

**DOCTOR OF MANAGEMENT PROGRAM
IN ORGANIZATION DEVELOPMENT**

หลักสูตรการจัดการดุษฎีบัณฑิต สาขาวิชาการพัฒนาองค์การ

Philosophy and Objectives

1. Philosophy

It is a business world where the old norms are changing and which can no longer tolerate or accept the manipulative or aggressive accounting practices of organizations. Nor can it accept the dishonesty inherent in the reporting of exaggerated financial data in order to improve the appearance of profitability and thus artificially raise the stock value of companies on the Stock Market. Dishonest or corrupt executives are challenging business norms and values in ways which leave little room for maneuver.

The 21st century organizations are rapidly changing to meet the needs of business/service world. This is a world that is characterized and influenced by globalization, diversity, transparent financial dealings, and an emerging appreciation of spirituality, global healing and responsibility/accountability to and for the environment.

A further significant influence on today's world of information, communication technology (ICT) in an era dominated by electronic data sources via the World Wide Web, and where the Web makes transparency and openness ever more important and no longer are there places to hide. The managers of the present times need to be prepared to work and succeed in this new environment.

The cultural diversity of organizations poses a growing challenge for organizations. As multinational corporations cut across national boundaries in their business operations, understanding of cultures and sensitivity to its diversity become critical issues to address. To succeed in the world of globalization and information, organization development can no longer ignore the reality of cultural diversity and belief systems as important issues on the table.

In an era when times are changing and change in itself is changing at an unprecedented pace and complexity, their practice of leadership and management can no longer use the same mindsets and processes of a specialized area of expertise or competence. Thus, organizations' belief systems, perspectives, paradigms and competencies reflect critical competencies which may well be developed in the pursuit of an academic discipline of organization development and management at the doctoral level.

2. Objectives

The program aims to produce graduates who possess the following qualities:

- (1) To develop holistic perspectives to understand, assess, identify and articulate the functions and dynamics of their organizations/institutions as well as to describe clearly and comprehensively to their constituents/clients what, how and why these organizations are evolving and transforming.
- (2) To design and facilitate strategic thinking, visioning, planning, technology assessment, by using chaos and complexity theories and their applications in leading, facilitating, implementing and managing
- (3) To develop and design monitoring-evaluation frameworks, identify and determine indicators with the use of qualitative and quantitative measures, action learning, action research methodologies and appropriate tools for change processes and planned change interventions in human social systems.
- (4) To develop a deeper understanding of sustainability of the environment and create a level of awareness and commitment to champion and promote the role of corporate functioning of organizations and institutions with greater social responsibility and accountability for individual/institutional peace, harmony and prosperity.
- (5) To develop a heightened awareness and commitment towards achieving ethical/transformational leadership, governance and shared leadership, social/communal consciousness, ecological responsibility/accountability for global peace and harmony.

3. Admission Qualifications

Admission to the program is considered for the applicant who fulfills the following entry requirements:

- Have at least 3 years of work experience in organizations in the area of interest and expertise.
- Hold a Master's Degree in related fields (MBA, MM,) or any other field, with GPA above 3.50 on scale of 4.00 or equivalent
- Obtain TOEFL score of 580 PBT or 237 CBT or an IELTS (Academic) overall band of at least 6.5 or GMAT score of 550. (The scores are valid for 2 years). Any applicant who does not obtain the required score must take the Entrance Examination in English.
- Submit two acceptable letters of recommendation from either former instructors or employers.
- Present a brief research proposal

4. Selection Criteria

- For applicants with a Master's Degree from other fields, admission will be granted only after they pass the oral entrance examination.
- All applicants must pass the research proposal examination.

5. Educational Management System

1. Semester System

Each academic year consists of two semesters. The teaching and learning process of each semester takes 15 weeks.

2. Credit values

Theoretical courses: 15 hours of lecture/discussion carries the value of 1 credit.

Dissertation: 45 hours of research carries the value of 1 credit.

6. Duration of Study

Student must complete all requirements for the degree within 6 years from the date of first enrollment.

7. Registration

Students can register for a maximum of 15 credits per semester.

