives of the process.

Appeals to the certification decision

If a candidate is dissatisfied with the result of the certification (ie, the decision made by the Certification Panel), then an appeal may be made to the **CMC Board**. The CMC Board will then review whether the CMC Standards herein have been adhered to. If a departure from the Standards or from the underlying objectives is detected, then the CMC Board arranges for the certification process (or one or multiple stages thereof) to be repeated.

Regardless of the number and nature of eventual repeated stages of the process, neither the CMC Board, nor any other body has jurisdiction to turn over the decision – the ultimate decision on certification remains the sole responsibility of the Certification Panel as long as the Standards herein are followed.

Appendices

The appendices contained in this section are for reference only.

These documents are referred to from the CMC standards but are not integral parts thereof.

The approval process of these documents is not directly connected to the CMC standards.

Appendix 1 – Code of Ethics

Appendix 2 – Use of the certification website

Appendix 3 – VTMSZ CMC Common Body Of Knowledge

Appendix 1 – Code of Ethics – part 1 of 2

The mission of the members at the Association of Management Consultants in Hungary is to help the successful operation of their clients (companies, organizations, individuals and groups) with scientifically sound methodology and content, with tested, high-quality and objective intellectual services, and with commitment.

Members of the Association, in order to reach this goal, in addition to the rules laid down in the occupation of farming and business practices laws voluntarily agrees to comply with this Code of Conduct.

The Association of interpretation and explanation of the experience of collecting and learning from these, the continuous development and dissemination, acting against the rules violations of these rules seek to implement the rules.

The Code of Ethics is to be made public to acquire and enhance the management consulting profession Association for social recognition in the business world and the public's confidence in the profession so that it can respond more by this mission.

The Code of Ethics is a part of the relationship between consultants and their clients, on the other hand, the consultants in relation to each other, the competition phenomena covered. The text of this document consultant management consulting company and all their employees, respectively. self-management consultants to understand, to understand the client advisory services are provided or intend this organization and all its employees.

The consulting firms shall make every effort to ensure that the provisions of the Code of consultants, subcontractors and other employees are aware of their employment during the period of work, and keep beyond.

A) RULES OF PROFESSIONAL CONDUCT

1. A member will participate only in work / project that serves the real interests of the client.
2. A member will disclose to the client, to what extent has the competences and qualifications required for the project, and only undertakes the tasks in case the member and / or subcontractor has the appropriate qualifications necessary to complete the task on a professional and high level.
3. A member will ensure, that the work / work area will be managed and controlled by a person, who has appropriate training and experience in the field
4. A member in a case where the independence or objectivity can be influenced, will clearly disclose it to the client and the client's decision shall be conditional upon the assistance of consultants, and the conflict of interest must be resolved.
5. A member will treat all client information with strict confidentiality according to the client expectations.
6. A member will not use any client information for personal gain, either directly or through others.
7. A member will not conceal the methods employed in order the fulfilment of the project from the client.
8. A member will attend in the execution of the project conveniently and with due professional care..
9. A member will provide professionally informed opinion, advise and make appropriate recommendations, and assists clients in solving the problem and achieving the goals.
10. A member will refrain from encouraging unrealistic or exaggerated expectations.

