## MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE SUMY NATIONAL AGRARIAN UNIVERSITY

## **Public Management and Administration Department**

**Faculty of Economics and Management** 

#### **MODULE SYLLABUS**

## **MANAGEMENT CONSULTING**

(compulsory)

Implemented in the "Administrative management" Academic Program

Area of specialization 073 "Management"

at the second (master's) level of higher education

Administration Departmen		anagement and
Module syllabus agreed at the Public Management and Administration	Protocol №11 dated June 5 2023	
Department meeting	Head of Public Management and Administration Department (Oler	na SLAVKOVA)

Guarantor of the Academic program

(Larysa KALACHEVSKA)

Dean of the Faculty

(Margaryta LYSHENKO)

Syllabus review (attached) is provided by:

(Svitlana LUKASH)

(Tetyana KHARCHENKO)

Representative of the Department of Education Quality assurance, licensing and accreditation

(NBarank K)

Registered in electronic data base

@SNAU, 2023

Syllabus review data:

The academic	The Academic	Change	s revised and approved	
year in which changes are made	program attachment number with changes description	Minutes No and date of the department meeting	Head of Department	Guarantor of the Academic program

#### 1. MODULE OVERVIEW

1.	Title	MANAG	EMENT CON	ISULTING		
2.	Faculty/Department		Faculty of Economics and Management / Public Management and Administration Department			
3.	Type (compulsory or optional)	compulso	compulsory			
4.	Program(s) to which module is attached (to be filled in for compulsory types)	Educational program « Administrative Management» second level of higher education, specialty 073 «Management»				
5.	Module can be suggested for (to be filled in for optional types)					
6.	Level of the National Qualifications Framework	the second	d(master's) lev	vel of higher educ	cation	
7.	Semester and duration of module	The discip	oline is taught	in the 2d semest	er	
8.	ECTS credits number	5 credits (	(150 hours)			
9.	Total workload and time		Directed st	udy	Self-directed study	
	allotment	Lectures	Practicals	Labs		
		46	30		74	
10.	Language of instruction	English				
11.	Module leader	Alina Brychko PhD, Associate Professor of Public Management and Administration Department				
12.	Module leader contact information	Email: <a href="mailto:alinkabrychko@gmail.com">alinkabrychko@gmail.com</a> SNAU, building of the Faculty of Economics and Management, aud. 310 e				
13.	Module description	formation knowledg organization and the aim of the amanagem impact of through a The disciplanting agricultur consulting work of ingeneral explanning multi-periods	of future spee about important of the course of advisory complied situation pline "Manage with knowledge services and estable conomic prince as an element of calculation of the conomic prince as an element of calculation of the conomic prince as an element of calculation of the conomic prince as an element of calculation of the conomic prince as an element of calculation of the conomic prince as an element of the conomic prince of the conomic prince as an element of the course of the cou	recialists with syrtant methods of reprise through applies to form in studies, as to form in studies, the use of action cases, as oncepts on the ensign and business generated consulting about: the estimated its importance dells of organizated consulting as a form and consulting seriples and method at of consulting as of investment.	ng" is aimed at providing sence of information and e for the development of ation of information and m of business; methods of rvice; enterprise planning: ds of conducting; business activities; introduction to efficiency.	
14.	Module aim	The purpo is to equi knowledg	ose of studying future profee about impo	g the discipline essionals with sortant methods o	"Management Consulting" ystematic and generalized f determining the optimal oplied business planning	

