

<b>Educational Programme</b>			<b>2013- 2014</b>				
<b>Code</b>	IBMCHM12R 3	<b>ECTS</b>	3	<b>Year of Study</b>	3	<b>Block</b>	3
<b>Contact Hours per Week</b>			<b>3 contact hours</b>				
<b>Study Load</b>							
	Contact Hours	24					
	Project/case	32					
	Self Study	24					
	Exam	2					
	<b>Total</b>	<b>84</b>					
<b>ROM</b> Both “knowledge-driven” and “practise-driven” educational methodologies are emphasized in this module. Parallel to the theory of the consultancy process and change management case related assignments will be given.							
<b>Note</b>	<b>After week 2 no new entries of students are allowed</b> Final presentation will be in week eight. One lecture hour is <b>50 minutes</b> .						
<b>Contribution to IBMS Profile/Competencies</b>							
	<ul style="list-style-type: none"> <li>• Student knows recent developments in relevant subjects</li> <li>• Student analyses recent developments in the society and business</li> <li>• Student recognizes which business and organisational factors play a role in consultancy and change management</li> <li>• Student is able to formulate and present in a convincing manner the different stages of the consultancy and change process</li> <li>• Students participates on a professional way in the selected role inside a team</li> <li>• Develops recommendations which are well defined, lucid, applicable and based on evidence put forward.</li> </ul>						
<b>Dublin Descriptor(s)</b>							
	Knowledge and understanding Applying knowledge and understanding Making Judgements Communication						
<b>Relation with other modules/subjects</b>							
	Corporate Social Responsibility and Strategic Innovation Management						
<b>Learning Track</b>							
	People						
<b>Starting Level</b>							
	Year 2						

<b>Learning Objectives</b>			
<ul style="list-style-type: none"> <li>• Application of analytical, advisory and implementation skills</li> <li>• Recognition of the factors that make a consultancy and change process to a success.</li> <li>• Practicing tools to deal with human processes within consultancy and change</li> <li>• Managing group dynamics</li> <li>• Surviving organizational politics</li> </ul>			
<b>Learning Outcomes</b>			
<ul style="list-style-type: none"> <li>• Analysis of a customer case leading to problem statement and relevant research questions</li> <li>• Formulation of an effective research strategy to answer the research questions based on facts</li> <li>• Formulation of a suitable strategy to close to researched gap.</li> <li>• Presentation of the findings on a convincing way in front of the customer</li> <li>• All group members have contributed equally</li> <li>• Recognition and application of organisational and human resource dynamics.</li> </ul>			
<b>Instruction Method(s)</b>			
(Guest) Lectures & Case based assignments Consultancy Report Presentation			
<b>Assessment Method(s)</b>	MC week 9	Report week 9	
	<b>Presentation</b>	<b>Report</b>	
	1	Problem Analysis (Fishbone and research questions	
	2	Research results & conclusions	Research results & conclusions (gap analysis)
	3	Strategic Options	Strategic Options
<b>Structure Grading</b>			
	• Weight	<ul style="list-style-type: none"> <li>• Report Problem analysis = 14%</li> <li>• Presentation Research results = 7%</li> <li>• Report Research results = 14%</li> <li>• Presentation Strategic Options = 15%</li> <li>• Report Strategic Options = 20%</li> <li>• Multiple choice = 30%</li> </ul>	
	Minimum requirement	55% total and no element less than 40%	

<b>(Required) Attendance</b>					
		<b>100% Mandatory</b>			
<b>Short outline of Educational Unit</b>					
		Enhancing consultancy skills and dealing with issues involving organisational change leading to a <b>strategic analysis and potential strategies</b> . Within the module strategic innovation management the preferred strategy will be selected and an implementation plan will be prepared.			
<b>N@tschool</b>		Will be used for publication of the course outline, report-, assignment-, essay uploads and portfolio.			
<b>Content and planning of lectures and exams/assessments</b>					
Bkck Wk	Sst (#)	Lecture Hours	Instruction Methods/Exams	Gs (*)	Content/ Subjects (x)
1		2	Lecture	Whole Class	The need for change and the Seven C's framework Project team needs to be formed. Max group size is 3 members
		1	Guest lecture	ALL  <b>100% mandatory</b>	<b>Introduction of the case</b>
2		1	Lecture	Whole Class	<b>Stage one; The Client;</b> Three-legged stool, Head-heart negotiation, Trust index; Push-pull relationship; MPH client mapping; outcome testing; Change ladder; Compound contracting
		2		groups of 3 students	<b>Consultancy</b>
3		1	Lecture	Whole Class	<b>Stage two: Clarify;</b> Diagnosis; Phase mapping; shadow dancing; culture; decision makers; System Construction; stakeholders; life-cycle risk.
		2	Guest Lecture	All 100% mandatory	<b>Q&amp;A Case company Report Problem analysis</b>

4		1	Lecture	Whole Class	<b>Stage three: Create;</b> Managed creativity; divergent scanning; convergent choice; solution storyboarding; resourcing the solution.
		2	Project team	7 groups of 3 students	Problem (gap) analysis based on research and facts
5		1	Lecture	Whole Class	<b>Stage four: Change;</b> Systems dynamics; organisation and disorganisation; understand the resistance; change spectrum; consumer segmentation; methodology; energy mapping.
		2	Project team	7 groups of 3 students	<b>Presentation of research results and conclusion (RBV)</b>
6		1	Lecture	Whole Class	<b>Stage five: Confirm;</b> responsibility; climb the ladder; cockpit conformation; qualitative-quantative mix; measure thrice, cut once; confirm costs.
		2	Project team	7 groups of 3 students	<b>Report research ready</b>
7		1	Lecture	Whole Class	<b>Stage six: continue;</b> sticky steps; D-E dissonance; listen to the language gravitational pull; knowledge transfer; learning levels; sell the story.
		2	Project team	7 groups of 3 students	<b>Draft report ready</b>
8		3	Final presentation of the best case one per class	ALL	<b>Final presentation per group max 15 minutes per group (</b>
9			Project team Multiple Choice exam		<b>Final report ready Exam</b>

<b>Facilities/classroom</b>	
	Beamer, Audio-visual, PC, Internet Connection, Black / whiteboard. Tables and chairs can be freely arranged
<b>Remarks</b>	
	<ul style="list-style-type: none"> <li>• Team of students are scheduled for consultancy on demand and presentations every class.</li> <li>• At all times, attendance of guest lecturers including active participation is mandatory. Inactive groups and/or individual students will not receive a passing grade. Ill behaviour will not be tolerated.</li> </ul>
<b>Literature and Aids</b>	
<b>Title</b>	The Seven Cs of Consulting: Third edition
<b>Type</b>	Book
<b>Compulsory</b>	Yes
<b>ISBN</b>	978-0-237-73108-5
<b>Author(s)</b>	Cope, Mike
<b>Publisher</b>	Prentice Hall
<b>Year</b>	2008
<b>Information/Lecturer:</b>	
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