Appendix 1 – Code of Ethics – part 2 of 2

B) RULES OF BUSINESS ETHICS

1. The relationship between the member and the client is based on a contract, the contract is based on a thorough knowledge of the work to be performed. The contract specifications (the purpose of consulting, deliverables, work plan, timing and fees) should be clear and concise, and should be understood and accepted by the client.
2. In case of substantial change of the purpose and content of the consulting task the contract should be maintained. It can be amendment, supplement or a new contract according to the new needs.
3. A member and its employees / contractors will not accept cash or any other benefit or allowance from the client what is not included in the contract.
4. A member will work closely with the client in carrying out the task and regularly inform the client about the project progress (a member will report all important circumstances that significantly affect the task completion)
5. A member continuously will document the project, show it to the client when requested and archive after the completion of the work. Certificate of completion is based on the documents of the consulting process.
6. A member will not avoid the participation in the implementation of the recommendations in the case when the consultant have the necessary skills and the client provides the necessary conditions for the implementation of the recommendations.
7. A member will refrain from inviting an employee of a client to consider alternative employment without prior discussion with the client.
8. The consultants are competing against each other in the market, meanwhile, respect each other and together seek to increase the prestige of the profession. Respect the different counselling approaches, methods and other professionals working in the business. They do not and don't say anything to other consultants, what spoil their authority.
9. In the case when at the same client two or more consultants work parallel on the same task they will focus on the completion of the job and refrain from criticizing each other.
10. In the case where at the same client and the same time more than one consultant works on different tasks they should initiate contact with each other and record any points of contact. Making coordinated recommendations, or if they have different opinions they discuss it with the client.
11. A member will take on review of the work of other consultant only with the other's knowledge. In this case they will be working together to learn about the different advisory positions and decisions, and the deeper motives of their recommendations.
12. A member will involve third party consultant only with the approval of the client.
13. A member will be polite, respectful and professional attitude-based with the clients, colleagues, and representatives of the public
14. A member will not accept benefits from a third party in relation to consultancy work and recommendations.
15. A member will involve a third party consultant only with the approval of the client and will ensure that other consultants carrying out work on behalf of the member are conversant with and abide by this Code of Professional Conduct.

Appendix 2 – Using the certification website

- The administration process is supported by an e-learning System (e-Scola Training System – a separate and dedicated course for candidates)
- Two stages of access as candidate:
 - Stage 1 – guest access: This role allows access to information on the CMC process
 - Stage 2 – personal access: Candidates receive unique login credentials to view the process, upload documents, schedule events, receive personal and broadcast messages and participate in forum discussions
- Assessors have a higher access level to the system: They can follow the candidates' activities, evaluate/mark submitted materials and give feedback

Appendix 2 – Using the certification website continued

Illustrative screen from <http://moodle.e-scola.hu/course/view.php?id=66>

Activities

- Assignments
- Choices
- Forums
- Questionnaires
- Resources

Search Forums

Go

Advanced search ?

Administration

Enrol me in this course

Topic outline

CMC
CERTIFIED MANAGEMENT CONSULTANT

2 **A jelentkezési dokumentáció leadása - itt (formanyomtatványok letöltése és feltöltése)! - Upload of application documents**

A jelentkezés határideje: december 07. (Application deadline)

A jelentkezés elbírálásának határideje: 2012. december 17. (Deadline for pre-qualification decision)

(Az elvi döntés alapja az ide feltöltött jelölti dokumentáció átvizsgálása és a megadott referenciák ellenőrzése.)

- Jelentkezési dokumentáció
- Tanácsadói kompetenciák - tanácsadói készsége

Letölthető és kitöltendő formanyomtatvány (downloadable forms):

- CMC jelentkezési lap

Feltöltések (uploads):

- Ide töltsse fel az önéletrajzát!
- Ide töltsse fel a kitöltött és aláírt CMC jelentkezési lapját!
- Ide töltsse fel az első, CMC címmel rendelkező, tanácsadó ajánlását!
- Ide töltsse fel a második, CMC címmel rendelkező, tanácsadó ajánlását!
- Ide töltsse fel az öt referencia-projekt részletes (projektenként 1-1,5 oldal) leírásait!
- Ide töltsse fel Nyilatkozatát az elmúlt 12 hónapban teljesített képzésekről!

Kitöltendők (a referencia személyek elérhetőségi adatai - öt személy) - reference contacts:

Az itt közölt adatok a többi jelentkező számára nem láthatóak, csak a CMC-bizottság tagjai férnek hozzá, hogy leellenőrizhessék a megadott referencia valóságát.

