

MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE
SUMY NATIONAL AGRARIAN UNIVERSITY
Faculty of Economics and Management
Public Management and Administration Department

MODULE SYLLABUS

CC 4 MANAGEMENT CONSULTING

(compulsory component)

Speciality	Management
Educational program	Administrative management
level of higher education	the second (master's)

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Module syllabus agreed at the Public Management and Administration Department meeting	Protocol №19 dated May 11 2026
	Head of Public Management and Administration Department <u>Alina BRYCHKO</u>

Approved by:

Guarantor of the Academic program Larysa KALACHEVSKA

Dean of the Faculty Svitlana LUKASH

Syllabus review (attached) is provided by: Svitlana LUKASH

(Tetyana KHARCHENKO)

Representative of the Department of Education Quality assurance, licensing and accreditation (N. Baranik)

Registered in electronic data base 04.06. 2026

Information on reviewing the work program (syllabus):

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

1. GENERAL INFORMATION ABOUT THE EDUCATIONAL COMPONENT

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 D3 «Management»			
5.	Module can be suggested for (to be filled in for optional types)				
6.	Level of the National Qualifications Framework	NQF of Ukraine – level 7, FQ-EHEA – second cycle, EQF-LLL – level 7			
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	
		44	30		76
10.	Language of instruction	English			
11.	Module leader	Alina Brychko PhD, Associate Professor of Public Management and Administration Department			
11.1	Module leader contact information	Email: alina.brychko@snaeu.edu.ua SNAU, building of the Faculty of Economics and Management, aud. 310 e			
12.	Module description	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. 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.			
13.	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			

14.	Module Dependencies (prerequisites, co-requisites, incompatible modules)	The educational component is the basis for such courses as Business Planning, Management Consulting. 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
15.	The policy of academic integrity	The policy on academic integrity at Sumy National Agrarian University is determined by the documents presented on the page: https://snau.edu.ua/viddil-zabezpechennya-yakosti-osviti/zabezpechennya-yakosti-osviti/akademichna-dobrochesnist/ Academic integrity of higher education applicants is an important condition for mastering the results of training in the discipline and obtaining an appropriate assessment in the current and final controls. In the event of a violation of academic integrity by a higher education applicant (cheating, plagiarism, fabrication), the work is assessed as unsatisfactory and must be performed again. At the same time, the teacher reserves the right to change the topic of the assignment. For violation of academic integrity, education applicants may be held to the following academic responsibility: - re-taking the assessment (test, exam, credit, etc.); - re-taking the relevant educational component of the educational program. Retaking the credit is possible with the permission of the Vice-Rector for Scientific, Pedagogical and Educational Work if there are valid reasons (for example, sick leave).
16	Link in Moodle	https://cdn.snau.edu.ua/moodle/course/view.php?id=3510
17	Keywords	consulting, consultants, consulting process, management consulting, consulting organization, consultant–client relationship, coaching, management challenge, professional service, business management, enterprise planning, marginal value principle, benefit-cost principle, farm development, farm data, farm analysis, business plans, special analyses, enterprise characteristics, data sources, business documentation, production limitations, production process, economic parameters, linear programming, input, output, farm planning, labour, marginal productivity, investment, financing, regulations, investment efficiency, profitability, payment flows, cash flow, discounting, present value, NPV

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 ₉	PLO ₁₀	PLO ₁₅	
MLOs 1. Apply the conceptual and categorical apparatus and tools of business consulting to build an economic model of the enterprise's activities and determine its optimal organization.	x	x	x			Conducting modular and attestation control
MLOs 2. Apply methods and tools of applied planning of the enterprise's activities and evaluate the impact of the proposed optimization and investment measures on the final result of the enterprise's activities.		x			x	Work in groups on practical cases, calculation tasks
MLOs 3. Communicate in professional and scientific circles in the state language, work in a team and interact with people.	x			x		Practical classes (work in groups, solving practical cases)
MLOs 4. Independently study educational and scientific literature, including Internet resources on consulting and business management			x	x		Preparation of reports for seminar classes

