

MASTER OF MANAGEMENT PROGRAM IN ORGANIZATION DEVELOPMENT & MANAGEMENT

หลักสูตรการจัดการบริหารมหาบัณฑิตสาขาการพัฒนาองค์กรและการจัดการ

Philosophy and Objectives

1. Philosophy

The Master of Management in Organization Development and Management Program, MM (OD&M), has come of age after nine years. It registered an average intake of 22.8 students per batch and graduated 22.7 thus far. It has produced 146 graduates out of the past 7 batches. A total of 206 students have enrolled since it's launching in 1997, with 34 now in progress in Batches 8 and 9.

While its academic numbers has been modest, it is alive and relevant to learners in management. It needs now to focus and respond differently to emerging challenges, changing needs and complex context of client organizations as well as of the Organization Development and Transformation (ODT)¹ consulting profession. It is for this reason that a review of the current curriculum was done. The process of revision made us clarify/affirm the program values, reframed the content perspectives and realigned the current courses offerings based on the following value-based and value-added considerations:

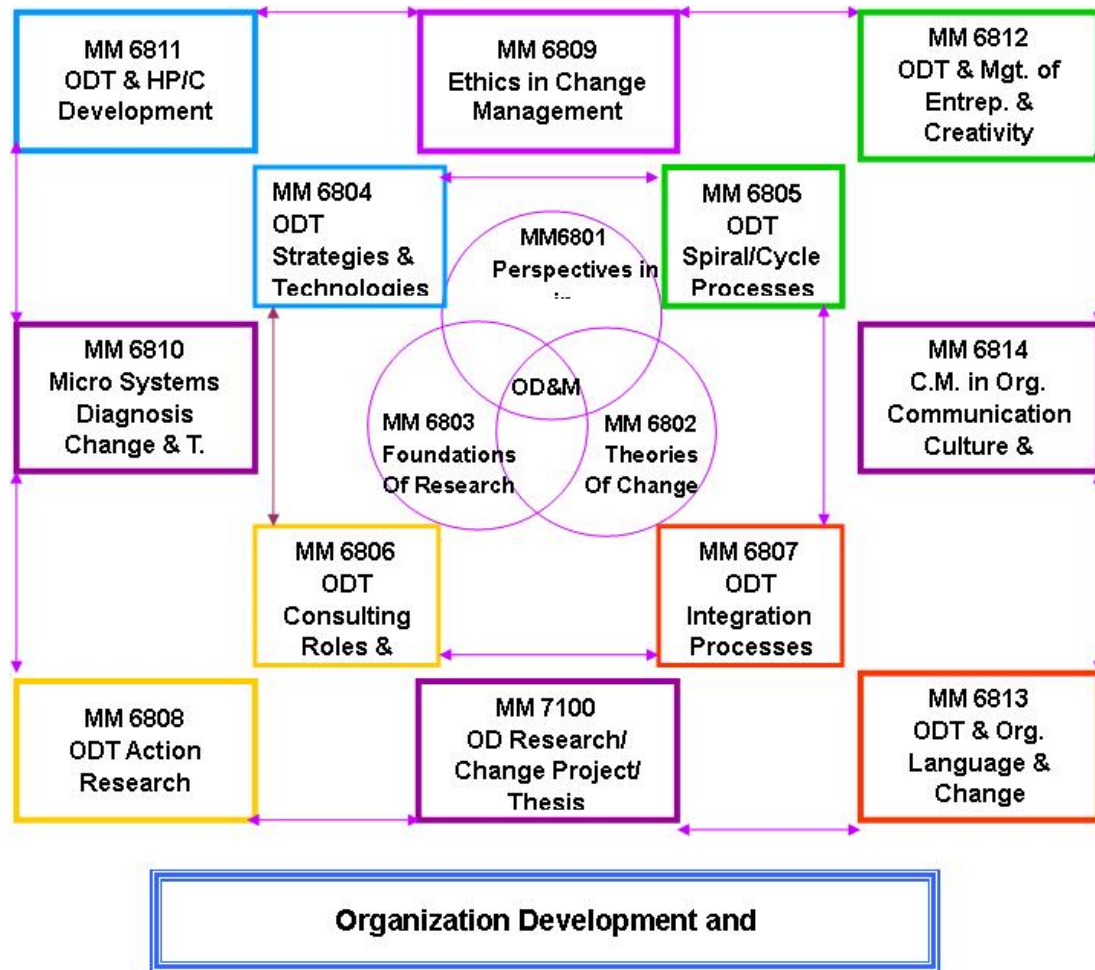
- We believe in affirming, enabling and tapping learners on their best potentials. As such, Learners are integral parts of organizations as human social systems (HSS).
- We believe in understanding change as a natural phenomenon of life thus learning, living and studying change become central to the ODT as a “helping and Change” profession.
- We believe in “becoming, behaving and being” as individuals, groups, organizations and communities evolve, develop and unfold in dynamic/generative, spiral/cyclical lifelong processes.
- We believe in the essence of connectivity, complexity and the context of change that ODT Practitioners must relate to leverage for effective/affective influence and impact.
- We believe in ethics - integrity, personal accountability, and social responsibility that any change must be purposive and meaningful to those active in and are affected by it.

