UNIVERSITÀ
DEGLI STUDI DI MILANO-BICOCCA

COURSE SYLLABUS

Consultancy and Organization Development

2324-2-F5106P017

Learning area

Social Psychology, economic psychology and decision-making.

Learning objectives

Knowledge and understanding

Main theories of consultation.
Consultation methods.
Process consultation.
The ethical dimension of consultation.
Training in the organization: process, main methods and tools.
Leadership training.
Training transfer.

Applying knowledge and understanding

Linking the material presented during the course coherently.
Preparing for initial meetings with corporate clients and approaching them as constructively as possible.
Interpreting the organizational setting and its dynamics through multiple lenses in order to design and propose organizational development interventions.
Gaining practical familiarity with the main face-to-face training tools.
Thinking of leadership in the organization as a skill that can be developed, and being able to plan leadership training and leadership development initiatives.
Being able to apply a managerial training method that can support training design.

Contents

The course will present the fundamentals of organizational consultation, with particular attention to Schein's process consultation model, and training as a means of developing the individual in the organization and the organization as a whole. The focus will be on leadership training.

Detailed program

• Approaches to consultation
• Process consultation
• The first meeting between consultant and client and the various types of client
• The ethical dimension of consultation
• Training in the organization and the link to learning
• The training process: from needs analysis to training evaluation
• Main face-to-face training methods and tools (e.g., case studies, role playing, use of cinema).
• On-the-job training: the example of mentoring
• Leadership training
• Training transfer

Prerequisites

No specific prerequisites

Teaching methods

Teaching will involve classroom lectures on theoretical and methodological subjects, in-class discussions, and individual and group work in the class on cases and exercises assigned by the instructor in order to develop the students' capacity to apply what they have learned.

Assessment methods

The assessment takes place through an **oral examination**.
As the oral exam is intended to assess student achievement of the learning objectives outlined above, it will center on both theoretical knowledge and the ability to apply it, or to design a real-life application. The exam may cover all the specified reading material (the two textbooks indicated below, the chapter from the English book, plus the articles listed in the e-learning webpage).
The oral examination will take place on two separate occasions for attending students: at the end of the course (1), they will be required to present a short lesson in groups for a hypothetical training program at an organization (see the description of the "lesson" in the text by Castagna indicated in the section headed Textbooks and Reading Materials). The lesson shall be based on one of the articles in the reading list given on the course's e-learning webpage. To demonstrate that they have mastered applied skills, students will also be required to explain the choices they made in planning the lesson. The lesson will count for one quarter of the final grade.
Afterwards, attending students will be examined individually during one of the regularly scheduled examination

dates (2), and their exam will be shorter than that for non-attending students.
Non-attending students will be examined only individually in a in-depth oral exam that will determine the whole final grade.
Although this course is held in Italian, for Erasmus students, course material can also be available in English, and students can take the exam in English if they wish to do so.

Textbooks and Reading Materials

Schein E. H. (1999) *Process Consultation Revisited: Building the Helping Relationship.* Addison Wesley, Reading, MA. [Schein E. H. (2016) La consulenza di processo: come costruire le relazioni d'aiuto e promuovere lo sviluppo organizzativo. Raffaello Cortina, Milano.]
Castagna M. (2016, XI edizione) *Progettare la formazione. Guida metodologica per la progettazione del lavoro in aula. *Franco Angeli, Milano.
Hodges, J. (2017) Designing and delivering interventions. In *Consultancy, Organizational Development and Change. A Practical Guide to Delivering Value*. Chapter 5, pp. 153-198. Kogan Page: London. (Only chapter 5 for the exam)

Information about additional educational materials (i.e., the articles in the reading list) will be posted on the course's e-learning webpage.

Sustainable Development Goals