



# Change Management & Business Consulting

## General data

Course code:	
ECTS credits:	9
Type of the course:	Specialized core course (B2)
Semester:	Fall Semester 4
Course restrictions:	Basic management knowledge
Course leader (with availabilities):	<i>Dr. Roland SCHMUCK, Assistant Professor</i> <a href="mailto:schmuck.roland@tkk.pte.hu">schmuck.roland@tkk.pte.hu</a> (or: Teams) office: b219
Further lecturer(s) (with availabilities):	<i>Dr. Mariann BENKE, Assistant Professor</i> <a href="mailto:benkem@tkk.pte.hu">benkem@tkk.pte.hu</a> (or: Teams) office: b223  <i>Csaba Roland RUZSA</i> <a href="mailto:ruzsa.csaba@tkk.pte.hu">ruzsa.csaba@tkk.pte.hu</a> (or: TEAMS) office: b223

## 1. Description and aims

Change Management is an area of management studies re-evaluating, synthesizing, and applying existing knowledge. The core aim of the course is to make students exercise managerial decision-making skills and provide knowledge and skills to become change agents in organizations.

The course aims at improving students' already existing knowledge in management and forces them to apply these to complex situations. Tasks will improve their ability to work in groups and communication and presentation skills, especially in novel and challenging situations. Concepts and theories will be critically analyzed, and existing knowledge will be applied to higher-level problems, this way analytical and synthesizing skills will be improved.

The course is designed also to overview the various aspects of consulting profession issues. The effort will be placed on developing proficiencies in the skills required to practice consulting.

## 2. Intended Learning Outcomes (ILOs)

Upon the successful completion of this course, students should be able to:

CILO1: Evaluate theories and apply them to real-life situations. (PILO2)

CILO2: Comprehend the effect of change on organizations and individuals. (PILO5)

CILO3: Use their knowledge to improve organizational efficiency and effectiveness.(PILO3)

CILO4: Capability of analyzing complex situations and identifying key turning points in them.(PILO4)

CILO5: Ability to design and carry through both simple and complex change efforts. (PILO5)

CILO6: Development of human and presentation skills. (PILO7)



CILO7: Aiding people in threatening situations. (PILO6)

CILO8: The ability to lead in difficult times. (PILO5)

*(The remarks in brackets express each CILO's connection to the Program's Intended Learning Outcomes (PILOs).)*

### 3. Content, schedule<sup>1</sup>

- Requirements, introduction
- Organizations, and their changing environments
- The nature of organizational change
- Organizational structure, design, and change
- Culture and change
- Hard systems models of change
- Soft systems models of change
- Leadership and change: Shackleton Case Study
- Definition of management consulting. What should the consultant do?
- Methods of management consulting.
- International tendencies of management consulting.
- Covid aspects in consulting, International trends, and changes to expect due to Covid
- New approaches and critics of consulting methods.
- Digitalization and management consulting
- Summary

### 4. Learning and teaching strategy, methodology

*Principal teaching methodologies:*

Classes will be separated into two parts: in the first part a lecture will be provided about the main topic, then in the second half either an exercise or a case study will be analyzed in class relevant to the topic. Students are expected to read the material before class. Role plays, videos, and discussion groups will be used to enhance practical skill-building.

### 5. Assessment

*Formative assessment elements:*

Total points (100) consist of:

- Classwork (case studies solutions) = 60 points. The cases and tasks will be distributed in the lessons. (There are more than 10, but only the best 10 (10x6 points) will be counted.)
- Written exam (electronic) = 40 points

Evaluation:

- 0%-50%: fail (1)

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<sup>1</sup> The instructors reserve the right to make changes to the scheduling and allocation of topics if necessary.



