IPOD (IPOD)

IPOD 413. Foundations of Positive Organization Development and Change. 3 Units.
This course explores and develops the art of reading and understanding social systems in ways that help us imagine, design and develop organization excellence. First it seeks to show how many of our conventional ideas about organizations are based on discourse and metaphors that lead us to see and understand organizations in partial and often limiting ways. Growing research from the domains of Positive Psychology and Positive Organization Scholarship and the theory and practice of Appreciative Inquiry will be explored to show how we can create new and more positive, strength-based ways of designing and developing social systems. Includes presentations, guest lectures and panel discussions on current topics of interest for the Masters in Positive Organization Development and Change (MPOD) candidates. Led by a faculty member of the Department of Organization Behavior, these dialogues and seminars will be presented in several of the six main residencies of the MPOD program. Reflective essays and integrative papers will enable participants to explore their practice of OD, leadership capacity, application of learnings from the program and deeply held values related to current issues and opportunities in the domain of human systems change and development. Prereq: Open to MPOD in India (IPOD) students only.

IPOD 416A. Leadership, Executive Assessment and Development. 1.5 Unit.
Leadership with emotional intelligence will be examined by studying a number of topics and applying them to two major case studies: 1) a CEO; and 2) yourself. In this context, coaching the development of leadership will be a major topic throughout the course. This course will explore questions such as: Who are effective leaders? Are they different from effective managers? How do they think and act? What makes us want to follow them? How are leaders developed? What and how can people (you) help/coach others develop their competencies to become more effective leaders? (Part one of a two-section course.) Prereq: Open to MPOD in India (IPOD) students only.

IPOD 416B. Leadership, Executive Assessment and Development. 1.5 Unit.
Leadership with emotional intelligence will be examined by studying a number of topics and applying them to two major case studies: 1) a CEO; and 2) yourself. In this context, coaching the development of leadership will be a major topic throughout the course. This course will explore questions such as: Who are effective leaders? Are they different from effective managers? How do they think and act? What makes us want to follow them? How are leaders developed? What and how can people (you) help/coach others develop their competencies to become more effective leaders? (Part two of a two-section course.) Prereq: IPOD 416A.

IPOD 418. Sustainability for Strategic Advantage. 3 Units.
Sustainability is introduced as a movement in business to create value by responding to social and environmental problems in ways that meet current needs without reducing future capacity. Students are introduced to systems thinking skills, such as whole system mapping, casual loop modeling, emergent hypotheses, stakeholder analysis and engaging productive dialogues. Emphasis is placed on use of these skills as methods for working with clients to create actionable knowledge, thereby integrating reflection with action to leave the client system stronger. Prereq: Open to IPOD candidates only. Prereq: Open to MPOD in India (IPOD) students only.

IPOD 431A. Experiential Learning for Individuals, Teams, and Organizations. 1.5 Unit.
This course focuses on the theory of experiential learning and its application at the individual, team, and organizational levels of analyses. This course offers the chance for students to gain insight into their individual learning and adaptive styles, and how such styles impact the way they interact and have consequence for team. The course also explores how teams and organizations learn, and the effect that cultural determinants have on learning and adaptability. In addition, the course examines how learning theory can be applied to focused institutional development projects and educational processes. The course uses presentations, lectures, research findings, interactive activities, and class discussion. The current topics of interest are for the Masters in Positive Organization and Change (MPOD) candidates. It is led by a faculty member of the Department of Organization Behavior. Reflective essays and integrative papers will enable participants to explore their learning styles and that of their organizations and teams to strengthen the practice of OD and human systems change and development. (Delivered in one of two sessions.) Prereq: Open to MPOD in India (IPOD) students only.

IPOD 431B. Experiential Learning for Individuals, Teams, and Organizations. 1.5 Unit.
This course focuses on the theory of experiential learning and its application at the individual, team, and organizational levels of analyses. This course offers the chance for students to gain insight into their individual learning and adaptive styles, and how such styles impact the way they interact and have consequence for team. The course also explores how teams and organizations learn, and the effect that cultural determinants have on learning and adaptability. In addition, the course examines how learning theory can be applied to focused institutional development projects and educational processes. The course uses presentations, lectures, research findings, interactive activities, and class discussion. The current topics of interest are for the Masters in Positive Organization and Change (MPOD) candidates. It is led by a faculty member of the Department of Organization Behavior. Reflective essays and integrative papers will enable participants to explore their learning styles and that of their organizations and teams to strengthen the practice of OD and human systems change and development. Prereq: IPOD 431A.