Latest News

- 31 Jan, 19:03
Gábor Tarján
Időpontok keveredése!
more...
- 31 Jan, 18:10
Gábor Tarján
Jelentkezés prezentációra és interjúra!
more...
- 25 Jan, 13:44
Gábor Tarján
CMC összetett minősítő vizsga
more...
Older topics ...

Upcoming Events

There are no upcoming events

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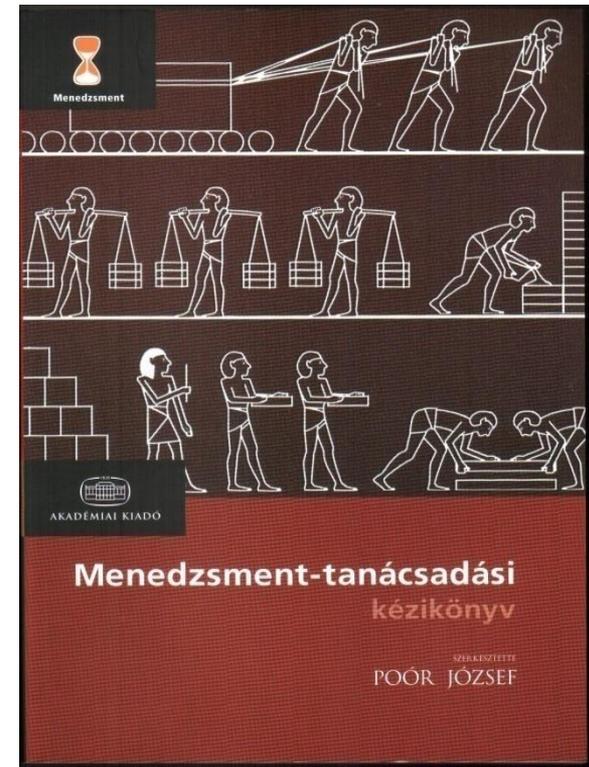
Activity since Saturday, 22 June 2013, 06:56 PM
Full report of recent activity...

Nothing new since your last login

Appendix 3 – VTMSZ CMC Common Body Of Knowledge

Management Consulting Handbook (Third Edition), Academy Publishing House, Budapest, 694 p. (ISBN: 978 963 05 8944 4, HU ISSN 2061-6430)

- A complete guide to the consulting industry in and outside Hungary
- Edited by Prof. Dr. József Poór
- 58 contributors from different fields of consulting profession in Hungary
- Three major parts with 27 chapters and one appendix
- Preface written by Dr. Fiona Czerniewska (Director of MCA, UK)
- Used as basic source to the CMC certification in Hungary
- The 1st Edition of this handbook, published in 2000



Appendix 3 – VTMSZ CMC Common Body Of Knowledge continued

Basic matters of management consulting (Chapters 1-6)	
Ch.1: Foundations Ch.2: Market and service providers Ch.3: Consulting project Ch.4: Management of consulting organizations Ch.5: Marketing in consulting Ch.6: Training and certification	
Key consultancy activities (Chapters 7-21)	Other consultancy activities (Chapters 22-27)
Ch.7: Change management Ch.8: Strategy Ch.9: Process improvement Ch.10: Organizational Development Ch.11: Financial consulting Ch.12: IT consulting Ch.13: QA consulting Ch.14: Consulting in Value Analysis Ch.15: HR consulting Ch.16: Management Development Ch.17: Marketing and customer relations Ch.18: Operation management Ch.19: Knowledge management Ch.20: Project management Ch.21: Crisis management	Ch.22: Regional consulting Ch.23: EU and structural funds consulting Ch.24: Audit and tax consulting Ch.25: Legal matters in consulting Ch.26: Lobby making consulting Ch.27: Consulting in agriculture
Appendices	
List of consulting associations (www.gazdasagiklub.hu) * Ten consulting associations in Hungary * Classification of consulting activities and types of consultants * TKMP training program on consulting	