8. Evaluation Criteria

1. Grading is based on a composite of final examination at the end of the semester, assignments, tests and quizzes, term projects or reports, and/or presentations.
2. Students will earn their final grade for each credit course at the end of the semester. The grade for each course will be entered on the student's transcript by using a letter grade to show the academic standing of the student with the following meanings and values:

Letter	Meaning	Value
A	Excellent	4.00
A-	Almost Excellent	3.75
B+	Very Good	3.25
B	Good	3.00
B-	Fairly Good	2.75
C+	Fair	2.25
C	Satisfactory	2.00
C-	Minimum Satisfactory	1.75
D	Poor	1.00
F	Failure	0.00
R	Course repeated later	--
S	Satisfactory	--
U	Unsatisfactory	--
W	Withdrawal with Permission	--
WF	Withdrawal with F	0
AU	Audit and non-credit	--
I	Incomplete	--
WP (IP)	Work in Progress	--
NR	No Report	
TR	Transferred Credits	--

3. A student attaining a grade below B in any course must re-take that course until a grade of at least B is attained.
4. Grade S (Satisfactory) or U (Unsatisfactory) will be given for Dissertation.

Graduation Requirements

Assumption University confers the degree of Doctor of Management (Organization Development) upon students who meet all the requirements as follows:

1. Complete the total number of credits of the program
2. Achieve a cumulative grade point average of at least 3.50
3. Pass the Qualifying Examination
4. Pass the Foreign Language Test
5. Pass the dissertation oral defense
6. Have the dissertation published or obtain an acceptance for publication in a recognized journal or academic publication which have the peer review
7. Maintain proper conduct worthy of being a doctoral degree holder
8. Settle all financial obligations to the University

Other Requirements

(1) An out-of country fieldtrip is required as part of the program.

9. Curriculum

1. Number of Credits

The total number of credits of the program is 54 credits.

2. Curriculum Structure

	Credits
Required Course	3
Elective Courses	15
Dissertation	36
Total	54

3. Course Codes

- First Two Letters
OD stands for Organization Development

- First Number
 - 5 stands for Required courses
 - 6 stands for Free Elective courses
 - 9 stands for Dissertation courses

- Second, Third and Fourth Numbers stand for the Serial numbers of courses

4. Courses

Required Course	3 credits
	Credits
OD 5900 Research Design and Methodology	3 (3-0)
 Elective Courses	 15 credits
	Credits
OD 6900 Organization and Management Theory	3 (3-0)
OD 6901 Organization Development and Change	3 (3-0)
OD 6902 Organizational Communications	3 (3-0)
OD 6903 Organizational Innovation	3 (3-0)
OD 6904 Leadership and Change Management	3 (3-0)
OD 6905 Organization Structure and Design	3 (3-0)
OD 6906 Interpersonal Processes in Organization	3 (3-0)
OD 6907 Action Research	3 (3-0)
OD 6908 Strategy and Policy	3 (3-0)
OD 6909 Global Perspectives	3 (3-0)
OD 6910 Professional Issues	3 (3-0)
OD 6911 Doctoral Project Seminar	3 (3-0)
OD 6912 Whole Systems Theory and Transformation Change	3 (3-0)
OD 6913 Leadership in Socio-Cultural-Political Realities – Cultural Diversity, Belief Systems and Social Equality	3 (3-0)
OD 6914 Human Information Process Tools and Techniques of Learning & Change	3 (3-0)
OD 6915 Systems and Strategic Thinking, Creating, Visioning & Shaping Futures	3 (3-0)
OD 6916 Designing, Leading and Managing Change in Complex Social Systems	3 (3-0)
OD 6917 Generative & Strategic Dialogues, Participative Consultations and Networks	3(3-0)
OD 6918 Holistic Thinking and Creative Problem-Solving Decision-Making	3 (3-0)
OD 6919 Assessment, Monitoring and Evaluation of Systems Learning and Change	3 (3-0)
OD 6920 Qualitative & Quantitative Evaluation Processes	3 (3-0)
OD 6921 Leadership, Governance, Ethics, Professionalism and Social Responsibility/ Accountability	3 (3-0)
OD 6922 Stewardship, Sustainable Development and Ecology	3 (3-0)
 Dissertation	 36 credits
	Credits
OD 9100 Doctoral Dissertation I	9 (9-0)
OD 9101 Doctoral Dissertation II	9 (9-0)
OD 9102 Doctoral Dissertation III	9 (9-0)
OD 9103 Doctoral Dissertation IV	9 (9-0)

5. Study Plan

First Semester

Course Code	Course Title	Credits
OD 5900	Research Design and Methodology	3 (3-0)
Elective Courses		6 (6-0)
Total		9 (9-0)

Second Semester

Course Code	Course Title	Credits
Elective Courses		9 (9-0)
Total		9 (9-0)