15.	Module Dependencies	The educational component is the basis for such courses as
	(prerequisites, co-	Business Planning, Management Consulting.
	requisites,	1. The educational component is based on the study of disciplines
	incompatible modules)	Business Management and Economics of Production
	_	2. The educational component is the basis for studying the
		discipline of Project Planning and Evaluation
16.	The policy of academic	When performing practical work, writing essays and writing
	integrity	modular, attestation, test and examination papers, the student must
		follow the rules of academic integrity. Upon detection of facts of
		write-off or academic dishonesty, the work performed by the
		student is canceled.
		The policy on academic integrity is based on the norms of the
		"Code of Academic Integrity of SNAU" and "Regulations on the
		Prevention and Detection of Academic Plagiarism in Sumy NAU"
		(approved by the Academic Council of SNAU № 6 of 26.12.2017),
		In particular, for violating the rules of academic integrity (in one
		form or another, provided by the Code) during the study of the OK,
		persons studying at the university may be held liable for such forms
		of:
		- re-assessment;
		- re-passing the training course;
		- warning;
		- reprimand;
		- deductions from the university; (Part 5 of Article 48 of the draft
		Law of Ukraine "On Education");
		- arrest or restriction of liberty, or imprisonment, with deprivation
		of the right to hold certain positions or engage in certain activities
		with a fine.
		Violations of the Code of Academic Integrity by any participant in
		the educational process (student or teacher) must be reported to the
		Academic Integrity Council in accordance with the procedure
		specified in the Code (Part 4).
17	Link in Moodle	https://cdn.snau.edu.ua/moodle/course/view.php?id=3510
1/	Link in Moodic	inceps.//eari.snau.edu.ua/moodie/course/view.pnp:id=3310

# 2. CORRELATION BETWEEN MODULE LEARNING OUTCOMES (MLOs) AND PROGRAM LEARNING OUTCOMES (PLOs) $\,$

MLOs:		_	_	itcomes		How assessed
On successful completion of the module the learner will be able to:		•		(indicate the num		
module the learner will be able to.	munn		en in the		bering	
	PLO <sub>7</sub>	PLO <sub>8</sub>	PLO <sub>9</sub>	PLO <sub>11</sub>	PLO <sub>15</sub>	
MLOs 1. Apply the conceptual and	X	X	X	- 11	X	Carrying out of
categorical apparatus and tools of						modular and
business consulting to build an						attestation control
economic model of the enterprise and						
determine its optimal organization.						
MLOs 2. Apply methods and tools for	X	X		X		Current test control
planning the activities of the enterprise						(tests on the Kahoot
and assess the impact of the proposed						platform,
optimization measures on the final						calculation tasks)
result of the enterprise.						
MLOs 3. Evaluate the effectiveness of	X	X		X		Practical classes
investment projects						(work in groups,
						calculation tasks,
						solving practical
						cases)
MLOs 4. Independently develop	X	X				Preparation of
educational and scientific literature,						reports for the
including online resources on						seminar
consulting and business management						

## 3. MODULE INDICATIVE CONTENT

Dire	ected st	-		Learning
Directed study			Self- directed study	resources
Lc	Pc	Labs	20000	
4	2	-	8	key resources: 1-4
4	2		8	key resources:
				1-4
4	2		8	key resources:
				1-4
4			0	1
4	4		8	key resources: 1-4
6	4		8	key resources:
				1-4
6	4		8	key resources: 1-4
	4 4	<ul> <li>4</li> <li>2</li> <li>4</li> <li>2</li> <li>4</li> <li>4</li> <li>4</li> <li>4</li> <li>4</li> </ul>	<ul> <li>4</li> <li>2</li> <li>4</li> <li>2</li> <li>4</li> <li>4</li> <li>4</li> <li>4</li> <li>4</li> <li>4</li> </ul>	4     2     -     8       4     2     8       4     2     8       6     4     8

