



Master of Science in Organization  
Development - MSc



# Organizational Development

EXECUTIVE MASTER OF SCIENCE IN  
ORGANIZATION DEVELOPMENT - MSC

Global Perspectives on Organization Development:  
Estonia-China-Mongolia

04. – 08.06.2017

You can sign up for the seminar at [office@masterorganisationsentwicklung.com](mailto:office@masterorganisationsentwicklung.com)

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[www.masterorganisationsentwicklung.com](http://www.masterorganisationsentwicklung.com)

# Global Perspectives on Organization Development: Estonia -China-Mongolia Executive Coaching Certificate 2-day Programm

**Date:** 04. - 08.06.2018.

**Lectures:** Ruth Alas Professor, PhD,  
Peep Aaviksoo MBA,  
Ralph Grossmann Professor, PhD  
Rene Varek, BA

**Location:** EBS/ETC Tallinn,  
A. Lauteri 3, Room 407, IV floor

**Fee:** € 810,- (including materials and break time snacks, not including travel and housing costs)

## Part 1 – 04.06.2017

**Host & Lecturer: Peep Aaviksoo**

### Welcome to e-Estonia

*„e-Estonia“ is a term commonly used to describe Estonia’s emergence as one of the most advanced e-societies in the world – an incredible success story that grew out of a partnership between a forward- thinking government, a pro-active IT sector and a switched-on, teach-savvy population.”*

e-Estonia.co – The Digital Society

- Gathering and morning coffee (at Estonian Business School (EBS))
- Welcome by Estonian Business School and Overview of EBS Executive Training Center and EBS Executive MBA, by Peep Aaviksoo, Head of EBS Executive Training Centre & Executive Coach
- Estonia's progression in business over the last couple decades, by Peep Aaviksoo
- Visit of EAS e-estonia.com Showroom at Technopolis, about review of eEstonia and eGovernance
- Company visit/Case study



**Peep Aaviksoo**

Peep Aaviksoo has significant experience as CEO of stock listed companies Norma and EMT, also sitting in the supervisory boards of different public and state owned companies. In 1997 Wall Street Journal Europe nominated him as European CEO of the year. He has also served as Vice Mayor of Tallinn. For 12 years he was president of Estonian Basketball Federation. Starting from 2002 he is a member of the Executive Committee of Estonian Olympic Committee. He has graduated from Tartu University as basketball coach, got MBA in Estonian Business School and passed Senior Executive Program in London business School. Today he is managing the Executive Training Center of Estonian Business School and is a board member of EBS Group. Peep has a graduated Academy of Executive Coaching – Practitioner Diploma programme in 2012. He is a member of international Coach Federation (Group ICF) and Associate Certified Coach (ACC) since 2014.

### **“Business Development in and with China”**

I have been visiting in last 12 years China more than 60 times and have gained practical experience through different business project. Some of these projects will be shared during the program and practical cases related with doing business in and with China will be analysed.

During the period of Finest Vendors and Allied Domecq I was related with International consumer product distribution and marketing. I was directly managing a team to develop large scale distribution of consumer goods in Scandinavian, Baltic and former Soviet Union territories. From 2005 onwards I have been involved with logistics and railways. That has taken myself close to People Republic of China and business relationship and projects with Chinese governmental and private companies. During my period in Estonian Railways I was developing land bridge (railway) connection between China and Baltic countries to speed up the transport between Asia and Europe and build alternative solution for traditional deep sea ocean freight. During that period I have heavily involved in high level negotiations and meetings with Chinese government and state owned companies. Working in Russian Railways subsidiaries I have been one of the key persons to develop the cooperation with Chinese partners. I was the person behind several new logistical solutions to improve logistic products for Russian, Chinese and International customers.

RailCar was a first company who managed to certify engine powered rolling stock machinery in European Union. First Chinese produced locomotive in European Union was certified and sold by RailCar. Process to manage such a challenge took more than 3 years.