Third Semester

Course Code	Course Title	Credits
OD 9100	Doctoral Dissertation I	9 (9-0)
Total		9(9-0)

Fourth Semester

Course Code	Course Title	Credits
OD 9101	Doctoral Dissertation II	9 (9-0)
Total		9 (9-0)

Fifth Semester

Course Code	Course Title	Credits
OD 9102	Doctoral Dissertation III	9 (9-0)
Total		9 (9-0)

Sixth Semester

Course Code	Course Title	Credits
OD 9103	Doctoral Dissertation IV	9 (9-0)
Total		9 (9-0)

6. Course Description

Required Course

D 5900 Research Design and Methodology **3(3-0) credits**
Prerequisite: Consent of Instructor

A study of research designs appropriate for basic and field research including methodology for implementing such designs. An analysis of various statistical methods for evaluating research data. Includes prospectus and manuscript writing and submission. Also includes a critical review of various research currently published.

Elective Courses

OD 6900 Organization and Management Theory **3 (3-0) credits**
Prerequisite: Consent of Instructor

Covers the major historical perspectives and some of the current competing paradigms in the field of organization theory. Students will be exposed to classical management theory, human relations theory, the technology-structure and structure-environment contingency perspectives for organizational design, strategic human resource management, organizational culture, institutional theory, and such current topics as organizational demography and groups in organizations. Emphasis will be placed on critiquing the theoretical perspectives on both conceptual and methodological dimensions as well as developing comparisons and contrasts between the perspectives. The critical elements of theory building in the organizational sciences and the frameworks for examining organizational theory will also be covered in the course.

OD 6901 Organization Development and Change**3 (3-0) credits****Prerequisite: Consent of Instructor**

This course provides an overview of theory and practice in organizational change and development. This course also surveys alternative change models; individual, group and organization level interventions; large system change; and overcoming resistance to change. Issues of effectiveness and ethics in the consultant/client relationship are also addressed.

OD 6902 Organizational Communications**3 (3-0) credits****Prerequisite: Consent of Instructor**

This course address the concepts and approaches to the processes of communication and information exchange in organizations, the influence of organizational structures and technologies on communications, and the implications for organizational design and evaluation. The course also includes a discussion of cross-organizational communications networks and provides training on the most widely used, the Internet, so that faculty advisors are "able to mentor the students between semesters (e.g., in the Professional Issues course and the Doctoral Project).

OD6903 Organizational Innovation**3(3-0) credits****Prerequisite: Consent of Instructor**

This course will explore the two sides of the innovation process: creating the conditions that will produce innovations, such as new products and services and implementing innovations – e.g. new information technologies – to improve work processes. The course will examine innovation strategy, the structures and culture that support innovation, and the process by which innovations are developed and implemented.

OD 6904 Leadership and Change Management**3(3-0) credits****Prerequisite: Consent of Instructor**

This course focuses on learning, understanding, critiquing and synthesizing exemplar cases in leadership and change management. Learners are expected to reflect on these experiences in terms of the implications and applications to the learner's own situation.

OD 6905 Organization Structure and Design**3 (3-0) credits****Prerequisite: Consent of Instructor**

In this course classical and contemporary theories of organization and management are surveyed. Specific emphases are given to five dimensions of organizational design: strategy, size, technology, environment, and power-control. Organizations of the future (networked, virtual corporations, other) are also discussed.

OD 6906 Interpersonal Processes in Organization**3 (3-0) credits****Prerequisite: Consent of Instructor**

To provide an in-depth exploration of the field of organizational behavior at the individual level. Specific attention is given to two specific features of human behavior. One focus is the understanding of how individuals interact with their environment.

OD 6907 Action Research**3 (3-0) credits****Prerequisite: Consent of Instructor**

This course reviews the types of applied empirical research designs that can be used in organizational settings. In the course, the students learn about the conceptual and practical foundations for action research. They also learn about the design and utilization of interview protocols, focus groups, surveys, questionnaires, and observational methods of data collection and analysis. The concepts of sampling, mean differences, validity and reliability, variance and tests of significance are also addressed.

OD6908 Strategy and Policy**3 (3-0) credits****Prerequisite: Consent of Instructor**

This course provides an introduction to the strategic decisions and processes that shape the future of an organization. The course covers techniques for defining the basic purpose and objectives of an enterprise, analyzing industries and competitors, and identifying functional policies to achieve chosen objectives. Special emphasis is placed on strategic management in a global context.