Therefore in the revision of the current curriculum, five major changes have been made to reflect on what our students need to learn and develop competences in MM ODM to wit: (See Figure 1)

- The main foundation course of degree of MM in ODM is Organization Development & Management Fundamentals as a basic springboard to the study of ODT.
- The core elements of discipline of ODT revolve around their distinct yet interconnected concepts and processes namely:
 - a) Human Social Systems (HSS) – the “subject/actor” of change and learning – these are persons as individuals, groups, organizations and communities.
 - b) The Change Phenomenon as experienced by HSS over a life time and in different situations and challenges; and
 - c) The Process of Inquiry directly applied in HSS using the Action Research Model for knowledge/competence development.
- The Discipline of ODT is composed of dimensions each of which define the areas of competences of an ODT Person namely:
 - a) ODT Strategies & Technologies – The Tools of the Profession
 - b) ODT Process as a lifelong systems change – The Tasks of the Practitioner in facilitating and managing change
 - c) ODT Consultant/Practitioners Role and Relationships with Client System and
 - d) ODT Integration Processes of the Change Person(s) at the individual, group, organization and community levels.

¹ Organization Development & Transformation (ODT) is the body of knowledge or the study of organization change involving learning, growth, development, transition and transformation. Organization Development & Management (ODM) is the term used for the major in the degree of Master of Management.

Figure 1: Schematic Diagram of the Courses of the Approved Revised Curriculum of MM OD



The Context of Change is the Field where the ODT Interventions are applied. These are identified as relevant and related cognates.

The Faculty of Organization Development & Management believes in the use of values in shaping the critical issues that influence and determine the people's performance effectiveness and organization organization's success. Organization Development & Transformation (ODT) has proved to be an alternative and a different voice that enable leaders, executives, managers and supervisors lead and manage change. Thus MM in OD&M is designed to achieve the following:

2. Objectives

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

- (1) To develop and articulate clearly the knowledge and understanding of organizations as "corporate living persons" of the human social system, of development as a lifelong change process and management as a creative and confluent response to the challenges of existing and emerging realities in the task environments of business/service organizations. 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.
- (2) To acquire and increase competencies in organization development and transformation (ODT), its strategies and technologies, tools and processes as well as the competencies of change management in initiating, facilitating and implementing planned change.
- (3) To acquire and enrich understanding and appreciation of the processes of learning at the individual, group, organization and community levels, and by developing the skills, attitudes and knowledge of the self as an instrument of change.

- (4) To develop and enhance competencies in the ODT process cycle (diagnosing/ assessing, designing/developing/implementing interventions, and monitoring/evaluating planned change efforts using the action research model to problem-solving/decision-making in organizations.
- (5) To create awareness and develop appreciation for organization development, transformation and change management as a new profession or discipline in leading and managing change in organizations and as such a strategic and systemic function of leadership with ethical responsibility and accountability for organization change and social transformation.

3. Admission Qualifications

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

- Any Bachelor's degree from an accredited institution.
- At least two (2) years of professional and practical work experience
- A grade point average of at least 2.5 on the scale of 4.0 or its equivalent, with potentials for leadership and management positions and computer literacy (able to use basic programs for course work.)
- TOEFL 550 PBT/213 CBT or IELTS 6.0.

Any applicant who does not obtain the required score must take the Entrance Examination in English.

