



Course syllabus

Faculty Board of Business, Economics and Design
School of Business and Economics

4FE425 Business Administration IV - Management Consulting and Change Management, 7,5 högskolepoäng

Business Administration IV - Management Consulting and Change Management, 7.5 credits

Subject Group

Business Administration

Level of classification

Second Level

Progression

A1N

Date of Ratification

Approved by the Board of the School of Business and Economics 2009-10-08

The course syllabus is valid from spring semester 2010

Prerequisites

Bachelor Degree in Business Administration, i.e. 180 ECTS, with at least 90 ECTS Business Administration including a 15 ECTS worth independent thesis work.

Expected learning outcomes

After completing this course the student should be able to:

- Describe and discuss theoretical and practical perspectives on corporate consulting and change management.
- Have in insight in consulting methodology and approaches.
- Evaluate the appropriateness of strategies related to managing and leading change.
- Analyse a total supply chain in an organisation and assess adequate measures for development.
- Evaluate and understand the different stages in the practical process of bringing a strategy for change in an organisation to the practical implementation of it and subsequent follow up.
- Acquire insight and knowledge on how a consulting team is organised, managed and coordinated to produce the best outcome.
- Understand the inner logic of Corporate Governance
- Acquire insight and practical knowledge on the particular relationship that takes place between a firm and a consulting team.
- Independently use different methods in practice to conduct and execute consulting assignments.
- Independently and in a critical manner be able to reflect on the acquired

experiences throughout the whole course and to report on one's own position as a potential change agent.

- To be able to develop and present in team a professional consulting report.

Content

PART 1 – Consulting and the Management of Consulting Teams.

PART 2 – Leading Change.

PART 3 – Corporate Governance.

The course aims at identifying multiple themes within the broad dimensions of consulting, change management and corporate governance. It aims at identify the different areas of organisational development through leadership actions and through consultancy methods. It highlights several broader identity-related issues, the relationship between organizational identity and the individual. Other important aspects such as the managerial use of and attitudes towards consultants: how the management consulting service and the purchasing situation are framed, and the implementation strategy. An important focus is related to a good understanding of the consulting service in the client organization. The role and new conditions of corporate governance are discussed and exemplified.

The course introduces the students to the concepts related to change management, transformational leadership, consultancy and corporate governance. Furthermore a knowledgebase for individual consultancy actions are developed.

The pedagogical approach builds on the students earlier experiences in their academic field and on their ability to understand and analyse reflectively and critically any given organisational situation where change and development are pre-requisites for success.

The course meets high academic standards coupled with a practical focus and a consultancy climate.

Type of Instruction

The course is a part of the Master's Programme in Leadership and Management in International Context

It is taught in English. The teaching forms and methods are innovative and build on advanced practices of learning. During this course, the opportunities for learning are many, the processes are made apparent, and the insights are recorded and implemented in practice. The learning process consists of many parallel and complementary forms: seminars, concrete projects, as well as the individual mentor-ship. The student's progress and knowledge acquisition are continually monitored through written papers, team works and presentations, as well as regular written exams.

Assessment of the student's performance is carried out by means of active class-participation, written examinations and by the submission of solutions to case studies achieved in groups. Students who do not achieve a satisfactory result in the examinations are permitted to make a second attempt approximately 6 weeks after the normal examination date.

The grading is based on a balanced assessment of class-participation and written reports as well as the students' ability to present and discuss report contents. Students are offered full transparency in terms of how their detailed performance is assessed.

Examination

The course is assessed with the grades Fail (U), Pass (G) or Pass with Distinction (VG).

The grading is based on assessment of the written exams, reports and the student's ability to present and discuss report contents. Results are graded using one of the terms

Passed with distinction, Pass or Fail, and A-F according to the ECTS scale.

Students who do not achieve a satisfactory result in the examinations are permitted to make a second attempt approximately 5-8 weeks after the normal examination date. The student will have a minimum of five occasions for written exams in relation to the syllabus to which the student was accepted. Usually 3 occasions per academic year

Course Evaluation

A written evaluation is conducted and compiled in a report, which is filed at the department. The result and actions, if taken, are communicated to the teacher responsible for the course and presented to the students in the way most appropriate according to the teacher responsible for the course. Other types of evaluations, such as continuous during the course or oral communication with the students, can occur and is encouraged to secure continuous quality improvement.

