

UDC 658.5



S. Osypenko



O. Zhelnovach



S. Pysarevskyi

APPLICATION OF METHODOLOGICAL PROVISIONS OF MANAGEMENT CONSULTING DURING INSPECTIONS OF MILITARY UNITS OF THE NATIONAL GUARD OF UKRAINE

The expediency of applying the methodological provisions of the theory of management consulting to improve the efficiency of inspections of military units is analysed. The article considers a step-by-step sequence of inspections with consideration of the theory of management consulting. Organisational and methodological recommendations for each stage of the audit are proposed.

Keywords: management consulting, inspection, complex (target) group, military unit activity, problem diagnosis, management, management decision.

Statement of the problem. Successful performance of service and combat tasks by military units of the National Guard of Ukraine (NGU) in the context of the state's full-scale war with the Russian aggressor objectively requires a significant increase in the requirements for the efficiency of management of their activities in all its functions, in particular, the control function, which provides feedback between the management decisions made and the results of their implementation. An important role in performing this function is assigned to complex (target) groups, whose quality of inspections is determined primarily by the level of relevant methodological support. The task of introducing the latest scientific approaches into the work of complex (target) groups, which include the methodological provisions of the theory of management consulting aimed at identifying and solving problematic issues of complex organisational systems with the use of modern economic and mathematical methods and models, is becoming urgent.

Analysis of recent research and publications shows that scholars pay considerable attention to the development and practical use of the methodological provisions of management consulting to assist business entities in solving problematic issues in various areas of their activities, both by external consulting firms operating on a commercial basis [1–5] and by internal consultants created within the entities [6, 7, 8]. In the military sphere, the possibility of practical

© S. Osypenko, O. Zhelnovach, S. Pysarevskyi, 2024

application of the theory of management consulting to identify and solve problematic issues in the management of military formations in order to increase its effectiveness, as evidenced by the analysis of well-known scientific works, has not been studied.

The purpose of the article is formulating methodological recommendations for improving the quality of inspections of a military unit activities of the National Guard of Ukraine and the validity of managerial decision-making based on their results, based on the provisions of the management consulting theory.

Summary of the main material. According to the materials of well-known publications, management consulting is considered as a separate type of activity aimed at providing assistance to managers of enterprises, organisations and institutions in solving problematic issues and making the necessary management decisions. Management consulting is carried out by both external and internal consultants. External consultants are independent consulting firms or individual consultants who provide services to clients on a contractual basis. Their involvement in a military unit is severely limited due to the specifics of its activities, although in some areas (IT technologies, outsourcing, etc.) it is possible.

Internal consultants are specialists in the management of an enterprise, organisation or institution, who are either employed on a full-time basis or are engaged on a freelance basis by creating

appropriate groups or engaging individual specialists on a permanent or temporary basis. Comprehensive (target) groups created to review the activities of a military unit on this basis can be considered as internal consultants. Internal consultants also include officials of the organisation's management apparatus, commanders and their deputies of its structural units, as well as officials of higher subordinate management bodies [8]. Accordingly, within a military unit, its command, heads of structural units and their deputies are considered as internal consultants according to the management consulting methodology.

In general, the presence of such a representative composition of internal consultants in a military unit in terms of the management consulting theory indicates the expediency of using the methodological developments of management consulting in their work for timely identification and effective resolution of problematic issues of the military unit activities both during inspections and in everyday activities.

Today, inspections of military units of the NGU are regulated by the Instruction on the Organisation of Preparation and Conduct of Inspections in the National Guard of Ukraine, approved by the order of the Commander of the NGU of 25.06.2021 No. 266 (Instruction 266) [9]. Based on the analysis of the provisions of this Instruction, which defines the organisational requirements for the preparation and conduct of inspections, as well as the methodological provisions of the theory of management consulting, the authors of the article propose a general scheme of the inspection process, as shown in Figure 1.

