



Course program and reading list

Semester 0 Year 2024

School: Arison School of Business M.A. in OBD

Practicum B

Lecturer:

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Teaching Assistant:

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Course No.:	Course Type :	Weekly Hours :	Credit:
28916	Workshop	4	6

Course Requirements :	Group Code :	Language:
Final Paper	240289163	English

Prerequisites

Prerequisite:

- 28803 - Practicum A
- 28810 - Organizational Diagnosis
- 28907 - Qualitative Research Methods in Organizations

 Course Description

First semester: Establishing the foundations – Exercising organizational scenarios within simulations, according to the consultant's work processes in the organization, including executing organizational diagnosis, presenting it to the "organization management" and giving them feedback: a. Entering an organization and formulating a contract; b. Executing

organizational diagnostic interviews; c. Constructing an integrative organizational diagnosis; d. Preparing an organizational presentation of the feedback or preparing handouts for guided reading; e. Conducting the Organizational Feedback session (=Presenting the complete Organizational Diagnostic Report); f. Receiving and processing team feedback regarding the whole consultancy process and extracting lesson learned.

Second semester: Fieldwork practicum: – entering a client's organization and executing a complete Organizational Diagnostic project. In addition, according to the decision of the class advisor, some teams will be offered to carry out a mini organizational intervention derived from the Diagnostic report and relating to it. The class sessions within the learning groups throughout the semester, will be conducted in a setting of a supervision group (i.e. a term used in the clinical and organizational setting for groups dedicated to enhance learning both individually and group-wise). In those sessions the work of the teams in the organization as well as in their off-line work will be accompanied, shared and supervised. Consultative issues and issues of the teamwork dynamic will be discussed together as well as any other issues pertinent to the work.



Course Goals


The first semester's (2nd year) practicum program is set to prepare the student for the 'practical' practicum (in "real" organizations) which will be carried out in the second semester of this year. The focus is shifted from the personal development of the student, which was emphasized in the first year, to the student's professional development within an organizational and teamwork context. The organizing idea is that the first semester will be a preparation and a dry (off-line) exercise for the real encounter in the organizations during the second semester.

Following are the learning and developmental challenges:

- a) The consolidation of a system approach – Shifting the focus from reading a specific map of "here and now", to reading a systemic map.
- b) Sharpening and deepening personal and interpersonal skills in the organizational consultant's work – Interviewing skills, feedback and consultancy interventions. c) The carrying out of a full consultative process – An integrative experience of a whole consultative process from its beginning until the stage of consolidating recommendations for intervention and giving feedback.
- d) Experiencing teamwork within the consultants' work – The consultant as a team member and experiencing consultative teamwork.
- e) Organizational themes – Emphasis on organizational themes and contents.

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derived from the Diagnostic report and relating to it. The class sessions within the learning groups throughout the semester, will be conducted in a setting of a supervision group (i.e. a term used in the clinical and organizational setting for groups dedicated to enhance learning both individually and group-wise). In those sessions the work of the teams in the organization as well as in their off-line work will be accompanied, shared and supervised. Consultative issues and issues of the teamwork dynamic will be discussed together as well as any other issues pertinent to the work.

 Grading

1. ***The final assignment at the end of the second year's practicum will consist of two assignments:***

1.1. Organizational diagnosis report [the document finally submitted to the client]. This assignment is the result of the team work and will be submitted by the team. 1.1.1. The report which will be submitted to the client, will be submitted to the professors as the 1st assignment accompanied by a presentation. (Submission of the presentation is compulsory, no matter if due to professional reasons, it has not eventually been presented to the client). ***This assignment would be 40% of the final grade.*** 1.1.2. The grade of the report would reflect the quality of the work and an evaluation of the effort invested by the team along the process of learning in order to produce a high level report. Please note that the level of internalization and assimilation of the process of learning (as reflected for example by the number of iterations in the process of obtaining the final version) would be evaluated as well. Please note that in spite of the fact that this assignment has been carried out by a team, the class advisor holds the prerogative to

differently evaluate the team members, should he or she maintains the impression that there is a marked difference in the contribution, investment and involvement of the said team member.

1.2. Practicum Final Assignment (PFA) This is an individual assignment which consists of two separate parts: Part 1: observation and reflection on aspects of the teamwork during the Organizational Diagnostic Project; Part 2: observation and reflection on the personal and developmental dimension. **PFA would be 60% of the final grade.**



Learning Outcomes

First semester. Establishing the foundations – Exercising organizational scenarios within simulations, according to the consultant's work processes in the organization, including executing organizational diagnosis, presenting it to the "organization management" and giving them feedback:

- a. Entering an organization and formulating a contract;
- b. Executing organizational diagnostic interviews;
- c. Constructing an integrative organizational diagnosis;
- d. Preparing an organizational presentation of the feedback or preparing handouts for guided reading;
- e. Conducting the Organizational Feedback session (=Presenting the complete Organizational Diagnostic Report);
- f. Receiving and processing team feedback regarding the whole consultancy process and extracting lesson learned.

Second semester. Fieldwork practicum: – entering a client's organization and executing a complete Organizational Diagnostic project. In addition, according to the decision of the class advisor, some teams will be offered to carry out a mini organizational intervention derived from the Diagnostic report and relating to it. The class sessions within the learning groups throughout the semester, will be conducted in a setting of a supervision group (i.e. a term used in the clinical and organizational setting for groups dedicated to enhance learning both individually and group-wise). In those sessions the work of the teams in the organization as well as in their off-line work will be accompanied, shared and supervised. Consultative issues and issues of the teamwork dynamic will be discussed together as well as any other issues pertinent to the



Additional Notes

Course framework and setting

- a) The course's special nature, being a course in which much emphasis is put on

experiential learning (in contrast to frontal-teaching courses), requires a different attitude from the students regarding their attendance in class.

b) Hence, according to program regulations, and as said aforementioned, due to the special nature of study in the practicum, attendance in all classes is mandatory. c) You may not miss more than 2 classes per semester (regardless of whether or not the absence is justified).

d) Please note that you may not carry over unused absence from one semester to the next.

e) Any student who exceeds this quota will not be able to complete the practicum this year, will not receive a grade and his/her participation in the practicum will be stopped!

f) Regardless the reason for not attending a given class, the student should notify his/her absence the course assistant and simultaneously CC the group lecturer prior to the class meeting. Post factum notices will be permitted only due to justified reasons.

g) Class begins at exactly 15:45. Please do not arrive late. Students arriving after 16:00 are requested not to enter the class.

The guidelines also apply to Zoom meetings. Note that a presence in a Zoom session is only counted when the camera is on.



Reading List

Session # Date Topic Preparations for the following lesson

1. Acquaintance and opening – building a "container" for group work Preparing the teams for the "Gilad scenario"
2. Scenario #1: "Gilad" scenario – acquaintance and creating a contract Preparations of the feedback team
3. "Gilad" scenario – Diagnostic interviews Preparations of the feedback team
4. "Gilad" scenario – Presentation of the organizational diagnosis and personal feedback to the manager, feedback on consultancy Preparing the teams for "Xenophon scenario"
5. Scenario #2: "Xenophon" scenario - Diagnostic interviews
6. "Xenophon" scenario - Presentation of the organizational diagnosis and presenting the feedback on the teamwork
7. Xenophon"
8. TBD

9. TBD
10. TBD
11. TBD
12. First semester's final meeting and link to the second semester
13. Preparing for the entrance to the organizations – preliminary arrangements:
telephone conversation, contract, teamwork