4. Selection Criteria

Pass the Entrance Examination of Assumption University in English and/or Managerial Aptitude Test and a personal interview.

5. Educational Management System

1. Trimester System
2. Credit values

Theoretical course: 15 hours of lecture carries the value of 1 credit.

Independent Study: 45hours of 1independent study carries the value of 1 credit.

3. Medium of Instruction
English

6. Duration of Study

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

7. Registration

1. Students can register for a maximum of 15 credits per semester.
2. Auditing a Class
 - With the approval of the advisor, a student may audit a course. He has to pay the required fees for that course, attend at least 80% of the classes and get a grade of "AU" with no weight.
 - The maximum number of credit hours, allowed in any semester includes the audited classes but the minimum credit hours a student is required to take to maintain his/her status does not include the audited classes.
 - Credit hours from audited classes are not counted in the accumulated credit earned.

3. Transfer of Credit

Students may be accepted as transfer student, from other accredited Master's programs provided the same or equivalent courses are offered at Assumption University and that he/she earned a grade of B+ or higher. The total number of transferred credits cannot exceed 12.

8. Evaluation Criteria

1. Grading System

Letter grades are used to show the academic standing of all students 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 | -- |
| | | |

2. Evaluation

Evaluation of student's performance in each course is based on:

- Active presence and participation in interactive, experiential session.
- Accomplishment of exercises and reflection papers on the exercises
- Accomplishment of a reflection paper on the required coverage of the course (concepts, processes and context)
- Creative and Alternative outputs of unfolding learning processes as lived and experienced the course and in the duration of the whole program.

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. Other Criteria

- Responsible for self-development/management accomplishing agreed objectives and requirements of every courses
- Quality – comprehensive accomplishment of papers and projects
- Leadership and Management with Groups and whole class.

Graduation Requirements

Assumption University confers the degree of Master of Management in OD&M upon students who meet all the requirements as follows:

1. ODT Research/Change Project Presentation/Defense
2. Self Integration Paper at the conclusion of Phase 3 of ODT Integration
3. Library and financial clearance with the University
4. Good behavior and discipline
5. Cumulative grade point average of 3.00

9. Curriculum

1. Number of Credits

The total number of credits of the program is 48 credits.

2. Curriculum Structure

| | |
|----------------------------|------------|
| Foundation Courses | 3 credits |
| Core Courses | 33 credits |
| Elective Courses | 6 credits |
| OD Research/Change Project | 6 credits |

3. Course Codes

First Two Letters
MM stands for Master of Management courses.

| | |
|-------------|----------------------------------|
| Number | |
| 5,000-5,999 | stand for Foundation Courses |
| 6,000-6,999 | stand for Master's Level Courses |
| 7,000- | stand for Independent Study |

4. Courses

| | |
|--|------------------|
| Foundation Course | 3 credits |
| | Credits |
| MM 5003 Organization Development & Management Fundamentals | 3 (3-0) |

| | |
|---|-------------------|
| Core Courses | 33 credits |
| | Credits |
| MM 6801 Perspectives in Organization Development & Management | 3 (3-0) |
| MM 6802 Theories of Change & Transformation | 3 (3-0) |
| MM 6803 Foundations of Research | 3 (3-0) |
| MM 6804 ODT Strategies and Technologies | 3 (3-0) |
| MM 6805 ODT Process Spiral/Cycle | 3 (3-0) |
| MM 6806 ODT Consulting Roles and Skills | 3 (3-0) |
| MM 6807 ODT Integration Process | 6 (6-0) |
| MM 6808 ODT Action Research | 3 (3-0) |
| MM 6809 Ethics in Change Management | 3 (3-0) |
| MM 6810 Micro Systems Diagnosis, Change and Transformation | 3 (3-0) |

| | |
|---|------------------|
| Elective Courses (A Choice of 2 out of 4) | 6 credits |
| | Credits |
| MM 6811 ODT & Human Potential/Capital Development | 3 (3-0) |
| MM 6812 ODT & Management of Entrepreneurship & Creativity | 3 (3-0) |
| MM 6813 ODT & Organization, Language & Change | 3 (3-0) |
| MM 6814 Change Management in Organization Communication, Culture and Climate | 3 (3-0) |

| | |
|-------------------------------------|------------------|
| OD Research/Change Project | 6 credits |
| | Credits |
| MM 7100 ODT Research/Change Project | 6 (6-0) |