3. MODULE INDICATIVE CONTENT

Topics	Distribution of hours			Learning resources
	Directed study		Self-directed study	
	Lc	Pc	Labs	
Topic 1. Nature and purpose of management consulting 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
Topic 2. The consulting industry 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 6. Management consulting in agriculture	4	2		8 key resources: 1-4
Topic 3. The consultant–client relationship 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
Topic 4. Fundamentals of management in the consulting profession 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
Topic 5. Applied aspects of strategic planning of an enterprise. 1. General economic principles of planning 1.1 The principle of marginal cost. 1.2 The principle of opportunity costs. 1.3 The principle of marginal cost, the principle of opportunity costs and disproportionate costs. 1.4 The basis for comparing measures in enterprise planning 2. Methodology for conducting simplified strategic planning of an enterprise 2.1. Characteristics of the enterprise. 2.2. Analysis of the economic activity of enterprises. 2.3. Determination of additional production processes. 2.4. Drawing up all possible production processes. 2.5. Drawing up enterprise plans. 2.6. Further special analysis 2.7. Evaluation of enterprise plans and selection of the "Optimal plan"	6	4		8 key resources: 1-4
Topic 6. Data collection and enterprise characteristics 1. Data sources for enterprise planning. 2. Enterprise characteristics. 2.1 General information. 2.2 Availability of production factors and other production constraints.	6	4		8 key resources: 1-4

2.3. Definition (quantification) of production processes for a Fact-enterprise. 2.4. Calculation of production and economic indicators for a Fact-enterprise.					
<i>Topic 7. Strategic management and planning in agribusiness.</i> 1. Development of an agribusiness business plan. 2. Strategic analysis tools. 3. Setting goals and developing key performance indicators (KPIs). 4. Strategy implementation and monitoring of its implementation. 5. Development of a business model. 6. Familiarization with a computer program for assessing and planning activities. enterprises BEP.	8	4		8	key resources: 1-4
<i>Topic 8. Evaluation of the efficiency of investment projects based on the multi-period calculation method.</i> 1. Principles of evaluation of the efficiency of investments. 1.1. The concept of investments. Sources of investments 1.2. Static and multi-period calculations of the efficiency of investments. 1.3. Payment flows, periods and Cash Flow. 1.4. Financial and mathematical indicators of investment evaluation 1.5. Actual value (present). 2. Efficiency indicators in multi-period calculations 2.1. Selection criteria. 2.2. Net present value. 2.3. Equivalent annuity. 2.4. Internal rate of return. 2.5. Duration of depreciation (pay-off period). 2.6. Coefficient (index) of return (Benefit-Cost Ratio (BCR)) 2.7. Net Benefit-Investment Ratio (NBIR). 2.8. Net Benefit-Increase. 3. Differential method of determining cash flow 4. Sensitivity analysis	8	4		10	key resources: 1-4
Total	44	30	-	76	

4. TEACHING AND LEARNING METHODS

MLOs	Teaching methods (directed study)	Learning methods (self-directed study)
MLOs 1. Apply the conceptual and categorical apparatus and tools of business consulting to build an economic model of the enterprise's activities and determine its optimal organization	Lecture, practical lesson, discussion, explanation, express survey	Study of theoretical material, report with presentation on the topic of self-study of the discipline
MLOs 2. Apply methods and tools of applied planning of the enterprise's activities and evaluate the impact of the proposed optimization and investment measures on the final result of the enterprise's activities.	Lecture, practical lesson, discussion, work in small groups, explanation, solving situational problems, express survey	Study of theoretical material, solving individual calculation tasks, visual presentation of calculation results and their analysis
MLOs 3. Communicate in professional and scientific circles in the state language, work in a team and interact with people.	Lecture, practical lesson, discussion, case method, express survey	Study of theoretical material, presentation of group work results, solving individual calculation tasks, visual presentation of calculation results and their analysis

MLOs 4. Independently study educational and scientific literature, including Internet resources on consulting and business management	Lecture, practical lesson, discussion, case method, express survey	Study of theoretical material, report with presentation on the topic of self-study of the discipline, participation in a discussion club on the selected topic
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5. ASSESSMENT

