Linnæus University

Jnr: 2016/5732-3.1.2.2

Course syllabus

School of Business and Economics
Department of Organisation and Entrepreneurship

4FE426 Consulting and Leading Change, 7,5 högskolepoäng
Consulting and Leading Change, 7.5 credits

Main field of study
Business Administration

Subject Group
Business Administration

Level of classification
Second Level

Progression
A1N

Date of Ratification
Approved 2015-06-11
Revised 2016-11-15 by School of Business and Economics. Prerequisities revised.
The course syllabus is valid from spring semester 2018

Prerequisites
General entry requirements for second-cycle studies and specific entry requirements, Bachelor Degree in Business Administration or in another social science main field of study and English B/6 or the equivalent.

Objectives

After completing this course the student should be able to:

- describe and discuss theoretical and practical perspectives on consulting and leading change in organisations
- independently use different methods in practice to conduct and execute consulting assignments
- describe and discuss key concepts within the area of intercultural communication i.e. culture, cultural variations and cultural intelligence in the context of organisations and leadership
- analyse and interpret various types of intercultural communication which are relevant for consultants and faciltators
- give account for and reflect upon one's own cultural intelligence
- analyse and interpret challenging intercultural situations

Content

The course aims at identifying multiple themes within the broad dimensions of consulting and leading change, with focus on organisations that face challenges related to intercultural encounters. It also seeks to identify organisational development based upon leadership actions and consultancy methods. An important focus is related to the understanding of the consulting service in the client organization. The theoretical field of intercultural communication is used as a backdrop during the course to reflect upon change processes and organisation development in general and to explore how different consultancy and facilitating methods may be used in different cultural contexts.

The course introduces the students to the concepts related to consultancy, change, transformational leadership, intercultural communication and conflict resolution. Furthermore a knowledgebase for individual consultancy actions are developed as well as practical skills of the facilitator role are presented and trained.

Type of Instruction

The teaching consists of lectures, seminars and tutoring. Obligatory parts are stated in the schedule.

Examination

The course is assessed with the grades A, B, C, D, E, Fx or F.
Examination is based on written reports, oral presentation and opposition.

The grade A constitutes the highest grade on the scale and the remaining grades follow in descending order where the grade E is the lowest grade on the scale that will result in a pass. The grade F means that the student's performance is assessed as fail.

After each regular examination there will be at least one new examination in close proximity to the date the results of the regular exam were posted. A minimum of five occasions for written exams will be offered in relation to the syllabus to which the student was accepted. Usually three occasions per academic year are offered. Students that fail reports can complement after instructions from the examiner to obtain a pass grade.

Grading criteria for the A–F scale are communicated in writing to the student by the start of the course/module at the latest, as well as how grades on separate elements of examination are weighed to a final course grade.

Course Evaluation

During the implementation of the course or in close connection to the course a course evaluation is to be carried out. Result and analysis of the course evaluation is to be presented as feedback both to the students who have completed the course and to the students who are to participate on the course the next time it is offered. The course evaluation is to be carried out anonymously.

Credit Overlap

The course cannot be included in a degree along with the following course/courses of which the content fully, or partly, corresponds to the content of this course:4FE425.

Required Reading and Additional Study Material

Required reading

Ashby, M. & Miles, S. A. *Leaders Talk Leadership; Top Executives Speak Their Minds.* Oxford University Press. Latest edition. About 280 pages.

Greiner, L. E. & Poulfelt, F. *Management Consulting Today and Tomorrow: Perspectives and Advice from 27 Leading World Experts*. New York: Routledge. Latest edition. About 530 pages.

Kipping, M. & Clark, T. *The Oxford Handbook of Management Consulting*. Oxford University Press. Latest edition. About 600 pages.

Schneider, S. C. & Barsoux, J. *Managing Across Cultures*. Prentice-Hall. Latest edition. About 300 pages.

Scientific articles, about 300 pages.

Reference literature

Hall, E. T. & Reed Hall, M. *Understanding cultural differences*. Intercultural Press. Latest edition. About 230 pages.

Hampden Turner, C. M. & Trompenaars, F. & Lewis D. *Building Cross Cultural Competence*. Yale University Press. Latest edition. About 400 pages.

Helde, M. L. *The Dialogue Handbook*. www.issuu.com Search Dialogue Handbook. Make a free profile to download or read online.

Lustig, M. W. & Koester, J. *Intercultural competence: interpersonal communication across cultures*. Boston: Pearson. Latest edition. About 400 pages.

Plum, E. *Cultural Intelligence*. London: Middlesex University Press. Latest edition. 260 pages.