



**Hanzehogeschool
Groningen**
University of Applied Sciences



Business consultancy: dealing with change management

**Business Management School- English semester
(summer semester only!)**

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Business consultancy: dealing with change management

General information: During the two modules you will become a business consultant for different real life companies/ organizations. In small groups of two to four students you will make different assignments under the supervisor of your professors.

In the first module you will have to identify a bottleneck within the organization. Then you will carry out an internal analysis which will then form the basis of your advisory report. The main area of interest of the module are Operation Management and Management of Change.

In the second module you will have to carry out research in order to identify key issues in your organization's environment, i.e. external analysis. The data you will gather is vital for formulating future strategies.

First module

Intercultural Management

- Working in different places of the world and with people from other cultures can be exciting and can be really fun. It may bring you new ideas, you may feel perfectly tuned in to some other people you meet and it might give you a lot of energy.
- The same work can be frustrating after some time, and you might be really disappointed about some people you have to work with. There is a lot of talking, but little action and hardly any progress. When you need someone you cannot find him, when you agree on something, things just go a bit different. Sometimes it feels as if people do not work with you but against you and you might even think that the people you have to work with would rather like to see you leaving instead of coming.
- The globalization of the business environment is resulting in an ever increasing number of cross-cultural interactions in the workplace.
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- Understanding the influence of culture on interpersonal interactions in organizational settings is an important requirement for effective international management.
- In this course you will explore literature on intercultural cooperation to gain understanding of theories and concepts of culture. You will use some cases to analyse complex situations in which culture and management are intertwined. You will try to understand them and see how improvements in the situation can be made.
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- You will also interview people who worked internationally to see how they tried to learn to become an effective cross-cultural manager. You will structure these interviews, select the most interesting ones and you will present them to others in the class.
- Finally we will focus on your own intercultural competences. What are strengths and what are aspects to work on?

First module

Operations Management

- The theme is "Support and Commitment". The course zooms in on operations- and supply chain management and at the same time zooms out and dealing with contemporary topics. In this module the main focus is on creating value in the supply chain.
- Chain Management zooms in on the added value elements of Operations Management like: Value chain management, Lean management, Performance indicators but also on contemporary topics like: Sustainable operations, Cradle-to-cradle processes, E-supply chain management, 3D printing, Air drones and the application of robots.
- The course Operations Management 3 (Value Chain Management) has the objective to teach relevant theory and link this strongly to practise which is done by the block company assignment.

Management of Change

- In ODB3: Management of Change, the focus is on change within and outside organizations. You will identify external and internal forces that cause change, such as leading a new initiative or project, working to change the culture of the organization, launching new products or entering new markets. You will go into the nature of change and how change can be viewed and conceptualised. You will discuss the various types of change with special attention to the distinction between planned change in organizations and emergent or spontaneous change in organizations. You will explore how change challenges systems and structures, and what the consequences of this are. Change in any form is closely linked to power in organizations, and you will explore the different manifestations of organizational power through change. This implies that change may also include processes of resistance to change and adjacent conflicts between organizational members or groups. Part of the course therefore also deals with these power differences and conflict management.

Practical Assignment

- The Practical Assignment 2 covers the complete cycle of problem analysis, diagnosis, design and implementation. Implementation might involve a process of organizational change.
- Students will analyse a management problem in the field of operations management, develop a framework, identify bottlenecks for realization and present a design which results in a plan for implementation

Second module

Integrative Project 2

- Handling a real-life business problem and try to identify certain business solutions (group assignment).

Strategic Management

- In the Strategic Management program, students are provided with the contemporary thinking, perspectives and practices in the field of Strategic Management.
- The student will learn how to evaluate strategies and select the most suitable. Also students will learn how to prepare an organization for a strategic change as a results of the choices made on the strategy.
- Students will do this by using theories, concepts, models and frameworks that are very suitable to be applied in the field of strategic management. By analysing organizations this way, students will develop a holistic perspective on evaluating and selecting strategies on one hand and on designing and preparing for strategic change aimed at a successful and sustainable future.

Second module

Business Ethics

- this course explores the ethical challenges facing business today, and how individuals and firms can address those challenges. The course aims to enhance the skills and expertise of participants in through combining examination of ethical and managerial theory with discussion of common ethical problems in context. Course material includes individual moral theory, the development of ethical organizational culture, the development of ethical management systems designed to respond to ethical challenges, and wide-ranging discussion regarding major trends, challenges, and opportunities in the field of ethical business.

Student Skills

By the end of the course, students should be able to:

- Identify, describe, and explain, business ethics and its importance to business.
- Identify, understand, explain, and critically analyse, current ethical issues in business.
- Identify, describe, explain, and critically analyse, current theory on ethical theory and ethical decision-making.
- Identify, describe, explain, and critically analyse, common management practices designed to facilitate and encourage ethical business.

Professional Development

- Personal development: assigning and psychological aspects.

Exchange program & ects

Courses	ECTS
Intercultural Management (I)	4
Operations Management (I)	4
Management of Change (I)	4
Practical Assignment (I)	3
Integrative Project (II)	5
Strategic Management (II)	5
Business Ethics (II)	4
Professional Development (II)	1
Total	30

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Contact

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