



School of Business and Professional Studies

Colleagues:

Earlier this month the GPC approved revisions to the MSOD degree program curriculum.

The redesign of the MSOD program was initiated prior to the merger creating the new school (BPS). Based on the 2007 university-mandated program review, it is the strong belief of the faculty associated with the MSOD program that this programmatic redesign is necessary. It updates the curriculum while distinguishing us from competitor programs. It eliminates the strict cohort model currently used, thus creating opportunities for students to take electives. It does remove course redundancy, drawing from existing MSOD and MBA curricula.

Key Elements of Proposed Revised MSOD Degree

- A 32-unit program with a split of 26 units of 'core' courses and 6 units of 'electives'. This is the ideal split for the MSOD program, given it is a *specialized* masters degree program. The 32-unit program will be completed in 24 months; currently, the program consists of 36 units and takes 27 months to complete.
- Elimination of the cohort model. The OD Foundations courses (8 units) are the prerequisites to the remaining 24 units of coursework. The OD Culminating Project course is the last course students complete.
- Only *one new* course is proposed within the 26-unit core requirements. All other core requirement courses currently exist, though they will be converted to 2-/4-unit courses from 3-/6-unit courses.
- The first two courses in the MSOD program will be similar in content to the two courses (4 units in total) being redesigned—'Learning to Lead' and 'Understanding Organizations'—in the MBA program.
- Unique to the existing program are a minimum of two research-based, consulting-like engagements during the degree program. One such engagement qualifies as a Service Learning project.
- The redesigned program includes a more robust orientation and a 'stats boot camp' utilizing an online Harvard quantitative packet (which is roughly \$65 a person). The 'stats boot camp' will likely be scheduled during the intercession.
- The MSOD Program remains designed for working professionals in the for profit, nonprofit, and government sectors, and meets the standards recommended by the Division of Organization Development and Change of the Academy of Management. The program was benchmarked against competitor programs in its 2007 program review, and the proposed program revisions reflect the aspirations for the program.
- The existing assessment, pending some changes, will be used to evaluate the program (and emphasis).
- In March, the GPC approved an OD emphasis for MBA students. The courses that constitute this emphasis are: Leading Organization Change & Development, Negotiation & Bargaining Strategy, Consulting Practices, Teams & Small Systems Interventions, Large-Scale Systems Transformation, and one OD-related MBA elective.



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M.S in Organization Development – Program Overview and Curriculum Map

Organization Development is the planned process of change for enhanced organizational effectiveness and resiliency. The program develops leaders to assume leadership roles in the transformation of organizations through its emphasis on academic rigor and ethical practice rooted in the Jesuit, Catholic tradition. Students learn relevant theory, gain interdisciplinary knowledge, and develop practical skills in organization assessment, diagnosis, intervention, and evaluation. The MSOD program learning outcomes are:

- Develop research-based competence in applying theory to practice creatively in diagnosing, designing, implementing, and evaluating change interventions at the individual, group, and organization levels.
- Integrate, synthesize, and evaluate established and emerging theories and concepts from the fields of organizational behavior, organization theory, change leadership, group dynamics, and communication.
- Employ a balanced view of organizations to direct systematic techniques for gathering, interpreting, analyzing, and disseminating data related to organizational change initiatives.
- Embrace the humanistic foundations of organization development as an authentic (self-as-instrument) agent of change by upholding uncompromising ethics and respecting diverse ideas and backgrounds.
- Utilize knowledge associated with business fundamentals and emerging trends to demonstrate how planned change builds organizational capacity and resiliency.

The M.S. in Organization Development [MSOD] program curriculum is designed around four essential elements that define the field. These elements are: reflection (self-as-instrument), diagnosis, implementation, and evaluation. Individual courses are linked by four separate projects that address each of the four elements. The core coursework, comprised of 11 courses, and how it relates to these four elements is reflected in the following table. Students complete the core courses (26 units) along with elective courses (6 units).

Reflection	Diagnosis	Implementation	Evaluation
<ul style="list-style-type: none"> ▪ Leadership & Organizations I & II ▪ Psychological Dimensions of Organizational Behavior ▪ Negotiation & Bargaining Strategy 	<ul style="list-style-type: none"> ▪ Leading Organization Change & Development ▪ Research & Analysis for Organization Diagnosis & Evaluation ▪ Organization Metrics & Outcomes ▪ Consulting Practices 	<ul style="list-style-type: none"> ▪ <i>Negotiation & Bargaining Strategy</i> ▪ <i>Consulting Practices</i> ▪ Teams & Small Systems Interventions ▪ Large-Scale Systems Transformation 	<ul style="list-style-type: none"> ▪ <i>Research & Analysis for Organization Diagnosis & Evaluation</i> ▪ <i>Organization Metrics & Outcomes</i> ▪ OD Culminating Project

Courses in *italics* are listed more than once in the table.