2 Documenting a business 2.1 General information 2.2 Availability of factors of production and other production limitations 2.3 Specifying (quantifying) the production process in the current business 2.4 Determining economic parameters for the current business  Topic 7. Introduction to linear programming for farm  business planning Plan 1 Introduction 1.1 Meaning and concept of linear programming	
2.2 Availability of factors of production and other production limitations 2.3 Specifying (quantifying) the production process in the current business 2.4 Determining economic parameters for the current business  Topic 7. Introduction to linear programming for farm  business planning Plan Introduction	
limitations 2.3 Specifying (quantifying) the production process in the current business 2.4 Determining economic parameters for the current business  Topic 7. Introduction to linear programming for farm  business planning Plan 1 Introduction	
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2.4 Determining economic parameters for the current business  Topic 7. Introduction to linear programming for farm  business planning Plan I Introduction  Plan Plan Plan Plan Plan Plan Plan Pl	
Topic 7. Introduction to linear programming for farm business planning Plan 1 Introduction  8 key resource 1-4	
business planning Plan 1 Introduction	
Plan 1-4 1 Introduction	-c.
1 Introduction	
1.1 Meaning and concept of finear programming	
1.2 Linear magnetic in the content of form management	
1.2 Linear programming in the context of farm management	
1.3 The mathematical structure of an LP mode	
1.4 Turning a planning problem into an LP model	
2 Approaches to solving a linear optimisation problem	
2.1 Illustrating an optimisation problem	
2.2 Graphical solution (two farm enterprises)	
2.3 Solution using the simplex algorithm as a manual	
calculation method	
Topic 8. Introduction to linear programming for farm 6 4 10 key	
business planning using the optimization software XA and resource	es:
MS Excel	
Plan	
1 Handling of the computer program XA in MS Excel 1.1	
Basic structure of an LP matrix in XA/Excel 1.2 Data input	
in XA/Excel 1.3 Data output in XA/Excel 1.4 Arrangement	
of the input and output ranges in the Excel worksheet 1.5	
Control commands (command line entries, LPCMD) 1.6 The	
XA Interface module 1.7 Optimisation 1.8 Parametrising in	
LP models with XA 1.8 Integer Programming 1.9 Working	
with split matrices (Style III programming) 2 Special	
formulation approaches 2.1 Basic model 2.2 Breakdown of	
production processes 2.3 Land use 2.4 Labour management	
2.5 Decreasing marginal productivity 2.6 Investment	
(increasing marginal productivity) 2.7 Financing 2.8 External	
regulations and directives 2.9 Other specific formulation	
approaches 3 Farm business planning with the aid of linear	
programming 4 Solution of optimisation problems in sub-	
ranges 4.1 Optimal feed ration 4.2 Optimal mechanisation 5	
Multi-period model approach 5.1 Introduction 5.2 Multi-	
period land use planning 5.3 Production planning assuming	
price cycles 5.4 Optimal reinvestment time	
Topic 9. Introduction to multi-period calculations of 6 4 - 8 key	
investment efficiency resource	es:
Plan 1-4	
1 Key principles	
1.1 Static and multiperiod profitability calculations	
1.2 Payment flows, periods and cash flow	
1.3 Compounding interest and discounting	
1.3.1 Basic concepts	
1.3.2 Discounting	
1.3.3 Compounding interest	
1.4 Present value	
1.0 Description and animals in marking and 1 in the second of the second	
2 Profitability criteria in multiperiod investment calculations	
2.1 Significance of decision-making criteria	
2.1 Significance of decision-making criteria 2.2 Net Present Value (NPV)	
2.1 Significance of decision-making criteria	

2.5 Payoff period			
<ul><li>2.5 Payoff period</li><li>2.6 Benefit-Cost Ratio (BCR)</li></ul>			
2.5 Payoff period			
2.4 Internal rate of return			
2.3 Equivalent annuity			
2.2.4 Interpreting the Net Present Value			
limited in time			
2.2.3 Net Present Value of series of regular payments not			
in time			
2.2.2 Net Present Value of series of regular payments limited			

### 4. TEACHING AND LEARNING METHODS

MLOs	Teaching methods (directed study)	Hours	Learning methods (self-directed study)	Hours
MLOs 1. Apply the conceptual and categorical apparatus and tools of business consulting to build an economic model of the enterprise and determine its optimal organization.	Lecture, practical lesson, discussion, explanation, express survey	12	Elaboration of theoretical material, report with a presentation on the topic of independent study of the discipline	24
MLOs 2. Apply methods and tools for planning the activities of the enterprise and assess the impact of the proposed optimization measures on the final result of the enterprise.	Lecture, practical lesson, discussion, work in small groups, explanations, solving situational problems, express survey	38	Elaboration of theoretical material, solution of calculated individual problems, visual presentation of calculation results and their analysis	24
MLOs 3. Evaluate the effectiveness of investment projects	Lecture, practical lesson, discussion, case method, express survey	8	Elaboration of theoretical material, presentation of group work results, solution of calculation individual tasks, visual presentation of calculation results and their analysis	10
MLOs 4. Independently develop educational and scientific literature, including online resources on consulting and business management	Lecture, practical lesson, discussion, case method, express survey	18	Elaboration of theoretical material, report with a presentation on the topic of independent study of the discipline, participation in a discussion club on selected topics	16
Total		76		74