I have been part of more than ten different business or political delegation visiting China and managing business or political negotiations. For several years I was head moderator for Estonian Governmental business and logistic mission visiting China and promoting business opportunities in Estonia.

Amserv Group subsidiary company called Sinoserv is since 2015 importer and distributor of Yutong Zhengzhou Bus Company in Finland, Estonia, Latvia and Lithuania. Yutong is the world biggest bus producer with annual volume twice bigger than Mercedes or MAN.



**Rene Varek**

Estonian. Born in Tartu (Estonia) on 1972. Graduated Rakvere Secondary School in 1990 and studied International Economy and Management at the Tallinn Technical University from 1990 – 1995. 1995 – 1996 studied Marketing and Management at the Bradford University (U.K).

Important Steps in his academic career:

1998 – 2004: Team Building Courses and Team Building events for Allied Domecq PLC (UK, Spain, Sweden, Finland, Denmark, Norway, Iceland, Estonia, Latvia, Lithuania, Russia, Ukraine)

2004 – 2007: „Change Management“ program for Danone International and Danone Russia (Denmark, Russia)

2012: „Change Management“ program for Carlsberg International and Carlsberg Kazakhstan (Denmark, Kazakhstan)

Latest steps in his professional career:

2005 – 2007 Estonian Railways Ltd. (Estonian National Railway Company) – Member of the Board and Marketing Director

2007 – 2009 RailTransAuto (Subsidiary of Russian Railways) – First Deputy General Director

2009 – 2012 RailCar (Private consultancy and railways related projects) – founder and Member of the Board

2012 – 2014 GEFCO Ltd (Gefco Russia, Baltics and CIS – subsidiary of Russian Railways) – Commercial Director and Member of regional Board of Directors

Since 2014 Amserv Group AS (Biggest car dealership network in Baltic's) – Member of the Board and Managing Director

### Part 3 – 06.06.2017 (Approximately 2 hours)

Lecturer: Ruth Alas

#### “Models for Organizational Change and Crisis Management”

Based on research in two countries, Estonia and China, two triangular models, one for organizational change (Alas 2009) and the other for organizational crisis management (Alas Gao 2012) have been developed to integrate existing theories. The process model for change functions as a useful tool for planning and implementing changes. The process model for crisis management and the matrix of crisis management strategies prove useful for preventing a crisis and for recovering from a crisis.

The joint model of change management, crises management, innovation and entrepreneurship is about how entrepreneurial spirit could drive innovation and makes change permanent and how it and helps to prevent crises in organization.

Alas, R., Gao, J. 2012 Crisis Management in Chinese Organizations: Benefiting from the Changes, Palgrave Macmillan, ISBN: 978-0-230-27334-4, 196 pp.

Alas, R. (Ed) 2009. Implementation of Changes in Chinese Organizations: Groping the Way through the Darkness. Chandos Publishing (Oxford) Limited, ISBN: 978-1-84334-352-3, 230 p.



#### Ruth Alas

Ruth Alas conferred a PhD in the Department of Economics at Tartu University in 2004. Ruth Alas has published more than 25 books on management, tens of chapters for different books and over 100 articles in publications in Estonia and foreign journals and magazines. She represents Estonia in several organizations involved in international scientific research and conducts. Organizational research in Estonian Companies. Ruth Alas is a member of the Academy of Management and She organizes a series of conferences related to the management of change and organizational development under the European Institute for Advanced Studies in Management (EIASM). The events take place annually in different countries. Ruth Alas has given presentations and lectures in Europe, Asia, Africa, Australia and America.