OD 6909 Global Perspectives**3 (3-0) credits****Prerequisite: Consent of Instructor**

This is a survey course on the various issues related to managing global businesses: the new world economic order, international organizations (OPEC, WTO, other), ecology and resources, ideology

and economic development, regionalism and globalism, competitive advantage of nations, and the operation of global firms.

OD 6910 Professional Issues 3 (3-0) credits

Prerequisite: Consent of Instructor

This course involves an Internet-based discussion among faculty and students on 1) emerging trends and issues that may impact the practice of management, leadership and organization development in the coming years; 2) issues concerning their professional identity, career plans and new roles and opportunities that may arise as a result of their educational program; and, 3) issues, problems and challenges that may surface as they apply the leanings from their courses to their work.

OD 6911 Doctoral Project Seminar 3 (3-0) credits

Prerequisite: Consent of Instructor

The Doctoral Project is the culminating experience in the program. It provides students with the opportunity to apply their leanings from their courses to actual issues they are presently facing in their organization or might be facing in the future. Several forms of this project are possible – for example, an action research project in their own organization, a group field study, a case study, and a literature review. Work on the project begins in the fourth semester with a four day planning seminar. This seminar includes presentations to all of the students as a group on the nature and purpose of the project and individual meetings with faculty advisors to plan the project. The students conduct most of the project work between sessions, consulting with their advisors via Internet, fax, mail, phone, and video conferencing. They will also have the opportunity to work with their advisors during the fifth and sixth semesters, especially the latter.

OD 6912 Whole Systems Theory and Transformation Change 3 (3-0) credits

Prerequisite: Consent of Instructor

This course is a discourse on the emerging theory of whole systems and the dynamic processes of change in which any system in the world is confronted or involved. These changes include growth, development, transition and most importantly transformational change. The philosophy, paradigms and principles of whole systems will be explored extensively and learners will explore different exemplars of patterns of such changes observed and experienced in the real world.

**OD 6913 Leadership in Socio-Cultural-Political Realities –
Cultural Diversity, Belief Systems and Social Equality 3 (3-0) credits**

Prerequisite: Consent of Instructor

This course focuses on understanding and appreciating the central role of leadership in dealing with adaptive issues and challenges with socio-cultural-political dimensions as conflicting realities. It also explores the realities of cultural diversity in global/local societies and in multi/national, national and local corporations, the underlying belief systems that define the perspectives and influence the behaviors of systems as well as the value of social equality in leading and managing change. The learners are expected to take a look at their own organization from these perspectives and make an assessment of the challenges of their own leadership under such conditions.

**OD 6914 Human Information Process Tools and Techniques
of Learning & Change 3 (3-0) credits**

Prerequisite: Consent of Instructor

The third wave of development identified by the era of information or knowledge creates a new competence of processing information from various perspectives internal to the thinking processes of the human person. This course provides the learner with the “Selfware” tools and techniques in “human information processing” to enable the learner to decode, discover, discern, determine and decide on things, tasks and relations that are important for one’s effective and excellent functioning.

**OD 6915 Systems and Strategic Thinking, Creating, Visioning
& Shaping Futures 3 (3-0) credits**

Prerequisite: Consent of Instructor

This course will explore the thinking processes that are systemic and strategic in nature and utilize such processes in strategic thinking, creating, neuropreneurship and entrepreneurship, visioning and shaping futures. Technologies such as appreciative inquiry, future search conferences and many others are explored and utilized by the learners as exemplars of the processes they can use in their respective organizations. The learners are expected to develop and demonstrate conscious process thinking that encompass ways and processes of viewing the future from multimodal frameworks.

OD 6916 Designing, Leading and Managing Change in **3 (3-0) credits****Complex Social Systems****Prerequisite: Consent of Instructor**

This course focuses on the processes of designing, leading and managing change in human social systems – at the individual, group/team, organization, communities and networks/alliances levels. Learners develop the competency to respond on the spot to think through the focus and the flow of thinking, relating and acting on emerging complex issues confronting human social systems. This involves learning how to package communication (as models or paradigms) as appropriate, to effectively and comprehensively respond to conflicting and converging situations enabling the learners to develop the competency to think globally and act locally.

OD 6917 Generative & Strategic Dialogues, Participative **3 (3-0) credits****Consultations and Networks****Prerequisite: Consent of Instructor**

This course focuses on the strategy of leadership to generate process and conduct dialogues, participative consultations with multisectoral groups and networks, who share a common stake on certain issues and events, but with diverse interests and specialties, and the implications of the critical role of leadership to lead and manage these processes.