In block 1 of the scheme, according to Instruction 266, organisational issues of preparing and conducting the next inspection are resolved: the object, areas and type of inspection (comprehensive, targeted) are defined; the composition of the inspection team is formed; the purpose, tasks and timing of the inspection are pointed out. At this stage, the materials of previous inspections are analysed, as well as information from the military unit's services on the state of affairs at the facility in the areas of inspection for the period since the previous inspection, and a list of issues for inspection is denoted and distributed among the team members. Based on the results of this block, the head of the group draws up the Work Plan of the complex (target) group, which is approved by the commander of the military unit, and each member of the group draws up a Personal Work Plan, which is approved by the head of the group.

In block 2 of the scheme, the state of the object of inspection is assessed in a certain direction. For this purpose, we make the following assumptions:

1) the area identified for audit is considered to be a separate type of activity of the object, structured by separate processes, and within them – by separate operations (actions) and executors;

2) for each process and operation, there are administrative regulations (methods, instructions, regulations) that determine the procedure for their implementation;

3) determine the procedure for assessing the results of individual processes and operations and their impact on the overall assessment of the object's performance in the area of inspection, as well as on the performance of the relevant structural unit of the military unit and the military unit as a whole.

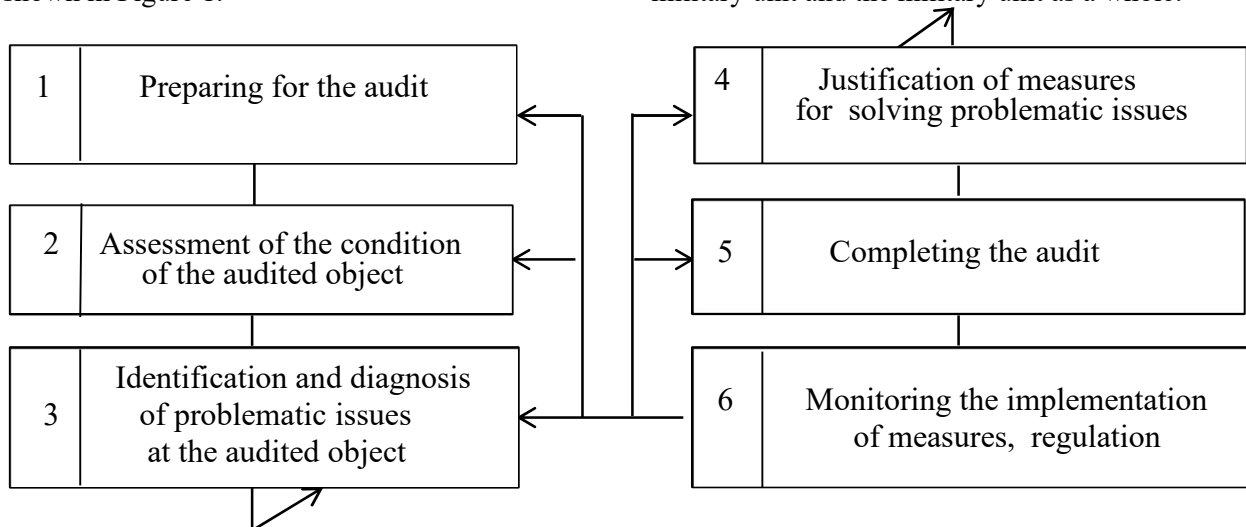


Figure 1 – Scheme of conducting an inspection/audit of a military unit, taking into account the provisions of the management consulting theory

For quantitative measurement of assessment, it is advisable to use the scoring scale provided for in the Instruction on the organisation and conduct of inspection activities in the National Guard of Ukraine, approved by the Order of the Minister of Internal Affairs of Ukraine of 15.06.2017 No. 512 [10]. The assessment for each structural element of the inspection area is given on a scale: "excellent", "good", "satisfactory", "unsatisfactory" or on the scale: "meets the requirements", "does not meet the requirements".