#### 5. ASSESSMENT

#### 5.2. Summative assessment

#### **5.2.1.** Intended learning outcomes methods:

No	Summative assessment methods	Grades	Deadline
1.	Testing (multiple choice tests, open type)	15/15%	7-8, 14-15 weeks;
2.	Essay, presentation	20/20%	7-8, 14-15 weeks
3.	Individual work (individual calculation task, presentation)	35/35%	7-8 weeks; 14-15 weeks
4.	Exam	30 балів /30%	15 week

5.2.2. Grading criteria

Summative	Unsatisfactory	Satisfactory	Good	Excellent
assessment method				
Essay	<12 points	12-15 points	15-18 points	19-20 points
	Task requirements not met	Most requirements are met, but some components are missing or insufficiently disclosed, there is no analysis of other approaches to the issue	All requirements of the task are fulfilled	All requirements of the task are fulfilled, creativity, thoughtfulness is shown, own solution of a problem is offered
Testing	< 9 points	9-11 points	12-13 points	14-15 points
	provided the correct answer to less than 60% of the tasks	provided the correct answer to 60% -74% of tasks	given the correct answer to 75% - 89% of tasks	provided the correct answer for 90% or more of the tasks
Individual work	< 17 points	17-23 points	14-30 points	31-35 points
	Task requirements not met	Most of the requirements are met, but some components are missing or insufficiently disclosed	All requirements of the task are fulfilled	All the requirements of the task are fulfilled, creativity is demonstrated, the results are presented within the general discussion
Credit	0-5 points	5-15 points	15-27 points	27-30 points
survey	The student is not sufficiently oriented in the theoretical material	The student is not sufficiently oriented in the theoretical material, but some components are disclosed	The student is sufficiently oriented in the theoretical material,	The student is well versed in the theoretical material

#### **5.3.** Formative assessment

Formative exercises are designed to enable students to develop particular aspects of their learning, prior to summative assessments. Formative exercises are designed to help students use feedback and self-reflection to manage and develop their learning so that they can see how to improve their work.

No	Formative Assessment elements	Date
1.	Testing using Kahoot after studying topics № 1-2; 3-4.	week 3, week 7
2.	Oral feedback from the teacher during classroom work	constantly
3.	Oral questioning during classes and feedback from the	constantly
	teacher during classroom work	
4.	Conversation and discussion during classroom lectures	constantly
5.	Oral feedback from the teacher on the results of the IW	14-15 weeks
6.	Discussion of reports on the topic of independent study of	constantly
	the discipline	
7.	Oral feedback from the teacher and students after the exam	15 weeks

Self-assessment can be used both an element of formative and summative assessment.

#### 5.4 Total number of OK points and rating scale

The total number of points for the educational component is 100 points.

5.4.1 Assessment scale in force at the University

Sum of points	ECTS	Estimation by national scale		
		examination	credit	
90 – 100	A	excellent		
82-89	В	good		
75-81	C	good	credited	
69-74	D	satisfactorily		
60-68	E	Satisfactority		
35-59	FX	unsatisfactorily, repeated passing is possible	not credited, repeated passing is possible	
1-34	F	unsatisfactorily, repeated discipline's studying is needed	not credited, repeated discipline's studying is needed	

#### 6. LEARNING RESOURCES

#### **6.1. Key resources**

- 1. Bygrave, W., & Zacharakis, A. (2017) Entrepreneurship, 4th Edition (3rd Edition is ok too) Wile
- 2. Atomic Habits: An Easy & Proven Way to Build Good Habits & Break Bad Ones (2018) Hardcover by James Clear
- 3. Profit First: Transform Your Business from a Cash-Eating Monster to a Money-Making Machine (2017) Hardcover by Mike Michalowicz
- 4. The 10 Day MBA: A Step-By-Step Guide To Mastering The Skills Taught In America's Top Business Schools(2012) by Steven Silbiger
- 5. Farm management (2016) / Ronald D. Kay, Professor Emeritus, Texas A&M University, William M. Edwards, Professor Emeritus, Iowa State University, Patricia A. Duffy, Professor, Auburn University. Eighth edition

