

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

Sumy-2024

1. MODULE OVERVIEW

1.	Title	MANAGEMENT CONSULTING		
2.	Faculty/Department	Faculty of Economics and Management / Public Management and Administration Department		
3.	Type (compulsory or optional)	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(master's) level of higher education		
7.	Semester and duration of module	The discipline is taught in the 2d semester		
8.	ECTS credits number	5 credits (150 hours)		
9.	Total workload and time allotment	Directed study		Self-directed study
		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: alinkabrychko@gmail.com SNAU, building of the Faculty of Economics and Management, aud. 310 e		
13.	Module description	<p>Management-consulting, as an academic discipline, provides the formation of future specialists with systematic and generalized knowledge about important methods of determining the optimal organization of the enterprise through applied business planning. The aim of the course is to form in students a clear understanding of the advisory system, the use of tools to solve existing management and production cases, as well as to determine the impact of advisory concepts on the success of the enterprise through applied situations and business games.</p> <p>The discipline "Management Consulting" is aimed at providing students with knowledge about: the essence of information and consulting services and its importance for the development of agriculture; basic models of organization of information and consulting service; consulting as a form of business; methods of work of information and consulting service; enterprise planning: general economic principles and methods of conducting; business planning as an element of consulting activities; introduction to multi-period calculations of investment efficiency.</p>		
14.	Module aim	The purpose of studying the discipline "Management Consulting" is to equip future professionals with systematic and generalized knowledge about important methods of determining the optimal organization of the enterprise through applied business planning		

15.	Module Dependencies (prerequisites, co-requisites, incompatible modules)	<p>The educational component is the basis for such courses as Business Planning, Management Consulting.</p> <ol style="list-style-type: none"> 1. The educational component is based on the study of disciplines 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 integrity	<p>When performing practical work, writing essays and writing 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.</p> <p>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:</p> <ul style="list-style-type: none"> - 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. <p>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).</p>
17	Link in Moodle	https://cdn.snau.edu.ua/moodle/course/view.php?id=3510

2. CORRELATION BETWEEN MODULE LEARNING OUTCOMES (MLOs) AND PROGRAM LEARNING OUTCOMES (PLOs)

MLOs: On successful completion of the module the learner will be able to:	Program learning outcomes to be achieved by the EC (indicate the number according to the numbering given in the EP)				How assessed
	PLO ₇	PLO ₈	PLO ₁₁	PLO ₁₅	
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.	x	x		x	Carrying out of modular control
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.	x	x	x		Current test control (tests on the Kahoot platform, calculation tasks)
MLOs 3. Evaluate the effectiveness of investment projects	x	x	x		Practical classes (work in groups, calculation tasks, solving practical cases)
MLOs 4. Independently develop educational and scientific literature, including online resources on consulting and business management	x	x			Preparation of reports for the seminar

3. MODULE INDICATIVE CONTENT

Topics	Distribution of hours			Self-directed study	Learning resources
	Directed study				
	Lc	Pc	Labs		
<p><i>Topic 1. Nature and purpose of management consulting</i> Plan</p> <ol style="list-style-type: none"> 1. What is consulting? 2. Why are consultants used? Five generic purposes 3. How are consultants used? Ten principal ways 4. The consulting process 5. Evolving concepts and scope of management consulting 	4	2	-	8	key resources: 1-4
<p><i>Topic 2. The consulting industry</i> Plan</p> <ol style="list-style-type: none"> 1. Range of services provided 2. Generalist and specialist services 3. Main types of consulting organization 4. Internal consultants 5. Management consulting and other professions 	4	2		8	key resources: 1-4
<p><i>Topic 3. The consultant–client relationship</i> Plan</p> <ol style="list-style-type: none"> 1. Defining expectations and roles 2. The client and the consultant systems 3. Critical dimensions of the consultant–client relationship 4. Behavioural roles of the consultant 5. Further refinement of the role concept 6. Counselling and coaching as tools of consulting 	4	2		8	key resources: 1-4
<p><i>Topic 4. Fundamentals of management in the consulting profession</i> Plan</p> <ol style="list-style-type: none"> 1. The management challenge of the professions 2. Managing a professional service 3. Managing a professional business 4. Achieving excellence professionally and in business 	4	4		8	key resources: 1-4
<p><i>Topic 5 Enterprise planning: general economic principles and methods</i> Plan</p> <ol style="list-style-type: none"> 1 Introduction <ol style="list-style-type: none"> 1.1 The marginal value principle 1.2 The benefit-cost principle 1.3 Marginal value & benefit-cost principle and disproportional costs 1.4 Comparison basis for farm development measures 2 Implementation of the farm planning <ol style="list-style-type: none"> 2.1 Farm data recording 2.2 Farm analysis 2.3 Quantification of additional farm enterprises 2.4 Compilation of all potential farm enterprises 2.5 Composition of business plans 2.6 Further special analyses 2.7 Evaluation of the business plans and selection of the "optimal plan" 	6	4		8	key resources: 1-4
<p><i>Topic 6. Characteristics of the enterprise</i> Plan</p> <ol style="list-style-type: none"> 1 Data sources for business planning 	6	4		8	key resources: 1-4