On the basis of the obtained assessment results, a generalised assessment of the state of the audited object in a certain area is formed by calculating the weighted average or ratio of the assessment scale for each structural element according to their significance. The generalised weighted average of assessment for the area of inspection (S_{ai}^{wa}) is calculated using the following formulas:

$$S_{pi}^{wa} = \sum_j S_{ij} \cdot c_{wij}, \quad (1)$$

$$S_{ai}^{wa} = \sum_i S_{pi}^{wa} \cdot c_{wi} = \sum_i \sum_j S_{ij} \cdot c_{wij} \cdot c_{wi}, \quad (2)$$

where S_{pi}^{wa} is the weighted average score of the performance of the i -th process of the audit area;

S_{ij} – score of the result of the j -th operation of the i -th process;

c_{wij} – weighted coefficient of the result of the j -th operation of the i -th process, $\sum_i \sum_j k_{eij} = 1$;

c_{wi} – weighted coefficient of the i -th process in the formation of the result in the area of verification, $\sum_i c_{wi} = 1$.

The scores of the result indicators S_{ij} are 5, 4, 3, 2, respectively, for the grades "excellent", "good", "satisfactory", "unsatisfactory", and are also suggested: 4 scores for "meets the requirements" and 2 score for "does not meet the requirements".

The weighting factors c_{wij} and c_{wi} are determined by well-known expert methods [11], taking into account the weight of the indicators in the formation of overall assessments.

The following criteria are proposed for the transition from the proposed weighted average performance ratings of the divisions [see (2)] to the generally accepted grading system:

interval of value S_{ai}^{wa} :	grade system:
less than 3.00	"unsatisfactory";
from 3.00 to 3.49	"satisfactory";
from 3.50 to 4.49	"good";
more than 4.50	"excellent".

The overall score of an audit area can also be formed by defining to each of its values the maximum value of the assessment of the structural components of this area, as provided for in the Instruction [10].

It should be noted that, according to the provisions of management consulting, the assessment of the object of consulting is carried out not only for the past period of time, i.e. actual assessment, but also taking into account possible changes in the future [12]. In this regard, it is advisable to assess the state of affairs in the area of audit also for the future period, for example, until the date of the next audit or the next year, in order to take timely preventive measures. Such a predictive assessment should take into account changes in the scope of service and combat tasks of the audited object, in the number of personnel, as well as the disposal of machinery and equipment due to the end of its service life, the need for construction and overhaul of buildings, structures, etc.

Thus, as a result of block 2 of the scheme in Figure 1, the actual and forecast assessment of the direction of verification will be obtained in an expanded form by the structural components of its actual and forecast assessment.

Block 3 of the scheme is designed to identify and diagnose problematic issues (problems) in the area of audit. In the theory of management consulting, this is considered to be the most difficult and responsible stage of its implementation.

A problem in management consulting is defined as a discrepancy between the actual state of management and the desired one, as a negative situation that threatens the normal course of affairs of the object of consulting [12]. The authors propose to consider the problems of a military unit activity in this area of inspection as the inconsistency of the results of its assessment with the requirements for ensuring its combat readiness at the "ready" level, as well as a decrease in scores compared to the results of the previous inspection both in the area as a whole and in its components. The problem statement should include the appropriate name of the inspection area and its components. If necessary, the identified problems can be classified according to the importance of solving them, from very important, which requires immediate solution, to current, which is solved in the course of daily activities.

Next, in block 3 of the scheme, the diagnosis of the identified problematic issues is carried out. The purpose of diagnosing the problem is to identify and assess the impact of its determining factors, as well as to develop ways to solve the problem and the possibilities of their

implementation in the military unit. The problem diagnosis is carried out in three stages.

The first step is to define the parameters of the problem. This is a quantitative or qualitative measure of its content. The method of comparison is used to assess the problem parameters. For the identified problems in the area of inspection with the problem parameters there will be the difference between the actual and the required score of the state of affairs in the area of inspection both in general and by its structural elements, if this difference is negative.

The second stage of diagnosis involves identifying and assessing the impact of the factors that caused the problem. To do this, a so-called factor system of the problem is formed, which reflects the relationship between the parameters of the problem and the parameters of the factors. A problem is a consequence, and factors are the causes of its occurrence. In a factor system, factors are arranged by level of generalisation. Factors that directly affect the problem are called first-level factors, and those that affect these factors are called second-level factors, and so on until specific actions (or conditions) [13].