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**“Exploring and Consulting Co-operatives. A Case Study from Mongolia.”**

According to UN documents, one billion people worldwide are members of cooperatives; feeding additional two billion people. So overall, 40% of the world population are nourished by cooperatives. They are characterized by the following objectives and core values:

- *Cooperatives are autonomous associations of persons united voluntarily to meet their common economic, social and cultural needs and aspirations through jointly-owned and democratically-controlled enterprises (ICA, 1995; ILO, 2002).*
- *As a business model, cooperatives are based on the values of self-help, self-responsibility, democracy, equality, equity and solidarity. The members of these associations believe in the ethical ideals of honesty, openness, social responsibility and caring for others. (Fredrick O. Wanyama / ILO, 2014)*

2013-2014, an Austrian Mongolian team of consultants and researchers carried out an organizational development project for the Mongolian cooperative movement. The PDW is intended for researchers to OD and management consulting, consulting practitioners and people in leadership functions in organizations for profit and non-profit. The case study will demonstrate the productive link between research and consulting: Productive for the development of the client system as well as the generation of knowledge.

Based on this case study, we will

- Analyze characteristics of cooperatives as a corporate form
- Introduce into the socio-economic context of Mongolia as a society in transition
- Describe the role of cooperatives in this society in transition
- Work out the key OD issues of the cooperatives and their associations
- Highlight the specific issues and problems of counseling in an intercultural context
- Work out the specific governance structures (business related and public governance) of the cooperatives

## **Literature**

Wanyama F. O. (2014): Cooperatives and the Sustainable Development Goals: A contribution to the post-2015 development debate; International Labour Organization (ILO), Genf.

Grossmann, R. / Scala, K. / Batsukh, S. / Neugebauer, Ch. (2012): Leadership and Organizational Development - Building Strategic Alliances. Conditions for cooperation between cooperatives and their industry associations. Funding Proposal, KEF.



## Ralph Grossmann

Ralph Grossmann conferred the PhD in law at the University of Vienna, 1972. After his career as a freelance journalist, researcher and consultant he started 1981 an academic career at the University of Klagenfurt, holding a professorship in organizational development 2001 – 2014.

Ralph Grossmann is a coach for top executives, project managers, internal and external consultants. He is an internationally popular lecturer for the topics leadership, organizational development and management of collaboration. His focus of work in research and consulting are the guidance and management of complex expert-organizations, the horizontal cooperation of independent business fields or departments, the development of cross-departmental executive teams, the setup, guidance and management of organization-internal networks and plant-crossing cooperation's. Member of the scientific board and manager of the executive master program organizational development.

### **“Executive Coaching Certificate”**

#### **Objective**

The objective of the course is to give methods and knowledge of mentoring and coaching to be able to evaluate the need to involve coaches or mentors to the development of company projects.

The course provides you with the appropriate door into executive coaching.

#### **Description**

The course covers the following topics:

- Key coaching frameworks and models to clarify goals and objectives
- Understanding of ethical guidelines and professional standards
- How to establish peer coaching relationships to promote coaching practice
- How to utilise consulting skills in a coaching context
- Basics and goals of mentoring
- The role of mentors in development of new projects

You will have access to expert tutor input from an experienced Executive Coach. You will also receive peer feedback as you test your “coaching wings” in small practice triads: coach – coachee – observer.

#### **The programme:**

- brings clarity to the distinctions between: coaching – mentoring – counselling – training and learn when to use coaching as a powerful intervention
- starts at the very beginning: listening, open questioning and goal setting
- discovers alternatives to giving advice
- learns how to use an effective four stage model that will enable you to begin coaching right away
- goes behind coaching’s core competencies to understand why coaching is so powerful and effective: the type of questions that will yield the best response, ways of listening that get clients to say more, how to have a conversation that leads to greater resourcefulness, accountability and outcome

#### **Intended learning outcomes:**

Upon completion of the course the student:

- Knows key coaching frameworks and models
- Is able to assess and clarify personal goals and objectives
- Understands ethical guidelines and professional standards in coaching and mentoring
- Is able to establish peer coaching relationships to promote coaching practice
- Is able to use consulting skills in a coaching context
- Knows the basics and goals of mentoring
- Can assess the role of mentors in development of new projects
- Is able to involve mentors and coaches to personal and company development

