

ORGANISATIONAL CHANGE

In-person programme



Course introduction

In recent years, people in organisations have encountered turbulence in their work environments. For instance, globalisation, digitalisation, market forces, systemic changes, government measures, societal issues in health and sustainability, regulations, and supervisory systems. All of these have contributed to new dynamics in the workplace and have led to changes in many organisations, including your own. As a communication professional, these developments have also likely changed how you work and interact with others.

Rotterdam School of Management, Erasmus University's (RSM's) three-day Organisational Change course contributes to the successful change and innovation of organisations in a dynamic environment. As changes are inevitable but not always predictable, this course reveals what dynamics you could face and how you can shape interactive change in your organisation without losing yourself in the dynamics.

Interactive change occurs in a situation in which people create new realities together and learn to deal with ambiguity. For this approach to be successful, you need to confront uncertain change situations head on and acknowledge tensions. From there, in-depth change and innovation become possible through interaction. This leads to a fundamental choice: the path of certainty and planned change aimed at stability and control; or the path of tension and uncertainty which contributes to in-depth innovation in our organisations and the world around us.

During this course, a play model of organisational change is used to enable you to discover how to participate in these changes. The play model is based on long-term research of change processes in organisations, and it's been widely practiced and established by innovative companies. Having been successfully applied in management courses, this dynamic model can be used in various kinds of organisations. It provides inspiration and guidance for communication professionals like you who are willing to innovate and are constantly exposed to change. Do you want to be a player in change? This course teaches you how to contribute through your role and profession to change and innovate successfully within your organisation.

Learning objectives and what you experience

The course is designed to enable you to:

Acquire knowledge and understanding:

By the end of the course, you will develop:

- Sensitivity for dynamics in organisational change through collaborative play and learn how to decipher the competences of leaders and communication professionals in an international context.
- Knowledge of change perspectives in organisations and how these perspectives relate to business cultures and strategies.
- Comprehension of the complexities and ambiguities in strategic and cultural change in organisations and the daily transformation processes in which leaders, managers and communication professionals are involved.
- Familiarity with different change strategies and the art of choosing which change strategy is suitable for which situation.
- An understanding about how communication and the deliberate use of interventions relate to change strategies and support sustainable organisational change to realise customer value with committed employees.

Develop cognitive and subject-specific skills:

After completing this course, you can:

- Explore the most current theories of strategic and cultural change in organisations and familiarise yourself with practical insights and methodologies that may be used in your own organisation.
- Diagnose organisational dynamics from multiple perspectives and practice various methodologies for diagnosing the functionality of an organisation.
- Sense the social consequences of organising, changing, developing and understanding the dilemmas in accepting responsibility for change and development processes.
- Develop insights in your own style of leadership and own the strengths and possibilities of professional development as a communication professional and change leader.

Key Skills:

After completing this course, you can:

- Explore a play model for organisational change and use this model for strategic and cultural changes in your organisation.
- Develop professional insights to choose strategies for facilitating strategic and cultural changes in your organisation based on context, social awareness and self-awareness.