For a particular area of audit as a factor system, its structural construction, as described in the assumptions, should be used. Thus, the first-level factors that affect the scoring of the area will be the scores of its processes, the second-level factors will be the scores of operations that make up the relevant processes, and the third-level factors will be actions or conditions within the relevant operations.

The formalised mathematical model of such a factor system is given by formulas (1) and (2). Then the influence of the factors on the problem parameter ΔS_{ai} will be equal:

$$\Delta S_{ai} = \sum_j \Delta S_{ij} \cdot c_{wij}, \quad (3)$$

$$\Delta S_{ai}^{wa} = \sum_i \Delta S_{pi}^{wa} \cdot c_{wi} = \sum_i \sum_j \Delta S_{ij} \cdot c_{wij} \cdot c_{wi}, \quad (4)$$

where $\Delta S_{ai} = S_{ai}^a - S_{ai}^d$ is the problem parameter as the difference between the actual S_{ai}^a and the desired S_{ai}^d score of the military unit activity in the area of inspection;

$\Delta S_{pi}^{wa} = (S_{pi}^{waa} - S_{pi}^{wad}) \cdot c_{wi}$ – impact of the i -th factor of the first level (process) on the problem parameter as the difference between its actual S_{pi}^{waa} and desired S_{pi}^{wad} score, taking into account the weighting coefficient c_{wi} ;

$\Delta S_{ij} = (S_{ij}^a - S_{ij}^d) \cdot c_{wij}$ – influence of the j -th factor of the second level (operation) on the influence of the i -th factor of the first level (process) as the difference between its actual S_{ij}^a and

desired S_{ij}^{wad} scores, taking into account the weighting coefficient c_{wij} .

Further, for each value ΔS_{ij} , through personal observation, study of the necessary primary documents, and surveys, specific reasons for its formation are identified as a factor of the third level of the factor model of the problem parameter. The identified causes are grouped into objective and subjective, external and internal, permanent and temporary, and other characteristics. Responsible persons for the effect of the identified causes are also determined.

At the third stage of the diagnosis, the results are summarised, a detailed description of the problem, its parameters, determining factors and specific causes of their occurrence is given, directions for solving the problem are formed, and the possibilities of their practical implementation are assessed.

In block 4 of the scheme in Figure 1, on the basis of the results of the diagnosis of problems, measures to solve them are justified in such a way that the implementation of measures will compensate for the value of the problem parameters, in other words, obtaining the necessary, desired value of the assessment of the military unit activity in the area of inspection. The measures are justified in the following sequence.

1. For each type of process and its operations, a list of possible measures is formed in the area of audit, the implementation of which will allow obtaining the required score for its result.

2. Three parameters are defined for each measure:
– the impact on the performance result in the area of inspection is presented in the following estimate of its structural components, i.e. the effect of the measure: ΔS_{ai} and ΔS_{ai}^{wa} ;

– cost of the measures ΔC_m ;

– the effectiveness of the measure ΔE_m as the ratio of its cost ΔC_m to the effect ΔS_m , i.e. $\Delta E_m = \Delta C_m : \Delta S_{ai}^{wa}$.

3. The optimisation problem is formulated, which consists in selecting measures for implementation that will ensure the required increase in the performance result in the area of verification ΔS_{im} for the minimum cost. The mathematical formulation of the problem is as follows:

$$\sum_k \Delta E_{mk} (\Delta C_{mk}, \Delta S_{aik}) \rightarrow \min, \quad (5)$$

$$\sum \Delta C_{mk} \geq \Delta S_{im}, \quad (6)$$

where k is the index of the proposed measures from the list.

4. The optimisation problem is solved by the method of sequential inclusion in the list of measures to be implemented at the minimum value of ΔE_{zk} until constraint (6) is met.

5. An optimal list of measures is formed, which will provide the necessary assessment of the performance of the military unit in the area of inspection.