Required Reading and Additional Study Material

Obligatory literature

Larry Greiner, Flemming Poulfelt. Handbook of Management Consulting—The Contemporary Consultant: Insights from World Experts. Thomson South-Western, Mason, Ohio, 2005. ISBN:0-324-29041-1.

Management consulting: emergence and dynamics of a knowledge industry: Matthias Kipping and Lars Engwall (Eds.); Oxford University Press, Oxford, 2002, 221pp, ISBN 0-19-924285-2

Schrage, M (Latest edition). Serious Play: how the world's best companies simulate to innovate. Boston, MA, USA: Harvard Business School Press.

Leaders Talk Leadership; Top Executives Speak Their Minds; Edited by Meredith D. Ashby and Stephen A. Miles; ISBN13: 9780195152838 ISBN10: 0195152832; Oxford; 2002,

John Farrar; Corporate Governance. Theories, Principles, and Practice; Second Edition; ISBN13: 9780195517378; ISBN10: 0195517377; Oxford; 2005.

Additional teaching material: Compendia with Contemporary Articles

The construction of organizational identity: Comparative case studies of consulting firms Scandinavian Journal of Management, November 2007; Mats Alvesson and Laura Empson

Purchasing management consulting services—From management autonomy to purchasing involvement, Journal of Purchasing and Supply Management, Volume 13, Issue 2, March 2007, Pages 98-112, Andreas Werr and Frida Pemer

Can technology build organizational social capital? The case of a global IT consulting firm

Information & Management, Volume 43, Issue 7, October 2006, Pages 795-804 Karma Sherif, James Hoffman and Bob Thomas

The impact of management consulting firms on building and leveraging clients' competences; Advances in Applied Business Strategy, Volume 8, 2004, Pages 27-4; Marc G. Baaij, Frans A. J. Van den Bosch and Henk W. Volberda

Consultants and experts in management consulting firms
Research Policy, Volume 30, Issue 9, December 2001, Pages 1517-1535
F. Creplet, O. Dupouet, F. Kern, B. Mehmanpazir and F. Munier

Knowledge transfer and management consulting: A look at “The firm”
Business Horizons, Volume 43, Issue 1, January-February 2000, Pages 65-74
Ryan K. Lahti and Michael M. Beyerlein

Consulting to Team-Based Organization: An Organizational Design and Learning Approach
Consulting Psychology Journal: Practice and Research, Volume 52, Issue 1, Winter 2000, Pages 20-35; Susan Albers Mohrman and Kay Quam

Knowledge management at HP consulting; Organizational Dynamics, Volume 27, Issue 2, Autumn 1998, Pages 71-77; Marilyn Martiny.

Leading Change in the New Professional Service Firm: Characterizing Strategic Leadership in a Global Context; Research in the Sociology of Organizations, Volume 24, 2006, Pages 101-137; Evelyn Fenton and Andrew Pettigrew.

A life cycle evaluation of change in an engineering organization: A case study
International Journal of Project Management, Volume 24, Issue 4, May 2006, Pages 337-348
Amarjit Singh and Max Maher Shoura.

Implementing Knowledge Management:: Three Strategies for Effective CKOs
European Management Journal, Volume 22, Issue 6, December 2004, Pages 714-724
Steffen Raub and Daniel Von Wittich.

Do corporate governance mechanisms influence CEO compensation? An empirical investigation of UK companies; Journal of Multinational Financial Management, Volume 17, Issue 5, December 2007, Pages 349-364; Neslihan Ozkan.

CEO compensation and firm competitive behavior: Empirical evidence from the U.S. pharmaceutical industry; Journal of Engineering and Technology Management, Volume 22, Issue 3, September 2005, Pages 201-225; Evan H. Offstein and Devi R. Gnyawali.

Corporate governance and accountability in multinational enterprises: Concepts and agenda
Journal of International Management, Volume 11, Issue 1, March 2005, Pages 1-18
Yadong Luo.

Governance and Strategic Leadership in Entrepreneurial Firms
Journal of Management, Volume 28, Issue 3, June 2002, Pages 387-412
Catherine M. Daily, Patricia P. McDougall, Jeffrey G. Covin and Dan R. Dalton.

Reference literature

Pruden, L. (2003). What it takes to Consult to R&D- transforming romance into result. Consulting to Management, Vol 14, No 1, March 2003, ABI/INFORM Global, pg.29