

PROPOSAL

A collaboration between

**CWRU|Weatherhead School of Management (WSOM)
and
Xavier Labour Relations Institute's (XLRI)
School of Business and Human Resources**

to provide a

**Master of Science Degree Program in
Positive Organization Development and Change
(MPOD)**

**Changing the World;
Changing You**

Introduction

The Weatherhead School of Management (WSOM) at Case Western Reserve University in Cleveland, Ohio and Xavier Labour Relations Institute, Jamshedpur, India seek to offer a version of WSOM's Masters in Positive Organization Development and Change Program (MPOD) in India. This MPOD-India masters degree would be conferred by Case Western Reserve University and a Diploma in Positive Organizational Development and Change would be conferred by XLRI.

This is the second proposal to provide the MPOD degree outside the United States. In October 2007, the Faculty Senate Executive committee approved a similar proposal for us to partner with ESADE Business School in Barcelona, Spain. The Board of Trustees approved that proposal on February 23, 2008. The only significant difference between that proposal and this one is that the ESADE partnership was for a joint degree whereas this proposed partnership with XLRI is for CWRU to confer the MPOD degree and XLRI to give their own diploma. (ESADE was subsequently unable to market the MPOD successfully in their region and thus the joint degree was not launched). In essence, this proposal seeks the same approval as before, but in a different location.

From the perspective of WSOM, the MPOD-India is identical in curriculum design, contact hours, and highly similar in format to the current MPOD degree. From the perspective of XLRI, the MPOD is a new specialty diploma offering.

This document outlines the key distinguishing features of the CWRU/XLRI MPOD program and the collaborative steps and decisions that have been taken to date based on the Memo of Understanding between WSOM and XLRI dated July 18, 2011.

Background

As the field of organization development has matured the demand for high quality educational programs has increased. Currently there are between thirty to thirty-five masters degrees offered in organization development (OD), or an equivalent designation in the world. The Weatherhead MPOD program is recognized as one of the two leading masters programs in OD along with Pepperdine University.

During the past twenty years, as the field of OD has come to maturity, the world of management, work, business and organization design has changed radically. The context within which professionals in the field of OD serve has shifted; from effectiveness, productivity and customer service to dealing with accelerated change, high technology, virtual work arrangements, distributed organizing, social entrepreneurship, partnership and globalization. There is an increasingly strategic focus on relational and human factors such as, visionary leadership, transformative cooperation, virtual teams, diversity and spirituality at work. The consequence is that the "triple bottom line" - business viability, human well-being and environmental sustainability - is defining the arena of innovation and productivity for today's OD professionals.

There is also a dramatic shift occurring in the social and organizational sciences. Just as the positive psychology movement has turned its attention to exploring optimal states for the individual, so is the expanding field of *Positive Organizational Development & Change* focusing attention on strength-based methodologies for developing leaders and building extraordinary organizations. While the concept of positive organizational change embraces examination of problematic patterns of behavior, it emphasizes an inquiry-driven change theory that takes seriously something the Peter Drucker suggested many years ago: that leading change is about discovering and creating alignments of strengths in ways that make a system's weaknesses irrelevant. Higher human strengths, we now know, do more than perform; they

transform. Learning exactly what this means for creating “upward spirals” in organizational and human performance is what the CWRU/Weatherhead OD program is all about.

Given the demand for high quality, relevant education in this changing context – for OD professionals, managers and change leaders – WSOM has taken a bold step in the evolution of its Masters in OD program. Building specifically upon the work of our faculty in the Department of Organization Behavior, ranked #1-#3 in the world during the past decade by the *Financial Times*, we have launched the first Masters in OD program centered on Positive Organizational Scholarship and Change Leadership through Emotional Intelligence. By bringing together the landmark work in emotional intelligence, appreciative inquiry, transformational leadership, experiential learning and sustainable enterprise creation pioneered by the CASE OB faculty and their colleagues, we offer a masters’ program that is a national and international resource to meet the future needs of human resource and organizational development professionals, project leaders, change managers, and their organizations. The MPOD program is one of the most inspiring and powerful learning environments in the world.

XLRI seeks to offer a version of the MPOD to their primary markets in India and neighboring Asian regions from their educational facilities in Jamshedpur, India and (later on) Singapore. This offering of the MPOD – herein referred to as the MPOD-India – would expand the advanced diploma offerings of XLRI and attract a group of human resource development professionals, change agents, consultants and institutional leaders who are currently not attracted to their MBA, EMBA or Human Resource offerings at the post-graduate level. For WSOM, the MPOD-India would expand the application and future research opportunities regarding the theory and practice of appreciative inquiry, emotional intelligence and experiential learning, as well as expanding WSOM’s vision to create international partners in professional education and research. Along with our CWRU-based MPOD offering, viable MPOD programs in India and potentially Singapore position us to provide a unique Global MPOD with students and instruction occurring in different regions for the same student cohort. Such a learning experience would be the first of its kind in this discipline area.

