

# MGMT-E1012, Organizational Development

6 ECTS

SYLLABUS

Version 24.3.2023

**IMPORTANT: THE COURSE HAS 70% COMPULSORY ATTENDANCE!!!**

**TO PASS, YOU HAVE TO BE PRESENT AT 8 OUT OF 12 SESSIONS!!!**

Instructor's contact information	Course information
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## 1. OVERVIEW

The course addresses the core issues, theories and methods associated with organizational development in contemporary organizations. Focus is on how to diagnose, design, and implement change in rapidly changing environment. The course further examines how organizations can develop their capabilities in managing strategic, technostructural, people management and human process related interventions. Emphasis will be based on the personal, social, and cultural characteristics needed to design and manage planned change in a just and human centric manner. The course combines academic discussion with a strong practical orientation to give students skills and tools that can be quickly put to use in any organization. For this purpose, a wide range of OD professionals with experiences of OD intervention processes from private, public, and non-governmental organizations will be visiting the course.

## 2. PREREQUISITES

We strongly suggest that the student has taken the prior courses in the People Management and Organizational Development Programme.

## 3. LEARNING OUTCOMES

Upon successful completion of the course the student

- knows how organizations can better adapt to challenges of modern societies in agile ways.
- can explain, discuss, and use the intervention theories, models, and methods.
- can identify the different levels and scope of OD interventions.
- has the basic skills to collect and analyze organizational information to diagnose organizational problems and design interventions, plan for implementation and institutionalization of change.
- has the communication and facilitation skills needed to bring about change.
- has a commitment to ethical and inclusive professional practice.

#### 4. ASSESSMENT AND GRADING

Students have to pass all the assignments separately in order to pass the course. Grading 0-5. Grading scheme is as follows

Assignments:

1. Individual learning diary based on the lectures and readings (40%)
2. Group work: Project plan (pass/fail)
3. Group work: Presentation (20%)
4. Group work: Final report (40%)

#### 5. COURSE OUTLINE AND TIMETABLE

The sessions are a combination of lectures, visitors' presentations followed by discussion and class assignments.

L	Date	Topic	Assignments and Readings	Visitors & guest lecturers
1	28.2.	Intro to OD and the course  Live cases presentations	Course book pp. 19-68  <u>Readings:</u> 1. Burnes, B., & Cooke, B. (2012). The past, present and future of organization development: Taking the long view. <i>Human Relations</i> , 65(11), 1395-1429. 2. Marshak, R. J., & Bushe, G. R. (2018). Planned and generative change in organization development. <i>OD Practitioner</i> , 50(4), 9-15.	Niklas Lindholm, HR & OD partitioner
2	2.3.	Organizational development process 1 (entering and contracting; diagnosing;	Course book pp. 69-139  <u>Readings:</u>	Mark Hayton, Head of Culture and Leadership, Nokia

		collecting and analyzing and feeding back diagnostic information)	<ol style="list-style-type: none"> <li>1. Bushe, G.R. (2012) Appreciative inquiry: Theory and critique. In Boje, D., Burnes, B. and Hassard, J. (eds.), The Routledge Companion To Organizational Change (pp. 87-103). Oxford, UK: Routledge.</li> <li>2. Coghlan, D. (1994). Organization development through interlevel dynamics. The International Journal of Organizational Analysis, 2(3), 264-279.</li> </ol>	
3	7.3. 9.15- 11.45	Organizational development process 2 (Designing interventions; Managing change; Evaluating and institutionalizing change)	<p>Course book pp. 141-210</p> <p><u>Readings:</u></p> <ol style="list-style-type: none"> <li>1. Thomas, R., Sargent, L. D., &amp; Hardy, C. (2011). Managing organizational change: Negotiating meaning and power-resistance relations. Organization Science, 22(1), 22-41.</li> <li>2. Walker, B., &amp; Soule, S.A. (2017). Changing company culture requires a movement, not a mandate. Harvard Business Review.</li> </ol>	Juha Äkräs, Executive in residence, Aalto University
4	9.3.	Workshop on collecting organizational data How to construct surveys & interviews	<p>No readings</p> <p><b>Deliverable – Project plan / charter</b> DL: <a href="#">9.3.@9:00</a></p>	Guest TBA
5	14.3.	Design thinking	<p><u>Readings:</u></p> <ol style="list-style-type: none"> <li>1. Brown &amp; Martin (2015). Design for action. How to use design thinking to make great things actually happen. Harvard Business Review.</li> <li>2. Carlgren &amp; BenMahmoud-Jouini (2022). When cultures collide: What can we learn from frictions in the implementation of</li> </ol>	Tua Björklund, Design Factory, Aalto University

			design thinking? Journal of Product Innovation Management, 39, 44-65.	
6	16.3.	Agile methods: Company visit to Futurice Futurice, Kansakoulunkatu 3, Kamppi	No readings	Host: Tiina Tuulos, Strategy Execution Lead, Futurice
7	21.3.	Strategic change interventions (new business models, transformational change, continuous change, trans-organizational change)	Course book pp. 445-548	Tapio Schrey, Partner & Associate Director, Transformation & BCG TURN
8	23.3.	Technostructural interventions (design and structure, restructuring organizations, employee involvement, work design)	Course book pp. 273-362	Ari Vähä-Erkkilä, Chief Information Officer, Social Insurance Institution of Finland (KELA)
9	28.3.	Human resource management interventions performance management, talent management, diversity management and wellness)	Course book pp. 363-444	Hanna-Kaisa Länsisalmi, Chief People and Culture Officer, OP-group
10	30.3.	Human process interventions (Interpersonal & group processes, organizational processes)	Course book pp. 211-272	Leni Grünbaum, coach, Aalto University  Petra Hietanen-Kunwald, Professor, Aalto University
11	4.4.	Project Final Presentations		
12	13.4.	Project Final Presentations		
		FINAL PAPER & LEARNING DIARY	DL: <a href="#">21.4.@23:59</a>	

## 6. ASSIGNMENT ISTRUCTIONS

Please see the Materials folder in MyCourses (available closer to the course)

## 7. READINGS

Cummings, T. G., & Worley, C. G. (2019). *Organization development and change*. Cengage learning and the articles listed in the schedule table.

Other readings assigned by the teachers.

## 8. COURSE WORKLOAD

Classroom hours	36 h
Class preparation	40 h
Assignments	84 h
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<b>Total</b>	<b>160h (6 op)</b>

## 9. ETHICAL RULES

Aalto University Code of Academic Integrity and Handling Thereof>

<https://into.aalto.fi/pages/viewpage.action?pageId=3772443>