5.2. Summative assessment

5.2.1. Intended learning outcomes methods:

No	Summative assessment methods	Grades	Deadline
1.	Testing (multiple choice, open-ended tests)	50/50%	7-8, 14-15 weeks;
2.	Individual task (calculation task)	20/20%	14-15 weeks
3.	Exam (written answer to open questions and completion of a practical calculation task)	30 points /30%	15 week

5.2.2. Grading criteria

Summative assessment method	Unsatisfactory	Satisfactory	Good	Excellent
Multiple choice tests	<30 points	30-37 points	38-44 points	45-50 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	< 10 points	10-12 points	13-17 points	18-20 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
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 MOODLE	7-8 weeks; 14-15 weeks
2.	Verbal feedback from the teacher during classroom work	constantly
3.	Oral survey during classes and feedback from the teacher during classroom work	constantly
4.	Conversation and discussion during classroom lectures	constantly

5.	Written feedback from the teacher based on the results of the Individual work	14-15 weeks
6.	Discussion of situational tasks and reports on the subject of independent study of the discipline	constantly
7.	Verbal 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.

6.4.1 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. Baaij, M. G. (2022). *An introduction to management consultancy* (2nd ed.). SAGE Publications. URL: <https://www.sagepub.com/shop/buy-a-book/an-introduction-to-management-consultancy-2-276454>
2. Cook, R. G., Harris, M., & Barber, D., III. (2022). *Management consulting projects: A step-by-step experiential guide* (6th ed.). Routledge. URL: <https://www.routledge.com/Management-Consulting-Projects-A-Step-by-Step-Experiential-Guide/Cook-Harris-BarberIII/p/book/9781032005164>
3. Diachkov D. Symbiosis of strategic planning and time management as a tool of business consulting. Security of the XXI century : national and geopolitical aspects. Issue 3 : collective monograph / in edition I. Markina. Nemoros s.r.o., 2021. P. 83-90.
4. Matthias Kipping, Timothy Clark Researching Management Consulting [Електронний pecypc]. — URL: https://www.researchgate.net/publication/287330635_Researching_Management_Consulting_An_Introduction_to_the_Handbook
5. Weintraub, J. R., Lee, G. A., & MacCormack, A. A. (2020). *How to manage student consulting projects: A practical guide for project advisors*. Edward Elgar Publishing. URL: <https://www.e-elgar.com/shop/gbp/how-to-manage-student-consulting-projects-9781789907827.html>
6. Consultancy.uk. Five trends shaping the future of the consulting industry. 2020. URL: <https://www.consultancy.uk/news/25670/fivetrendsshapingthefutureoftheconsultingindustry>

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

6.3. 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. Brychko A.M., Bondar A.V. Management consulting as a tool for strategic development of rural areas in the context of green reconstruction and European integration of Ukraine. Problems of a systemic approach in economics. 2024. 4(97) P. 107-112. DOI: <https://doi.org/10.32782/2520-2200/2024-4-15>
7. Brychko A.M., Bondar A.V. Strategic management of agricultural enterprises: synergy of corporate culture and consulting support. Economy and society. 2025. No. 72. URL: <https://economyandsociety.in.ua/index.php/journal/article/view/5816> DOI: <https://doi.org/10.32782/2524-0072/2025-72-156>
8. Brychko A.M., Bondar A.V. Consulting support for the strategic development of agricultural enterprises in the context of increasing investment attractiveness and European integration processes of Ukraine. Business Navigator - scientific and production journal 1 (84) 2026 URL: <https://business-navigator.ks.ua/authors/custom-article>. DOI: <https://doi.org/10.32782/business-navigator.84-16>
9. Brychko, A., Cui, X. Innovation management of agricultural enterprises in the context of sustainable development: the role of consulting activities in international practice Sustainable Development of Economy No. 1 (58), 2026. P. 148-154. <https://doi.org/10.32782/2308-1988/2026-58-21>
10. Brychko A.M., Bondar A.V. The influence of management consulting on the strategic planning of the development of agricultural enterprises in the context of European integration of Ukraine. Scientific Bulletin of the International Humanitarian University. Series "Economics and Management", 65 / 2025. P. 28-32. DOI: <https://doi.org/10.32782/2413-2675/2025-65-4>
11. Mosonyi, S., Empson, L., & Gond, J.-P. (2020). Management consulting: Towards an integrative framework of knowledge, identity, and power. *International Journal of Management Reviews*, 22(2), 120–149. <https://doi.org/10.1111/ijmr.12218>
12. Da Costa, R. L., Dias, Á. L., Pereira, L., Santos, J., & Miguel, I. (2020). The basis for a constructive relationship between management consultants and clients (SMEs). *Business: Theory and Practice*, 21(2), 666–674. <https://doi.org/10.3846/btp.2020.11872>
13. Da Costa, R. L., António, N. S., & Dias, Á. L. (2020). Determinants of organisational context in management consulting. *International Journal of Management Practice*, 13(5), 587–603. <https://doi.org/10.1504/IJMP.2020.110021>
14. Haslam, S., Bodenstein, R., & Abdel-Jaber, T. (2020). ICMCI National Consultancy Index – Estimating the size of management consulting markets around the world. *Management Consulting Journal*, 3(1), 34–46. <https://doi.org/10.2478/mcj-2020-0006>
15. Shaw, D. (2020). Aristotle and the management consultants: Shooting for ethical practice. *Philosophy of Management*, 19, 21–44. <https://doi.org/10.1007/s40926-019-00125-w>