- 50.01%-65%: pass (2)
- 65.01%-75%: fair (3)
- 75.01%-85%: good (4)
- 85.01%-100%: excellent (5)

*Summative assessment elements:*

Individual Assessment		40%	Group Assessment		60%	
Name of the element	Weight	Type	Details	Retake opportunity	Req.*	Related CIOs
Classwork 1.	30 %	Case Study/Practical task	It is distributed in the lesson	No, there is no opportunity.	yes	CILO 1 CILO 2
Classwork 2.	30 %	Case Study/Practical task	It is distributed in the lesson	No, there is no opportunity.	yes	CILO 3 CILO 4
Exam	40%	Written exam	It is electric	There is one opportunity.	yes	CILO 5 CILO 6 CILO 7 CILO 8

\* Req.: Completion of the element is required to pass the course, irrespective of the performance in other elements.

## 6. Learning materials

- **Essential:**
  - Senior, Barbara – Swailes, Stephen (2016). Organisational Change. 5<sup>th</sup> Edition. Prentice Hall, (previous editions after 2002 are acceptable)
  - Kubr, M. (2002). Management Consulting – A guide to the profession. International Labour Office Geneva. 3-85, 153-261, 547-575 pp.
  - Slides of the lectures.
- **Recommended:**
  - It is suggested that students follow Harvard Business Review’s actual managing change articles in the given semester.
  - Carnall, C. (2014). Managing Change in Organizations. 6<sup>th</sup> Edition. Prentice Hall
  - Cummings, Thomas G. – Worley, Christopher G.: Organizational Development and Change (2014). 10<sup>th</sup> Edition. Cengage Learning, 2014 (or 9<sup>th</sup> Edition. South Western, 2009) (Chapter 10: Interpersonal and Group Process Approaches)
  - Altman, W. (2008). What’s the point of management consultants?. In.: Engineering & Technology (17509637); 7/5/2008, Vol. 3 Issue 12, p80-83, 4p,
  - Biswas, Sugata – Twitchell, Daryl (2002). Management Consulting, 2nd Edition, John Wiley & Sons. Inc., New York, 1999, 2002 pp. 5-28; 69-73; 101-126; 209-237.
  - Economist (2011). Advice for consultants. In The Economist. 6/4/2011,
  - Markham, Calvert (2005): Developing Consulting Skills = Consulting to Management - C2M, Vol. 16. Issue 4, pp. 33-37.
  - Nadler, A. D. (2005). Confession of a trusted consultant. In: HBR, 2005/sept. 68-77 pp.



- Poór, József – Gross, Andrew (2003). Management Consultancy in an Eastern European Context, KJK-Kerszöv, Budapest, pp. 13-39; 57-72; 145-156.
- Rasiel Etham M., Friga Paul N. (2002). The McKinsey Mind. McGraw-Hill. 1-103 pp.
- Ruzsa, Csaba R. (2021). Digital twin technology-external data resources in creating the model and classification of different digital twin types in manufacturing. Procedia Manufacturing 54: 209-215.
- Sadler, Philip (ed.) (2001). Management Consultancy, Kogan page, London, pp. 293-321.
- Schmuck, Roland – Benke, Mariann (2020). An Overview of Innovation Strategies and the Case of Alibaba. Procedia Manufacturing 51: 1259-1266.
- Schiffman, Stephan (2001). The Consultant's Handbook, 2nd Edition, Adams Media Corporation Holbrook, Massachusetts, pp. 103-135.

## 7. Further information

<b>International</b> aspects embedded with the course
The course uses international case studies and teaching materials.
<b>Ethics, Responsibility &amp; Sustainability (ERS)</b> aspects embedded with the course
An ethical change manager will take care of the environment and try to find sustainable solutions for the companies.
<b>Connections to the world of practice</b> of the course
The students will deal with international case studies and their solutions. The schedule of the course contains a guest lecture (it depends of the current possibilities).
<b>AI rules and requirements</b>
AI tools (e.g., ChatGPT) may be used for assistance, such as gathering information or checking grammar, but they must not be used to complete assignments or exams. Submitting unedited AI output counts as a violation of academic integrity.