In block 5 of the scheme, some work is carried out to complete the audit. In accordance with Instruction 266, a Memorandum report is prepared and agreed upon, containing a list of measures selected in block 4, the implementation of which should ensure the elimination of the identified problems.

The final, 6th block of the scheme is intended for the current management of the implementation of the planned activities by military units and consists in controlling their volume, quality and timing so that the results obtained in terms of effect and costs correspond to the established values. Based on the results of the control, the necessary corrective management decisions are made by returning to the previous blocks of the scheme.

Conclusion

The proposed recommendations on the application of the methodological provisions of management consulting during inspections of military units of the National Guard of Ukraine enable to: quantify the indicators of problems of a military unit in the direction of inspection by structural units and types of work performed by them; diagnose problems with determining the impact of factors on their parameters; form an optimal list of measures to eliminate problems and ensure the desired value of the results of troops activity

The direction of further research should be the specification of the recommendations made for each area of inspection provided for in Instruction 266 for the purpose of their trial application, clarification and further practical use.

References

1. Verba V. A. (2011). *Upravlinske konsultuvannia: kontseptsii, orhanizatsiia, rozvytok* [Management consulting: concept, organization, development]. Kyiv : KNEU [in Ukrainian].

2. Bezkrivnyi M. F., Kropyvko M. F., Palekha Yu. I., Ishchenko T. D. (2015). *Upravlinskyi konsal'tynh* [Management consultancy]. Kyiv : Lira-K [in Ukrainian].

3. Honcharova M. (2015). *Upravlinske konsultuvannia v Ukraini: osnovni problemy, tendentsii ta napriamy rozvytku* [Management

consulting in Ukraine: main problems, trends and directions of development]. *Aktualni problemy ekonomiky*, vol. 2, pp. 136–141. Retrieved from: <http://surl.li/thxyo> (accessed 14 April 2024) [in Ukrainian].

4. Shpylova V. O. (2018). *Tendentsii ta perspektyvy rozvytku rynku konsal'tynhovykh posluh v Ukraini* [Trends and prospects for the development of the consulting services market in Ukraine]. *Ekonomika ta upravlinnia pidpriemstvamy*, vol. 23, pp. 173–176 [in Ukrainian].

5. Bondarchuk L. V., Korzh N. V. (2020). *Formuvannia mekhanizmu upravlinskoho konsultuvannia v suchasnykh umovakh* [Formation of the management consulting mechanism in modern conditions]. *Mizhnarodnyi elektronnyi naukovyi zhurnal Traiektoriia nauky*, vol. 6, no. 9 [in Ukrainian].

6. Yukhnov B., Dudnieva Yu., Savchenko O. (2023). *Vnutrishnii konsal'tynh na pidpriemstvi: Potochna sytuatsiia ta perspektyvy rozvytku* [Internal consulting at the enterprise: Current situation and prospects for development]. *Adaptyvne upravlinnia: teoriia i praktyka. Serii: ekonomika*, vol. 16, no. 32. DOI: [https://doi.org/10.33296/2707-0654-16\(32\)-11](https://doi.org/10.33296/2707-0654-16(32)-11) [in Ukrainian].

7. Popova N. V., Hurova K. D. (2016). *Upravlinskyi konsal'tynh* [Management consulting]. Kharkiv : VDELE [in Ukrainian].

8. Verba V. A., Reshetniak T. I. (2000). *Orhanizatsiia konsal'tynhovoï diialnosti* [Organization of consulting activities]. Kyiv : KNEU [in Ukrainian].

9. *Nakaz komanduvacha Natsionalnoi Hvardii Ukrainy "Pro zatverdzhennia Instruksii z orhanizatsii pidhotovky ta provedennia perevirok u Natsionalnii hvardii Ukrainy" № 266* [Order of the commander of the National Guard of Ukraine "On the approval of the Instructions for the organization of training and inspections in the National Guard of Ukraine" activity no. 266]. (2021, June 25) [in Ukrainian].