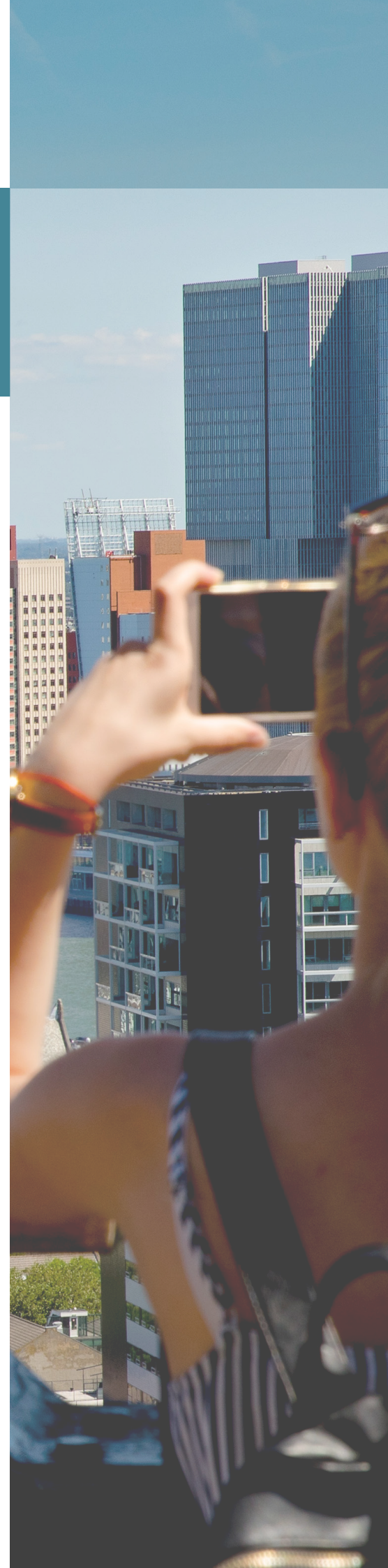
Your learning experience

This experiential course is based on active learning, interactive learning, teamwork and self-reflection. It's essential that you prepare thoroughly for this course as some of your learning takes place in small groups. Here, you realise an in-depth dialogue about your current role and position in your organisation. You learn to develop your capabilities in your role as a player in transformational change. You also participate in cooperation exercises, which help you to learn about teamwork, competition and collaboration. Reflections on these activities aid you in understanding your role in your current team and in relation to others. On several occasions during this experiential learning course, you reflect on yourself and your role as a player in organisational change.

Interactive and reflective learning

This kind of course creates an environment based on experiential learning that enables you to integrate your learning objectives with theoretical insights and practical knowledge and examples. The course utilises the following learning tools:

- Lectures to provide the basic theoretical frameworks on how to approach every topic, and additional reading to further enrich each course topic.
- Teamwork to discuss each topic in depth and better understand how to practice the theoretical concepts of your role in change processes within your organisation.
- Group exchanges to learn from your classmates and discuss their organisations and how they fit into the organisational changes there.
- Reflections on your role and contributions to the change processes in your organisation and your ideas about how to become a more influential player in change processes.



Preparation

Prior to the start of the course, we ask that you write a short, two-page description about a change process in your own organisation and your role in the process. In this written contribution you highlight:

- Your organisation and the change process in which you are currently involved;
- A metaphor for this change process;
- Your specific role in this change process; and
- The challenges and dilemmas with which you are confronted.

Please take your time on this assignment. We expect to receive your completed pre-course assignment one week before the course begins.

Supportive website

Would you like some inspiration and support for preparations, self-study and reflections? Visit www.changeasplay.com to get video-lectures, presentations, videoclips, case-studies, suggestions for interesting movies, self-study questions, tests and assessments, and additional literature. The website is structured according to the play model for organisational change as described in your course book. You can access this website with the unique registration code, found in your course book. We urge you to find and carefully read through at least one case study that is most connected to the change process in your own organisation.



How this course helps you

As its name suggests, this course covers issues on organisational change and development. During the course, a framework of organisational change as collaborative play is elaborated on and further related to your organisation and your role in change processes as a communication professional there. Organisational change applies behavioural science knowledge, communication theories and change practices to help organisations like yours to achieve greater purpose and effectiveness. The goal is to improve how organisations relate to their environment and function internally to increase performance, attain a high quality of work-life balance and contribute to sustainability and social corporate responsibility.

During the course, you inquire and reflect on the complexity of organisational change in your own organisation. You take a closer look at the vital role leaders, managers, employees and communication professionals play in change processes to contribute to the profitability and sustainability of an organisation. You also reflect on your role in change processes and your professional qualities as a communication professional within ever-changing organisations.

For whom?

As a corporate communication professional, this course has been designed specifically with you in mind. Particularly when you view communications as a strategic function. You benefit greatly from the course if you are a:

- senior communication manager;
- director corporate communication;
- human resource manager; or a
- change manager.

During this course, you become part of a diverse group of accomplished, driven and open-minded professionals from Europe and beyond, working in various communication positions in the public and private sectors, NGOs and consultancies.

To participate in this course, you should have at least a bachelor's degree and three years of work experience.

Certification and ECTS

As a participant, you are expected to apply the theoretical and practical techniques presented in this course to your own organisation.

This experiential learning programme values the capability of professional and personal reflections. Additionally, you're encouraged to share your knowledge, experience and perspectives with your classmates.

An individual assignment marks the end of the course, and the details are discussed in the final session. Your grade is based on your class participation and on the final written take-home exam. Have you completed the course successfully? Congratulations, you'll receive a Rotterdam School of Management certificate!

Are you taking this course as part of the complete part-time Executive Master of Science in Corporate Communication? Then this course is worth 5 ECTS.