<p>2 Documenting a business</p> <p>2.1 General information</p> <p>2.2 Availability of factors of production and other production limitations</p> <p>2.3 Specifying (quantifying) the production process in the current business</p> <p>2.4 Determining economic parameters for the current business</p>					
<p><i>Topic 7. Introduction to linear programming for farm business planning</i></p> <p>Plan</p> <p>1 Introduction</p> <p>1.1 Meaning and concept of linear programming</p> <p>1.2 Linear programming in the context of farm management</p> <p>1.3 The mathematical structure of an LP model</p> <p>1.4 Turning a planning problem into an LP model</p> <p>2 Approaches to solving a linear optimisation problem</p> <p>2.1 Illustrating an optimisation problem</p> <p>2.2 Graphical solution (two farm enterprises)</p> <p>2.3 Solution using the simplex algorithm as a manual calculation method</p>	6	4		8	key resources: 1-4
<p><i>Topic 8. Introduction to linear programming for farm business planning using the optimization software XA and MS Excel</i></p> <p>Plan</p> <p>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</p>	6	4		10	key resources: 1-4
<p><i>Topic 9. Introduction to multi-period calculations of investment efficiency</i></p> <p>Plan</p> <p>1 Key principles</p> <p>1.1 Static and multiperiod profitability calculations</p> <p>1.2 Payment flows, periods and cash flow</p> <p>1.3 Compounding interest and discounting</p> <p>1.3.1 Basic concepts</p> <p>1.3.2 Discounting</p> <p>1.3.3 Compounding interest</p> <p>1.4 Present value</p> <p>2 Profitability criteria in multiperiod investment calculations</p> <p>2.1 Significance of decision-making criteria</p> <p>2.2 Net Present Value (NPV)</p> <p>2.2.1 Net Present Value when the series of payments has irregular payment flows</p>	6	4	-	8	key resources: 1-4

2.2.2 Net Present Value of series of regular payments limited in time					
2.2.3 Net Present Value of series of regular payments not limited in time					
2.2.4 Interpreting the Net Present Value					
2.3 Equivalent annuity					
2.4 Internal rate of return					
2.5 Payoff period					
2.6 Benefit-Cost Ratio (BCR)					
2.7 Net benefit-investment ratio (NBIR)					
2.8 Comparing interpretations of the different profitability criteria					
3 Sensitivity analyses					
Total	46	30	-	74	

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 assessment method	Unsatisfactory	Satisfactory	Good	Excellent
Essay	<12 points	12-15 points	15-18 points	19-20 points
	<i>Task requirements not met</i>	<i>Most requirements are met, but some components are missing or insufficiently disclosed, there is no analysis of other approaches to the issue</i>	<i>All requirements of the task are fulfilled</i>	<i>All requirements of the task are fulfilled, creativity, thoughtfulness is shown, own solution of a problem is offered</i>
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
	<i>Task requirements not met</i>	<i>Most of the requirements are met, but some components are missing or insufficiently disclosed</i>	<i>All requirements of the task are fulfilled</i>	<i>All the requirements of the task are fulfilled, creativity is demonstrated, the results are presented within the general discussion</i>
Exam	0-5 points	5-15 points	15-27 points	27-30 points
	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 teacher during classroom work	constantly
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 the discipline	constantly
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	credited
82-89	B	good	
75-81	C		
69-74	D	satisfactorily	
60-68	E		
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: <https://cdn.snau.edu.ua/moodle/course/view.php?id=3510>
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 p. (Протокол № 5 від 08.06.22)

4. A.M. Brychko: Management consulting: Lecture notes for English-speaking students of master's degree of speciality 073 "Management", training program "Administrative management" / editor Brychko A.M. - Sumy, 2023. – 101 p. (Протокол № 1 від 06.09.23)

5. A.M. Brychko Management consulting: Methodical guidelines of practical lessons for English-speaking students of master's degree of speciality 073 "Management", training program "Administrative management" / editor Brychko A.M. - Sumy, 2023. – 23 p. (Протокол № 1 від 06.09.23)

6. A.M. Brychko: Management consulting: Methodical guidelines for independence work for English-speaking students of master's degree of speciality 073 "Management", training program "Administrative management" / editor Brychko A.M. - Sumy, 2023. – 25 p. (Протокол № 1 від 06.09.23)

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 Electronic repository of Sumy NAU // [electronic resource]. - Access point: <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