IPOD 432A. Interpersonal Skills Laboratory I. 1.5 Unit.
The objective of this course is to hone participants abilities to use themselves as instruments of change and development in relationships with clients and colleagues. This requires comfort with and practice in interviewing in a broad range of interpersonal and group dynamics, and knowledge of how one’s unique personal style and character serve as both strengths and weaknesses in dealing with others in a helping relationship. Participants will explore theories of adult development, interpersonal and group dynamics, diagnose their interpersonal needs and styles, and practice techniques for developing generative relationships with clients across the OD (organization development) cycle and as process consultants in group settings. This course is limited to candidates for the IPOD program. (Part one of two) Prereq: Open to MPOD in India (IPOD) students only.
IPOD 432B. Interpersonal Skills Laboratory II. 1.5 Unit.
The objective of this course is to hone participants' abilities to use themselves as instruments of change and development in relationships with clients and colleagues. This requires comfort with and practice in intervening in a broad range of interpersonal and group dynamics, and knowledge of how one's unique personal style and character serve as both strengths and weaknesses in dealing with others in a helping relationship. Participants will explore theories of adult development, interpersonal and group dynamics, diagnose their interpersonal needs and styles, and practice techniques for developing generative relationships with clients across the OD (organization development) cycle and as process consultants in group settings. This course is limited to candidates for the IPOD program. (Part two of two) Prereq: IPOD 432A.

IPOD 435. Practicum in Appreciative Inquiry and Positive OD. 3 Units.
This course develops participants' consultative skills. Competence in role entry and development, data collection, intervention and evaluation is gained through class exercises and field projects. The focus is on developing a problem-centered approach to intervening in organizations that minimizes reliance on programmed techniques and maximize collaborative innovation and learning between client and consultant. Participants will explore theories of adult development, as both strengths and weaknesses in dealing with others in a helping relationship. Participants will examine the methods, challenges, trade-offs, and frontiers of inclusive leadership through application of leadership concepts to case studies. Student teams will identify and conduct an at-a-distance project studying a global executive. The course will facilitate the development of personal efficacy for working with and supervising diverse others—those from different nations/cultures, races/ethnicities, genders, age groups, religions and lifestyles—who may have different values, perspectives, approaches and abilities. As you gain self-awareness of the impact of your own identity, you will clarify your own approaches and styles and become more authentic as a leader and change agent. You will also develop practical knowledge about enabling team cultures of engagement and inclusion. Prereq: Open to MPOD in India (IPOD) students only.

IPOD 439A. Individual Field Projects: Introduction. 0 Unit.
The objective of this course is to plan and execute a significant organization development, change and/or analysis project with an ongoing client or employer. Emphasis is placed on the craft of developing projects that are consistent with one's current skills, career plans and developmental needs, combined with the needs, opportunities, readiness, and resources of the client organization. This course is limited to candidates for the IPOD program. (Part one of three section course.) Prereq: Open to MPOD in India (IPOD) students only.

IPOD 439B. Individual Field Project. 1 Unit.
The objective of this course is to plan and execute a significant organization development, change and/or analysis project with an ongoing client or employer. Emphasis is placed on the craft of developing projects that are consistent with one's current skills, career plans and developmental needs, combined with the needs, opportunities, readiness, and resources of the client organization. This course is limited to candidates for the IPOD program. (Part two of three-section course.) Prereq: IPOD 439A.

IPOD 439C. Individual Field Project. 2 Units.
The objective of this course is to plan and execute a significant organization development, change and/or analysis project with an ongoing client or employer. Emphasis is placed on the craft of developing projects that are consistent with one's current skills, career plans and developmental needs, combined with the needs, opportunities, readiness, and resources of the client organization. This course is limited to candidates for the IPOD program. (Part three of three-section course.) Prereq: IPOD 439A and IPOD 439B.