Programme overview

Lecture Day 1

Understanding organisational dynamics and creating context

- Metaphors and sense making
- Exploring the playing field and players on the field
- Exploring and exchanging play ambitions
- Understanding play patterns
- Collaborating in a competitive world
- Self-management: exploring oneself

Lecture Day 2

Choosing change strategies and having impact

- Considering, choosing and combining change strategies
- Interactive learning process about change strategies
- Play division and creating commitment for change
- Play formats and collaborative actions to foster organisational change
- Self-management: discovering oneself

Lecture Day 3

Being a conscious player in organisational change and development

- Play experiences and being sensitive for feelings and emotion
- Organising, changing and communicating
- Communicating and making sense in transformational change
- Playfulness and play personalities
- Being a conscious player in organisational change
- Wrap-up

Teaching experts



Lecturer: Prof. Jaap Boonstra – Esade Business School

Prof. Jaap Boonstra is a professor of Organization Dynamics at Esade Business School in Barcelona (Spain) and a visiting professor of Organizational Change WU - Vienna University for Economics and Business. Additionally, he is a senior lecturer at the

Netherlands School of Governance in The Hague, the Netherlands. Previously, Prof. Boonstra has been the Academic director and Dean of Sioo, an inter-university institute on organisational change and learning, and he is currently a full professor at the University of Amsterdam (the Netherlands).

As a consultant, Prof. Boonstra is involved in international alliances and change processes in international business firms throughout the Netherlands, Spain and South Africa. He is also involved in global networks in value-based banking and crime prevention and is a member of several supervisory boards of societal organisations.

Prof. Boonstra has published several books and more than two hundred articles on technological and organisational innovation, management of organisational change, organisational learning, politics in organisations, strategic decision-making, and transformational change in the service sector and public administration. His book 'Dynamics of organizational change and learning' was awarded as the best contribution to organisational science, and his book 'Organizational change and leadership in organizations' was nominated for the Management Book of the Year in 2014. His most recent book 'Organizational change as collaborative play' has been published in 2019 and is based on a play model for organisational change and development.

Practical information

Dates

This English-taught course takes place from **11-13 November 2024**

Location

Erasmus University
Burgemeester Oudlaan 50
Bayle Building
Rotterdam, The Netherlands

Fee

The course fee is €3,400. This fee includes tuition, course materials, assessment, lunches, refreshments and drinks. Please note that this fee does not include hotel accommodation or transfers.

Interested?

We are always happy to answer any questions you might have. Contact us on:

ccc@rsm.nl

+31 10 408 2851

Ready to apply?

Secure your place by completing [our online application form](#).



About our Part-time Executive Master in Corporate Communication programme

You may follow this course on its own or alongside our part-time executive MSc in corporate communication.

Since 1998, we have offered this master programme to communication professionals, like you, who wish to further enhance their careers. The aim is to provide you with strategic, leadership and management skills, as well as in-depth knowledge of corporate communication, reputation management and related disciplines. When you successfully complete the entire programme, you will be rewarded with a master's degree from Erasmus University Rotterdam.

Our accredited programme is designed to be flexible and it can be combined with a full-time career. You can therefore start at any time, and with any of Part I or Part II of the four modules:



Part I

Foundation of corporate communication

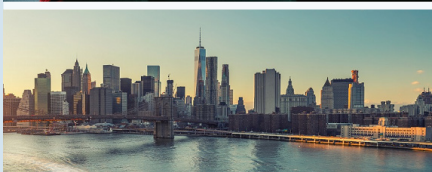
Foundation course (in January or June)



Part II

Six advanced elective courses

Advanced elective courses. You can choose your 6 courses from the 15 electives, depending on your personal or professional interest and availability



Part III

Study trip to Barcelona

International study trip



Part IV

Master thesis

Master thesis

To obtain your master's degree you must successfully complete all four modules.

Upon completion, you will have gained insight from new academic, international perspectives, and learned from working with international peers from diverse industry backgrounds within Europe and beyond.

www.rsm.nl/mcc

Accredited by



Corporate Communication Centre

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Rotterdam School of Management Erasmus University (RSM)

is one of Europe's top-ranked business schools. RSM provides ground-breaking research and education furthering excellence in all aspects of management and is based in the international port city of Rotterdam – a vital nexus of business, logistics and trade. RSM's primary focus is on developing business leaders with international careers who can become a force for positive change by carrying their innovative mindset into a sustainable future. Our first-class range of bachelor, master, MBA, PhD and executive programmes encourage them to become critical, creative, caring and collaborative thinkers and doers.