XLRI (<http://xlri.ac.in/index.php>) was founded in 1949 by Fr Quinn Enright, S.J. in the Steel City of Jamshedpur, India. Fr. Enright visualized XLRI to be a partner in the liberation and development journey of the independent India with a vision of "renewing the face of the earth". Since its founding, XLRI has become India’s premier institution of higher learning for human resource professionals with a variety of post-graduate diploma offerings, including distance learning programs, residential programs and a delivery capacity in Singapore.

MPOD-India Program Purpose

To educate and develop leaders who are able to create and develop enduring social systems that offer extraordinary value to all stakeholders, that nourish the cooperative human spirit, and that contribute to ecologically sustainable societies and global well-being.

Our Program models an enduring set of core values that support the educational experience:

- Self as the instrument of change
- Simultaneity of personal and professional growth
- Central role of group dynamics in changing social systems
- Strength-based methods for inquiry and adult development
- Relational context of all social system change
- Art of translating theory into practice and building practical theory

MPOD-India Program Objectives

EMPOD seeks to develop a unique “portfolio of mastery” in each student, based upon fundamental pillars of knowledge: Positive Change Leadership; Sustainable Enterprise Creation; Strategic Impact and Value to Business; Leading with Emotional Intelligence; and Experiential Learning.

As a result of the Program, MPOD-India graduates will be able to:

- Lead and facilitate transformational change in their organizations at the individual, group, system and trans-organizational levels.
- Understand strategy and facilitate strategic thinking.
- Advance the ethos and practice of sustainability in their work environment.
- Practice, model and develop emotionally intelligent leadership.
- Lead and facilitate creative, diverse and multi-functional teams.
- Facilitate organization (re)design efforts for a knowledge-based world.
- Reflect on their experience in order to conceptualize new theories of practice.
- Capably and confidently exercise positive influence through the force of their ideas.

Program Design

Students gather for intensive, 4-6 day residencies including one international study tour of 14 days (counts for two residencies), and a final integrative workshop of 3 days. Each of these gatherings is 8-10 weeks apart. The international study tour will consist of two, back to back residencies (12 – 14 days) in Cleveland on the CWRU campus and at area organizations. This residential learning format enables the cohort group to not only digest classroom material, but also to spend time in experiential learning simulations, collaborative reflection, planning for action learning projects, coaching and course related team study. This diverse range of learning modalities enables the cohort group to use their working and learning relationships as ‘experiential laboratories’ for developing team leadership, process consultation, leadership coaching, and change agent skills. The time between each residency is spent on reflective writing, reading, distance learning and interactions with faculty and enables the learners to apply what they are learning directly to their workplaces while they are learning, as opposed to realizing all the benefits of the Program only after completion.

Students also engage in action learning through specific course projects that required them to work together in applied field learning projects, as well as an independent field project of their choosing and design in their own organization.

This program design was introduced in 2004 for our current MPOD program and has proven to be extremely successful: nearly 65% of our annual admissions are from outside the Greater Cleveland area, 10-15% are from outside the US; average age is 40; and average class cohort size is 34.

Core Curriculum: Course (or Learning Module) Descriptions

The following constitute the major topic or thematic areas of the proposed MPOD-India. *Eleven of these 14 courses are identical to the current MPOD offerings and an additional one is an adaptation of a current WSOM MBA elective course.* The MPOD-India will constitute fourteen courses:

1. *NEW: Introduction to Organizational Development and Change (no credit)*
2. ORBH 413: Foundations of Positive Organization Development and Change
3. ORBH 416: Leadership & Executive Assessment and Development
4. ORBH 431: Experiential Learning for Individuals, Teams & Organizations
5. ORBH 479: Foundations of Strategic Thinking
6. ORBH 435: Practicum in Appreciative Inquiry and Positive OD
7. *NEW: Human Resource Management for Strategic Advantage (XLRI)*
8. ORBH 470: Leading Change from a Complexity Perspective

9. ORBH 480: Dynamics of Effective Consulting
10. ADAPTED from ORBH 460: OD in a Multi-Cultural & Diverse World (CWRU-Bilimoria)
11. ORBH 439: Individual Field Projects
12. ORBH 418: Sustainability for Strategic Advantage
13. ORBH 419: Building the Sustainable Enterprise (Practicum)
14. ORBH 414: Organization Design in a Knowledge World

Course Contact Hours

The current MPOD totals five, 6.5 day residencies and a 10-day Study Tour abroad with 7 full days of educational content. An “MPOD day” is 6.5 hours. In addition, each of the residencies also includes an average of 2 evening sessions (2 hours each). The total contact time equals:

MPOD: (5 residencies x 6.5 days x 6.5 hours) + (6 x 2 x 2 hours) + (7 x 6.5 hours) = 281 contact hours

MPOD-India: MPOD-India will meet on five, 5-6 day residencies plus a two-week international tour to the CWRU campus (12 instruction days): 40 days x 7 hours = 280 contact hours