#### **6.2. Guidelines**

- 1. Electronic course on the subject "MANAGEMENT CONSULTING", posted at: <a href="https://cdn.snau.edu.ua/moodle/course/view.php?id=3510">https://cdn.snau.edu.ua/moodle/course/view.php?id=3510</a>
- 2. "Management Consulting". Educational and methodical complex for conducting lectures, practical classes and independent study of the discipline Management-consulting for 5th year full-time

students majoring in 073 Management specialization Administrative management of educational and qualification level "Master". Approved on September 27, 2016 by an international working group in the field of agricultural management and rural development headed by the University of Applied Sciences Weinstefan-Trisdorf (Germany) according to the charter of MRGAR and the cooperation agreement of 04.11.2008 (available to students in printed form of 136 pp. at the Department of Public Administration.

3. Johannes Holzner, L.I. Kalachevska, A.M. Brychko. Scientific and methodological support of the educational process: Management consulting: Course-book for English-speaking students of master's degree of speciality 073 "Management", training program "Administrative management" / editor Brychko A.M. - Sumy, 2022. − 120 р. (Протокол № 5 від 08.06.22)

#### 6.3. Additional resources

- 1. www.ktbl.de
- 2. www.minagro.gov.ua
- 3. https://ima.hswt.de/en/triesdorf-en/mooc-en
- 4. https://ima.hswt.de/en/triesdorf-en/literature-en
- 5. https://www.erasmus-topas.eu/expected-results/mooc-topas

#### **6.4.** Computer Applications and soft

- $1 \quad Electronic \quad repository \quad of \quad Sumy \quad NAU \quad // \quad [electronic \quad resource]. \quad \quad Access \quad point: \\ \underline{http://repo.sau.sumy.ua/}$
- 2 Google Cloud & Docs software for providing methodological materials, communication with students (placement of completed tasks).
- 3 Software of the distance learning system Moodle 3.11 for the organization of distance learning of students (access to teaching materials, communication with the teacher, the implementation of various types of assessment).
- 4 Software Zoom Video Communications, Inc. v. 5.6.1 to organize training via video link (if necessary).
  - 5. MAX and Regio Max computer programs

Parameter by which the work program (syllabus) of the educational component is evaluated by the guarantor or a member of the project team

Learning outcomes for the educational component correspond to the NQF

Learning outcomes for the educational component correspond to the stipulated PRN (for compulsory EC)

Learning outcomes in the educational component provide an opportunity to measure and assess the level of their achievement

Member of the project group of the AP "Administrative management"

Svitlana Lukash

products to achieve learning outcomes

The parameter by which the working program (syllabus) of the educational component is evaluated by the teacher of the relevant department		No	Comment
Learning outcomes for the educational component correspond to the NQF			
Learning outcomes for the educational component correspond to the NQF			
Learning outcomes by educational component provide an opportunity to measure and assess the level of their achievement			
Learning outcomes relate to the competencies of students, not the content of the discipline (contain knowledge, skills, abilities, not topics of the curriculum of the discipline)	+		
The content of the EC is formed in accordance with the structural and logical scheme			
Learning activity (teaching and learning methods) allows students to achieve the expected learning outcomes			
The educational component involves learning through research that is appropriate and sufficient for the appropriate level of higher education			
The assessment strategy within the educational component is in ine with the policy of the University / faculty			
The provided assessment methods allow to assess the degree of chievement of learning outcomes in the educational component			
the workload of students is adequate to the volume of the educational component	+		
Recommended learning resources are sufficient to achieve earning outcomes	+		
The literature is relevant	+		
The list of educational resources contains the necessary software	+	-	

Lecturer at the Department of Public Management and Administration Tetyana KHARCHENKO