IPOD 440. Inclusive Leadership in the Global Context. 3 Units.
The purpose of this course is to help you understand the current theories and effective practices of inclusive leadership in a global context, and through this understanding, to help you enhance your own leadership practices and capabilities. We will examine the methods, challenges, trade-offs, and frontiers of inclusive leadership through application of leadership concepts to case studies. Student teams will identify and conduct an at-a-distance project studying a global executive. The course will facilitate the development of personal efficacy for working with and supervising diverse others—those from different nations/cultures, races/ethnicities, genders, age groups, religions and lifestyles—who may have different values, perspectives, approaches and abilities. As you gain self-awareness of the impact of your own identity, you will clarify your own approaches and styles and become more authentic as a leader and change agent. You will also develop practical knowledge about enabling team cultures of engagement and inclusion. Prereq: Open to MPOD in India (IPOD) students only.

IPOD 440A. Leading Change from a Complexity Perspective. 1.5 Unit.
In this course, we will continuously attempt to answer two questions: (1) What is the process of sustained, desirable change? and (2) What is the role of a leader? Concepts from complexity theory will be used, including understanding the multilevel nature of SDC at the individual, dyad, team, organization, community, country, and global levels. Intentional Change Theory (ICT) will be used as the organizing concept for the changes studied. In this context, coaching the development of leadership will be a major topic throughout the course. Prereq: Open to MPOD in India (IPOD) students only.

IPOD 440B. Leading Change from a Complexity Perspective. 1.5 Unit.
In this course, we will continuously attempt to answer two questions: (1) What is the process of sustained, desirable change? and (2) What is the role of a leader? Concepts from complexity theory will be used, including understanding the multilevel nature of SDC at the individual, dyad, team, organization, community, country, and global levels. Intentional Change Theory (ICT) will be used as the organizing concept for the changes studied. In this context, coaching the development of leadership will be a major topic throughout the course. Prereq: IPOD 440A.

IPOD 445A. Strategic Human Resource Management I. 1.5 Unit.
Strategic Human Resource Management (SHRM) will introduce you to a range of contemporary issues in human resource management and will help you to appreciate the relationship between HR strategies and wider organizational agendas. It will also help you to intervene and change the existing HR policies for the benefit of organization. The specific objectives of the SHRM module are: -HR Business Partnership: Concerns and Opportunities -Influence HR managers of the organization to frame an HR strategy, aligned with corporate strategy and your business strategies -Solving business challenges through Strategic HR interventions -Identifying critical talent for your organization/area of responsibility and device mechanisms to deliver expected business results Prereq: Open to MPOD in India (IPOD) students only.
IPOD 475B. Strategic Human Resource Management II. 1.5 Unit.  
Strategic Human Resource Management (SHRM) will introduce you to a range of contemporary issues in human resource management and will help you to appreciate the relationship between HR strategies and wider organizational agendas. It will also help you to intervene and change the existing HR policies for the benefit of organization. The specific objectives of the SHRM model are:  
- HR Business Partnership: Concerns and Opportunities  
- Influence HR managers of the organization to frame an HR strategy, aligned with corporate strategy and your business deliverables  
- Solving business challenges through Strategic HR interventions  
- Identifying critical talent for your organization/area of responsibility and device mechanisms to deliver expected business results  
Prereq: Open to MPOD in India (IPOD) students only.

IPOD 479. Foundations of Strategic Thinking. 3 Units.  
This course will define what constitutes strategic change and what does not. Students will be introduced to a variety of strategic interventions and models from which to interpret, understand and achieve positive organizational change. Opportunity will be provided to apply selected models to the student’s organization and other cases in order to gain insight and appreciation for financial and non-financial factors that influence fundamental organizational growth and development. Prereq: Open to MPOD in India (IPOD) students only.

IPOD 480. Dynamics of Effective Consulting and Implementation. 3 Units.  
This course will: 1) highlight the major current trends and changes that affect the nature of managerial work; 2) describe how OD practitioners and consultants need to factor such trends into their consulting strategies; 3) differentiate between types of interventions, the circumstances in which they apply and their unique strengths; 4) provide background theories that explain the challenges inherent in mobilizing positive change; 5) describe ways to bridge the gap between knowing and doing in order to build organization resilience; and 6) introduce a variety of consulting techniques and skills that the students can add to their repertoire. The course will develop a framework that considers the purpose of a consulting strategy (why), the process that one might employ (how); and the principles that form the foundations for action and intervention (what). Prereq: Open to MPOD in India (IPOD) students only.