5. Study Plan

First Year
First Trimester

| Course Code | Course Title | Credits |
|--------------|---|-----------------|
| MM 6807 | Induction – Phase 1 of ODT Integration Process | 1(1-0) |
| MM 5003 | Organization Development & Management Fundamentals | 3(3-0) |
| MM 6801 | Perspectives in Organization Development & Management | 3(3-0) |
| MM 6802 | Theories of Change and Transformation | <u>3(3-0)</u> |
| Total | | 10(10-0) |

Second Trimester

| Course Code | Course Title | Credits |
|--------------|---|---------------|
| MM 6804 | ODT Strategies and Technologies | 3(3-0) |
| MM 6805 | ODT Process Spiral/Cycle | 3(3-0) |
| MM 6814 | Change Management in Organization, Communication, Culture and Climate | <u>3(3-0)</u> |
| Total | | 9(9-0) |

Third Trimester

| Course Code | Course Title | Credits |
|--------------|--|---------------|
| MM 6803 | Foundations of Research | 3(3-0) |
| MM 6811 or | ODT & Human Potentials/Capital Development | 3(3-0) |
| MM 6812 or | ODT & Mgt. of Entrepreneurship & Creativity | 3(3-0) |
| MM 6813 | ODT & Organization, Language and Change | 3(3-0) |
| MM 6810 | Micro Systems Diagnosis, Change & Transformation | <u>3(3-0)</u> |
| Total | | 9(9-0) |

Second Year
Fourth Trimester

| Course Code | Course Title | Credits |
|--------------|--|-----------------|
| MM 6815 | Interface/Immersion – Phase 2 of ODT Integration Process | 2(2-0) |
| MM 6808 | ODT Action Research | 3(3-0) |
| MM 6806 | ODT Consulting Roles and Skills | 3(3-0) |
| MM 6809 | Ethics in Change Management | <u>3(3-0)</u> |
| Total | | 11(11-0) |

Fifth Trimester

| Course Code | Course Title | Credits |
|--------------|--|---------------|
| MM 6816 | Integration – Phase 3 of ODT Integration Process | 3(3-0) |
| MM 7100 | ODT Research/Change Process | <u>6(6-0)</u> |
| Total | | 9(9-0) |

6. Course Description

Foundation Course
MM 5003 Organization Development & Management Fundamentals 3 credits

This course establishes basic understanding of Management Science covering a review of basic management theories, introducing organization development concepts and processes. A special emphasis is given to the organizational effectiveness as an organization's essential goal.

Core Courses
MM 6801 Perspectives in Organization Development and Management 3 credits

This course provides the learner with the discipline (frameworks and processes thinking tools) to identify, describe and differentiate the self-system as a unit of organization; as well as the organization as a

human social system. Learners are to identify, describe, differentiate and rationalize the integral and interdependent relationships of individuals, groups and organizations/institutions in the complex network of relationships in human social system.

MM 6802 Theories of Change and Transformation

3 credits

This course explores and extrapolates theories, paradigm and principles of change, growth, learning, development, transition and transformation as integral parts of life processes in human social systems. It seeks to understand chaos, order, complexity, connectivity concepts/processes and the implications and impact to the multiple roles of a "change person" (As Learner, Leader, Executive, Manager, Supervisor, Expert, Consultant, Facilitator). This enables self as leaders to engage in strategic, systemic, creative, and practical thinking processes in emerging systems to envision and shape futures – using Self-aware assessment profile on human information processing and decision-making.

MM 6803 Foundations of Research

3 credits

This course focuses on the understanding and familiarity of fundamentals of research and the corresponding qualitative/quantitative analysis. Emphasis is given on functional appreciation and familiarity on the use of qualitative/quantitative tools of data gathering and analysis (statistics using nominal, ordinal, interval and ratio/proportion data) as well as the use of Statistical Package for Social Sciences (SPSS) and other programs relevant to qualitative analysis, interpretation and presentation of findings.

MM 6804 ODT Strategies and Technology

3 credits

This course covers the spectrum of ODT strategies, approaches, technologies and tools as Interventions in development change, culture change, human behavior change, organizational structure change, societal change; this also includes best practices of change leadership and management. In essence this course provides the "models" and "tools" of the profession.