#### **Literature:**

Effective Coaching, Myles Downey, 2003

Inspirational Manager, Judith Leary-Joyce, 2007

The Reflecting Glass, Lucy West and Mike Milan, 2001

Inner Game of Tennis, Timothy Gallwey, 1997

More Time to Think: The power of independent thinking, Nancy Kline



## Offene Seminarreihe zu Schlüsselthemen der Unternehmens- und Organisationsentwicklung:

### Führen und Steuern

**Termin:** 09. – 11.10.2017

**Referent:** Mag. DDr. Günther Bauer, MSc

**Ort:** 1070 Wien, Schottenfeldgasse 29

**Preis:** € 810,- (inkl. Materialien und Pausenverpflegung, exkl. Reise- und Aufenthaltskosten)

### Organization Design und Prozesse

**Termin:** 13. – 15.11.2017

**Referent:** Priv. Doz. Mag. Dr. Hubert Lobnig

**Ort:** 1070 Wien, Schottenfeldgasse 29

**Preis:** € 810,- (inkl. Materialien und Pausenverpflegung, exkl. Reise- und Aufenthaltskosten)

### Netzwerke und Kooperationen managen

**Termin:** 11. – 13.12.2017

**Referent:** Univ.-Prof. Dr. Ralph Grossmann

**Ort:** WeiberWirtschaft eG

Anklamer Straße 38

10115 Berlin-Mitte

DEUTSCHLAND

**Preis:** € 810,- (inkl. Materialien und Pausenverpflegung, exkl. Reise- und Aufenthaltskosten)

### Umgang mit Gefühlen in Organisationen

**Termin:** 15. – 17.01.2018

**Referent:** Dr. Susanne Mingers

**Ort:** 1070 Wien, Schottenfeldgasse 29

**Preis:** € 810,- (inkl. Materialien und Pausenverpflegung, exkl. Reise- und Aufenthaltskosten)

### Potenzialentwicklung als Führungsaufgabe und Organisationsprozess

**Termin:** 26. - 28.02.2018

**Referent:** Mag. Dagmar Untermaier

**Ort:** 1070 Wien, Schottenfeldgasse 29

**Preis:** € 810,- (inkl. Materialien und Pausenverpflegung, exkl. Reise- und Aufenthaltskosten)

### Settings und Designs der Organisationsberatung

**Termin:** 19. – 21.03.2018

**Referent:** Hon. Prof. DI Dr. Alfred Janes

**Ort:** 1070 Wien, Schottenfeldgasse 29

**Preis:** € 810,- (inkl. Materialien und Pausenverpflegung, exkl. Reise- und Aufenthaltskosten)

### Social and Corporate Responsibility in Organizations

**Termin:** 16. – 18.4.2018

**Referent:** Philip H. Mirvis

**Ort:** 1070 Wien, Schottenfeldgasse 29

**Preis:** € 810,- (inkl. Materialien und Pausenverpflegung, exkl. Reise- und Aufenthaltskosten)





# The Organizer

For 15 years, the executive master program organizational development MSc has been taught by an experienced team of scientist, executives and consultants. The core competence of this team is in the mediation of organizational knowledge and occupational competence for the governance of companies and for the formation of change processes within and between organizations. The team executes the OD master in German in Vienna, Zurich, Berlin and Tallinn.

*The provider is the Executive Training Center (ETC) der Estonian Business School (EBS).*

Established in 1988, EBS is the oldest privately owned business university in the Baltics. With more than 1500 Student EBS's goal is to provide people with academic knowledge, skills and values for its successful implementation. In its more than 25 year EBS has grown into one of the biggest private universities in the Baltic countries, teaching entrepreneurship and business administration at Bachelor's, Master' and Doctoral levels. EBS has over 70 partner universities all around the world. The EBS Executive Training Center (EBS ETC), a leading training company in Estonia, acts as a link between the business world and universities.

