

MGMT-E1012, Organizational Development

6 ECTS

SYLLABUS DRAFT

14.2.2024

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
Name: Alexei Koveshnikov E-mail: alexei.koveshniko@aalto.fi Office Name: Saija Katila E-mail: saija.katila@aalto.fi Office	Status of the course Academic Year: 2023-24 Period: IV (Tue & Thu @ 9:15-11:45) Location: Language of Instruction: English Course Website: MyCourses

1. OVERVIEW

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

2. PREREQUISITES

We strongly advice 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 and be more agile in response to the challenges of modern societies.
- 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.
- understands the nature of 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 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	27.2.	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.	Juha Sipilä, Head of 5G System Engineering, Nokia Live case presentations
2	29.2.	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"> 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. 2. Coghlan, D. (1994). Organization development through interlevel dynamics. The International Journal of Organizational Analysis, 2(3), 264-279. 	
3	5.3. 9.15- 11.45	Strategic change interventions (new business models, transformational change, continuous change, trans-organizational change)	<p>Course book pp. 445-548</p> <p>Deliverable – Project plan / charter DL: 9.3.@9:00</p> <p>I moved this up, so that students would have more time to think through their case process and would be at least partially ready for the data collection workshops.</p>	Tapio Schrey, Partner & Associate Director, Transformation & BCG TURN
4	7.3.	Organizational development process 2 (Designing interventions; Managing change; Evaluating and institutionalizing change)	<p>Course book pp. 141-210</p> <p>Readings:</p> <ol style="list-style-type: none"> 1. Thomas, R., Sargent, L. D., & Hardy, C. (2011). Managing organizational change: Negotiating meaning and power-resistance relations. Organization Science, 22(1), 22-41. 2. Walker, B., & Soule, S.A. (2017). Changing company culture requires a movement, not a mandate. Harvard Business Review. 	Niklas Lindholm, Chief People Officer, Oriola & Professor of Practice, Aalto University
5	12.3.	<p>Workshop on collecting organizational data How to construct surveys</p> <p>Making a survey for the case</p>	Discuss prior to the lecture what kind of survey you should conduct to address your case problem (whether you will do it or not) Whom to survey, what to ask, how to conduct?	Anastasia Koulouri & Alexei Koveshnikov

6	14.3.	Workshop on collecting organizational data How to conduct OD interviews Making an interview guide for the case	Discuss prior to the lecture what kind of interviews you should conduct to collect data relevant for the case. Whom to interview, what to ask, how to conduct?	Saija Katila & Alexei Koveshnikov
7	19.3.	Technostructural interventions (design and structure, restructuring organizations, employee involvement, work design) Online lecture	Course book pp. 273-362	Ari Vähä-Erkkilä, Chief Information Officer, Social Insurance Institution of Finland (KELA)
8	21.3.	Design thinking Design Factory Stage, Puumiehenkuja 5A (K3 building)	<u>Readings:</u> 1. Brown & Martin (2015). Design for action. How to use design thinking to make great things actually happen. Harvard Business Review. 2. Carlgren & BenMahmoud-Jouini (2022). When cultures collide: What can we learn from frictions in the implementation of design thinking? Journal of Product Innovation Management, 39, 44-65.	Tua Björklund, Design Factory, Aalto University
9	26.3.	Agile HR Developing Agile People mgt 10.15-11.45	No readings	Hanna-Kaisa Länsisalmi, Chief People and Culture Officer, OP Group
10	4.4.	Agile methods Company visit to Futurice Futurice, Kansakoulunkatu 3, Kamppi	No readings	Host: Tiina Tuulos, Strategy Execution Lead, Futurice
11	9.4.	Project Presentations	DL: upload slides 8.4. at 14.00	
12	11.4.	Project Presentations	DL: upload slides 10.4. at 14.00	
		FINAL PAPER & LEARNING DIARY	DL: 18.4.@23:59	

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
...	
Total	160h (6 op)

9. ETHICAL RULES

Aalto University Code of Academic Integrity and Handling Thereof

https://www.aalto.fi/en/services/research-integrity?check_logged_in=1

Guidance for the use of artificial intelligence

The student is always responsible for the content of their submitted work. AI-generated text cannot be presented as is as the student's own written response. The student is obligated to follow academic writing practices. If AI is used for other purposes than content production, the student is obligated to describe how, what and/or why AI-based technology has been used to do the learning task. Please report the use in the end of the learning assignment.

Utilizing AI in a learning task contrary to the teacher's instructions will be considered cheating and will be handled in accordance with the current procedures.