M.S in Organization Development – Schedule of Courses

[32-unit, 24-month Program]

Fall Start		Spring Start	
Fall 1 (6 units)	Leadership & Organizations I Leadership & Organizations II Leading Organization Change & Development		
Intersession	-----	Intersession	-----
Spring 1 (6 units)	Research & Analysis for Organization Diagnosis & Evaluation* Consulting Practices	Spring 1 (6 units)	Leadership & Organizations I Leadership & Organizations II Leading Organization Change & Development
Summer 1 (4 units)	<i>Organizational Metrics & Outcomes Psychological Dimensions of Organizational Behavior</i>	Summer 1 (4 units)	<i>Organizational Metrics & Outcomes Psychological Dimensions of Organizational Behavior</i>
Fall 2 (6 units)	Negotiation & Bargaining Strategy Elective (2)	Fall 1	Research & Analysis for Organization Diagnosis & Evaluation* Consulting Practices
Intersession	-----	Intersession	-----
Spring 2 (6 units)	<i>Teams & Small Systems Interventions Large-Scale Systems Transformation Elective (1)</i>	Spring 2 (6 units)	<i>Teams & Small Systems Interventions Large-Scale Systems Transformation Elective (1)</i>
Summer 2 (4 units)	OD Culminating Project*	Summer 2 (4 units)	Elective (1) Negotiation & Bargaining Strategy
		Fall 2	Elective (1) OD Culminating Project*

All courses 2 units except for those with (*).
Courses in *italics* are offered in the same term for both fall and spring starts.

Note—25 hours to be scheduled per two-unit course.



M.S. in Organization Development – Program Course Descriptions

	<u>Total Units</u>
<p>Leadership & Organizations I & II¹ Explores the relationships among individuals, groups, organizations, and society within the context of a globalized and ever-changing world. A dynamic, holistic, systems approach frames the examination of individual behavior, interpersonal relationships, and organizational processes, structures, and cultures with emphasis on the interdependencies that impact organizational functioning. Students reflect on their competence as leaders in the Jesuit tradition of service to others and respect for diverse ideas and backgrounds.</p>	4
<p>Leading Organization Change & Development² Investigates the nature of change, forces for change, and the impact of change on its recipients. Introduces students to the practice of organization development with respect to change efforts in organizations as they examine their own roles and skill sets as change agents.</p>	2
<p>Psychological Dimensions of Organizational Behavior Focuses on how people’s behavior is influenced by others in organizational settings. Relates previous studies of motivation, attitudes, politics, decision-making and culture to productive, creative, and ethical actions in order to better understand how people shape the environment in which they work.</p>	2
<p>Research & Analysis for Organization Diagnosis & Evaluation Introduces research methods—qualitative and quantitative—relevant to the practice of OD. Emphasis is on applied research methods used in developing research studies and performing data analyses.</p>	4
<p>Organization Metrics & Outcomes Incorporates the Balanced Scorecard in the development and evaluation of change initiatives in organizations. Four questions—(1) How do customers see us?; (2) What must we excel at?; (3) Can we continue to improve and create value?; and (4) How do we look to stakeholders/shareholders?—form the foundation for studying critical organizational goals and metrics for effecting change.</p>	2
<p>OD Culminating Project Requires a diagnostic and data-based approach to conducting an applied research project within an existing organization. Students analyze an organization’s current state and recommend strategies for change. [This is the final course in the program.]</p>	4
<p>Negotiation and Bargaining Strategy³ Develops skills in person-to-person negotiations in which the stakes are high, people have different points of view, and strong emotions often support these views. This course is skills-based, experiential and participatory in nature.</p>	2
<p>Consulting Practices Reviews the consulting process, especially with respect to organization development. Focuses on the values and ethics underlying the consulting practice, and the essential skills for a consultant, including entering, contracting, developing client capability, and managing unplanned events in the change process.</p>	2
<p>Teams & Small Systems Interventions Examines theories of group process and team dynamics, as well as practical techniques for facilitating productivity as a team member or outside facilitator. Topics include team formation and structure, cohesion, power, conflict, and decision-making.</p>	2
<p>Large-Scale Systems Transformation Stresses the design and implementation of various organizational interventions by applying the diagnosis-intervention-evaluation process. Students learn to choose between, and then design, appropriate interventions to transform an organization from a current state to a desired future state.</p>	2

Approved OD Electives⁴ 6

¹Each course (I & II) is 2 units.
²Equivalent course currently offered as MBA 6417 (Leading and Organizational Change).
³Equivalent course currently offered as MBA 6406 (Negotiation, Bargaining and Conflict Resolution).
⁴Students take three electives (2 units each). Potential electives include: Advanced Leadership Seminar; Creativity & Innovation; Current Issues in Global Business; Employment Law for Managers; Entrepreneurship Management; Global OD; Innovation & Leadership; Strategic HR Management; and courses in project management, nonprofit administration, and biotech.