16. Sturdy, A. J., Kirkpatrick, I., Reguera, N., Blanco-Oliver, A., & Veronesi, G. (2022). The management consultancy effect: Demand inflation and its consequences in the sourcing of external knowledge. *Public Administration*, 100(2), 488–506. <https://doi.org/10.1111/padm.12712>
17. Bortz, M. (2023). Advice that resonates: Explaining the variability in consultants' policy influence. *Policy Sciences*, 56, 211–232. <https://doi.org/10.1007/s11077-023-09506-5>
18. Sorokin, A. V., & Saginova, O. V. (2023). The management consulting market in an unstable environment. *Journal of Economics, Entrepreneurship and Law*, 13(4), 995–1006. <https://doi.org/10.18334/epp.13.4.117479>
19. Muzio, D., Kirkpatrick, I., Kipping, M., & Hinings, B. (2024). Failed professionalization and management consultancy's image problem – A UK perspective. *Management Consulting Journal*, 7(2), 85–93. <https://doi.org/10.2478/mcj-2024-0010>
20. Bereznoy, A. (2024). Adapting to disruptive changes in the digital world: Management consulting majors. *Foresight and STI Governance*, 18(3), 16–27. <https://doi.org/10.17323/2500-2597.2024.3.16.27>
21. Voloshyn, Y. O. (2024). Management consulting, critical analysis and the latest view on the definition. *The Actual Problems of Regional Economy Development*, 1(20), 271–279. <https://doi.org/10.15330/apred.1.20.271-279>
22. Blackman, A. J. (2024). *Professional management consulting: A guide for new and emerging consultants*. Routledge. URL: <https://www.routledge.com/Professional-Management-Consulting-A-Guide-for-New-and-Emerging-Consul/Blackman/p/book/9781032739649>
23. Szabla, D. B. (Ed.). (2023). *Management consulting in the era of the digital organization*. Emerald Publishing. URL: <https://bookstore.emerald.com/management-consulting-in-the-era-of-the-digital-organization-hb-9798887303185.html>

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

Work program review (syllabus)

Parameter by which the work program (syllabus) of the educational component is evaluated by the guarantor or a member of the project team	Yes	No	Comment
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 EP “Administrative management”

Svitlana Lukash_____

The parameter by which the working program (syllabus) of the educational component is evaluated by the teacher of the relevant department	Yes	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 line with the policy of the University / faculty	+		
The provided assessment methods allow to assess the degree of achievement 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 learning outcomes	+		
The literature is relevant	+		
The list of educational resources contains the necessary software products to achieve learning outcomes	+		

Lecturer at the Department of Public Management and Administration Tetyana KHARCHENKO _____