10. *Nakaz komanduvacha Natsionalnoi Hvardii Ukrainy "Pro zatverdzhennia Instruksii pro orhanizatsiiu ta provedennia inspektsiinykh zakhodiv u Natsionalnii hvardii Ukrainy" № 512* [Order of the commander of the National Guard of Ukraine " On the approval of the Instruction on the organization and conduct of inspection activities in the National Guard of Ukraine" activity no. 512]. (2017, June 15) [in Ukrainian].

11. Terentiev O. O., Kyivska K. I., Serpinska O. I. (2020). *Metody ekspertnykh otsinok v systemakh pryiniattia rishen* [Methods of expert evaluations in decision-making systems]. Kyiv : Komprint [in Ukrainian].

12. Sokolenko V. A., Linkova O. Yu. (2018). *Osnovy upravlinskoho konsultuvannia* [Basics of management consulting]. Kharkiv : NTU "KhPI" [in Ukrainian].

13. Kulyk A. V. (2018). *Teoriia ekonomichnoho analizu* [Theory of economic analysis]. Kyiv : Personal [in Ukrainian].

The article was submitted to the editorial office on 30.04.2024

УДК 658.5

С. М. Осипенко, О. О. Желновач, С. В. Писаревський

ЗАСТОСУВАННЯ МЕТОДИЧНИХ ПОЛОЖЕНЬ УПРАВЛІНСЬКОГО КОНСУЛЬТУВАННЯ ПІД ЧАС ПРОВЕДЕННЯ ПЕРЕВІРОК ДІЯЛЬНОСТІ ВІЙСЬКОВИХ ЧАСТИН НАЦІОНАЛЬНОЇ ГВАРДІЇ УКРАЇНИ

Розглянуто можливість підвищення якості перевірок діяльності військових частин комплексними (цільовими) групами на основі використання у їхній роботі методичних положень управлінського консультування, спрямованих на виявлення та ефективно вирішення проблемних питань функціонування складних систем управління організаційного типу із залученням сучасних економіко-математичних методів і моделей.

Запропонована схема проведення таких перевірок містить шість блоків.

У блоці 1 схеми вирішуються організаційні питання підготовки та проведення чергової перевірки.

Блок 2 оцінює результати діяльності військової частини за визначеним напрямом перевірки за прийнятою бальною шкалою за її структурними складовими – операціями та процесами. Узагальнений бал розраховується як середньозважене значення балів для операцій і процесів.

У блоці 3 схеми виявляються і діагностуються проблемні питання (неполадки) за напрямом перевірки.

Проблемою вважається різниця між фактичною та бажаною точковою оцінкою стану справ за напрямом перевірки як у цілому, так і в її конструктивних елементах за умови, що ця різниця негативна. Для діагностики проблеми формують її факторну систему та математичну модель, на основі яких розраховують вплив факторів на параметр задачі.

У блоці 4 здійснюється обґрунтування заходів щодо вирішення виявлених проблем на основі використання методів оптимізації за критерієм «ефект-вартість» з розрахунком, що реалізація заходів забезпечить отримання необхідного, бажаного значення оцінки діяльності військової частини за напрямом перевірки.

У блоці 5 схеми оформляються необхідні звітні документи про закінчення перевірки.

Блок 6 призначений для поточного управління виконанням підрозділами військової частини запланованих заходів і за необхідності – прийняття управлінських рішень коригувального характеру.

Ключові слова: *управлінське консультування, перевірка, комплексна (цільова) група, діяльність військової частини, діагноз проблеми, управління, управлінське рішення.*

Osypenko Stanislav – Candidate of Economic Sciences, Associate Professor, Associate Professor of the Department of Management and Logistics of the National Academy of the National Guard of Ukraine
<https://orcid.org/0000-0003-0548-6428>

Zhelnovach Oleksandr – Senior Lecturer of the Department of Management and Logistics of the National Academy of the National Guard of Ukraine
<https://orcid.org/0000-0002-5430-6502>

Pysarevskiy Serhii – Candidate of Sciences in Public Administration, Deputy Head of the Retraining and Professional Development Center of the National Academy of the National Guard of Ukraine
<https://orcid.org/0000-0002-2537-0767>