OD 6918 Holistic Thinking and Creative Problem-Solving **3 (3-0) credits****Decision-Making****Prerequisite: Consent of Instructor**

This course provides the practical and creative experience of engaging in holistic and creative processes as approaches to creative problem solving and decision-making.

Exercises will be provided to engage the learner in actual issues and events that can be addressed differently from the systemic (holistic) and strategic (global-long term) perspectives. Learners are expected to think and explore on adaptive challenges and opportunities (from their own organizations/companies and not as problems or constraints) in the workplace and world of relationships and use creative and holistic thinking processes to tap the shape the future of their organizations.

OD 6919 Assessment, Monitoring and Evaluation of Systems **3 (3-0) credits****Learning and Change****Prerequisite: Consent of Instructor**

This course will focus on learning how to determine, assess, monitor and evaluate a system experiencing change to determine if it is really learning and changing. Different models of assessment and evaluation as well as examples of process tools of monitoring changes in a learning system are explored and utilized. Learners are expected to develop and evolve their own models and processes as these are relevant to use in their own organizations.

OD 6920 Qualitative & Quantitative Evaluation Processes **3 (3-0) credits****Prerequisite: Consent of Instructor**

This course focuses on familiarizing and learning qualitative and quantitative evaluation processes as well as in developing, designing and evolving examples of instruments, tools, values and measures relevant to the assessment, monitoring and evaluation of learning and change in human social systems. This includes learning and understanding the software tools available for these purposes.

OD 6921 Leadership, Governance, Ethics, Professionalism and **3 (3-0) credits****Social Responsibility/ Accountability****Prerequisite: Consent of Instructor**

This course focuses on the critical issue of leadership, governance, ethics, professionalism, and the value of social responsibility and accountability. This includes delving on the importance of addressing this issue, defining the underlying assumptions and identifying implications of such values in leading and managing change in human social systems is explored. Learners are expected to use their own actual experiences as well as observations of situations where these values are put to the test and how these can be addressed at different levels.

OD 6922 Stewardship, Sustainable Development and Ecology **3 (3-0) credits****Prerequisite: Consent of Instructor**

This course focuses on the values of stewardship of social and global resources, the principles and processes of sustainable development and the understanding of ecology. Learners are to identify concrete situations in their organizations that relate to these issues of sustainable development and the

ecology, as well as to explore the implications of what leadership must do to enable organizations to take on these issues as their own.

Dissertation

OD 9100 Doctoral Dissertation I

9 (9-0) credits

Prerequisite: Consent of Instructor

This is a mentor-guided course designed to focus on preparing the Research Study Proposal for approval. During this course, the learner's prospectus will be applied to the development of a proposal. Topics in this course include focused literature reviews, statistical and qualitative tools, data gathering and data analysis approaches, past research and current theories, proposal chapter format requirements, human subjects research requirements, and submission timelines

OD 9101 Doctor Dissertation II

9 (9-0) credits

Prerequisite: Consent of Instructor

The course in the nine-credits dissertation will consist of the candidate formulating the introductory chapter of the dissertation, which may include inter alia background to the research, research problems, hypotheses or issues, justification, delimitations, definitions and terms according to the general DBA guidelines.

Students will have submitted the introductory chapter which will carry 100% of the course marks by Week 15 in the current semester of enrolment.

OD 9102 Doctoral Dissertation III

(9-0) credits

Prerequisite: Consent of Instructor

This course is a continuation of the preliminary data gathering and analysis for the dissertation. The course in the nine-credits dissertation will normally focus on the writing the Results chapter of the dissertation. Supervisors, course leader and candidate will consult on an ongoing basis during this period. Students will have submitted the final results chapter which will carry 100% of the course marks by Week 12 in the current semester of enrolment. In this seventh course the candidate is expected to write the final discussion and conclusions chapter of the dissertation. This chapter may inter alia include an outline of findings, acknowledgement of limitations, recommendations for future research and applications in management practice. Supervisors, course leader and candidate will consult on an ongoing basis during this period. Students will have submitted the conclusion chapter which will carry 100% of the course marks by week 15 in the current semester of enrolment.

OD 9103 Doctoral Dissertation IV

9 (9-0) credits

Prerequisite: Consent of Instructor

This is the final course in the program's sequence in which the learner, with the guidance of his or her mentor, completes the formal oral defense of the Doctoral Research Study and prepares and submits the study for university approval. An approved Doctoral Research Study is required to complete this class.