MM 6805 ODT Process Spiral/Cycle

3 credits

This course traces and translates the change process into phases, stages and steps of the ODT Process Spiral/Cycle through which the design and use of ODT Interventions are evolved in dialogues, consultation, negotiation and other participatory forms of engagement with the client system. This enables the learners to design and stage the learning processes of any engagement such that ODT Intervention can be spelled out in activities appropriately sequenced for implementation. MM 6804 and 6805 are back-to-back courses and will involve the use of a real life ODT Project for practical application.

MM 6806 ODT Consulting Roles and Skills

3 credits

This course focuses on the consultant engaged in the consulting process cycle as well as on the competences (knowledge, abilities, attitudes, values and skills) of the consultant doing consulting, coaching, training and facilitating roles of the helping profession. The course includes practice/experiential structured learning activities in the workplace and other life situations.

MM 6807 ODT Integration Processes

6 credits

This course is composed of three phases (MM 6807 Phase I- Induction, MM 6815 Phase II- Interface/Immersion and MM 6816 Phase III – Integration) engaged in by the learners in three points of time in the whole program, namely: induction (at the entry), interface/immersion (midstream) and integration (at the end of the program). This covers events, visits, conferences and related immersion activities/sessions organized where the experiential/practical applications of connectivity of learning systems and processes as lived in the program such that Personal/Professional/Positional interface and transformation of the Learner (Change Person) can take place and be reflected on. This is also done with the conscious reference to the Code of Ethics of the ODT Profession.

MM 6808 ODT Action Research

3 credits

This course is to walk with the learner in the research process using the action research design model as a preparation for the ODT Research/Change Project. The research process is presented in ways that engage the learner to enter into his/her organization and identify issues, events and opportunities for creating change. This includes a discourse on assessment, evaluation, monitoring and action learning. The output of this course is the first three chapters of the ODT Research/Change Project.

MM 68909 Ethics in Change Management

3 credits

This is a course on ethical and moral issues confronting leaders/ODT consultants. Learners are to identify and delineate values and issues that affect and influence governance, leadership and management decisions that impact on social, economic, cultural, political and ecological conditions of the stakeholders

or the public. Emphasis is given to the Code of Ethics of ODT Profession for social responsibility and accountability.

MM 6810 Micro Systems Diagnosis, Change and Transformation **3 credits**

This course is an experiential learning on the use of diagnostic methods and tools as applied to individuals, groups, organizations and communities as micro systems, focusing on the assessment of performance and effectiveness based on established criteria and standards. Learners are to engage themselves in the conduct of diagnosis with an organization of choice as the client system of the project

Elective Courses (A choice of 2 out of 4 courses)

MM 6811 ODT & Human Potential/Capital Development **3 credits**

This course covers the major functions of human potential/capital development/ management starting from identifying, differentiating, selecting, developing and maintaining the greatest capital of all human systems – the human potential/intellectual capital of the organization. This includes understanding what it takes for organizations to be “learning organization”. Also, this includes the understanding of the evolving roles of Human Resource Development/Management (HRD/M) in ODT, from historical perspectives of Personnel Administration to HRD, HRM and now the champion of systems change in the organization.

MM 6812 ODT & Management of Entrepreneurship & Creativity **3 credits**

This is a discourse on the spirit of entrepreneurship involving holistic thinking and creative problem-solving/decision- making in the context of the knowledge economy. There is emphasis on the role of information communication and technology (ICT) in development change. This includes exercises on processes and techniques of creative, intuitive thinking and generating alternatives, ideas through concept mapping/building and implications to managing entrepreneurial engagements.

MM 6813 ODT & Organization, Language and Change **3 credits**

This course introduces learners/leaders to the recognition and understanding of organizations as narrative constructs. As such, development of organizations or effecting changes in organizations is carried out linguistically (use of language) in the interpretive (or hermeneutic) traditions/process. This provides ways for practical uses of conversations, dialogues and communication in developing or effecting change in organizations.

MM 6814 Change Management in Organization, Communication, Culture & Climate **3 credits**

This course focuses on the processes and tools in group and organization communication, culture building and climate sensing. This includes surveys, value orientation/reorientation, formation, openness and transparency as well as their implication for change management.

ODT Research/Change Project

MM 7100 ODT Research/Change Project **6 credits**