Course Staffing

For the first and perhaps second rounds of the program, WSOM faculty will teach 27 of the 40 total credit hours. At steady state we plan for WSOM faculty to teach 21 of 40 credit hours. XLRI faculty will be approved in advance by the WSOM MPOD Faculty Director. (A cadre of 11 XLRI full-time faculty have already been certified in Appreciative Inquiry through certification offered through CWRU ORBH faculty and will receive certification in Leading and Coaching with Emotional Intelligence during the launch of MPOD-India.) All teaching faculty for the MPOD-India will have doctoral degrees or masters degrees with extraordinary teaching and OD practice experience. It is important that certain courses be taught by MPOD faculty to retain the WSOM “MPOD experience” created by the world ranked Department of Organization Behavior faculty. The entire teaching faculty will meet the current American Association of Business Schools “academic qualified” standard according to the criteria currently applied in WSOM. We intend to list most or all of participating XLRI Faculty as WSOM Adjunct (non-tenure track) faculty assuming they qualify through our normal appointments committee review process.

Initial Program Co-Directors will be:

Ronald Fry, Professor and Chairman, Department of Organizational Behavior, CWRU
 Jittu Singh, Tata Steel Professor of Organizational Behavior

Schedule

MPOD-India Schedule: First Offering

Residency	Topics/Modules	Days*	Suggested Credit Faculty**I [Nov]	Notes
Introduction: <i>Jamshedpur</i>	1 XLRI/Smith - Current Themes in OD/Change Mgt. - Forming Family Groups	0	XLRI Shadow first time	1. Program
	2. Foundations of Positive OD	3	Cooperrider	3

	3a. LEAD – 1	2	Smith	1.5	
II [Jan/Feb] <i>Major India City</i>	4. Experiential Learning...	2	Fry or Richley	3	XLRI Shadow and later Adopt
	5. Foundations of Strategy	3	Cohen	3	XLRI Shadow and later Adopt
III [Apr/May] <i>Jamshedpur</i>	3b. LEAD– 2	2	Smith	1.5	
	6. Practicum in AI	3	Fry	3	
	7a. HR for Strategic Advantage	1	XLRI	1	New XLRI & WSOM co-design and co-teach
IV & V [July] <i>CWRU Campus; Cleveland</i>	8. Leading Change	2	Boyatzis	3	
	9. Effective Consulting	3	Cohen	3	
	Site Visits & Panel Discussions	4*	CWRU	0	WSOM Faculty will plan, organize and facilitate
	11a. Individual Projects – Intro.	.5	XLRI	0	
	12. Sustainability for Strategic Value	2	Laszlo	3	
	13a. Sustainability Projects – Intro.	.5	XLRI	0	
VI [Oct/Nov] <i>Major India City</i>	11b. Individual Project Design	1	XLRI	2	
	7b. HR for Strategic Advantage	2	XLRI	2	New Course: co- design & co- teach
	13b. Sustainability Project Design	1	XLRI	1	
	14. Organization Design	2	XLRI	3	XLRI adapt from MPOD Course
VII [Jan] <i>Jamshedpur or other India Center</i>	11c. Individual Project Presentations	2	XLRI	2	
	13c. Sustainability Project Presentations	1	XLRI	2	
	10. OD in a Multi-cultural &Diverse World	2	Bilimoria	3	
[March]	XLRI COMMENCEMENT				
[May]	CRWU COMMENCEMENT				
	Totals:	40		40	

* All Residencies or 5 or 6 days long

** All Residencies will be attended by a designated Program Coordinator experienced in MPOD to provide continuity and facilitate learning community (at least for Round 1)

MPOD-India Governance and Administration

The Deans of the Weatherhead School of Management and XLRI will have overall governance over the MPOD-India Program. Each Dean will designate an MPOD-India Faculty Director. These two Directors will oversee the design and implementation of curriculum design, student admissions, faculty staffing and supervision, academic integrity, budget administration, marketing communications, scheduling, and overall quality control.

Each school will also designate an MPOD-India Program Administrator to coordinate all student records, administration of fees, acceptance process, residency logistics, and any other assistance required by the

Faculty Co-Directors.

Fees and Revenue Sharing:

Tuition for the MPOD-India will begin at \$35,000.00 for the first class beginning in 2012 and will increase approximately 3% per annum thereafter. Tuition rates will be recommended by XLRI and approved jointly by the WSOM and XLRI Deans. WSOM will receive 70% of the tuition fee and XLRI 30% (Agreed by both deans in MOU). Each institution will be responsible for all expenses incurred in the delivery of MPOD-India at their respective locations and for their own faculty compensations. In addition, XLRI (or the students) will bear travel costs for the two-week visit to CWRU.

Initial target enrollment will be 25-30 with a break even for WSOM estimated at 20-22 students. Eventual target enrollment can range from 30-60 students per round of the program.

Upon recommendation by the MPOD-India Faculty Co-Directors, the Deans will approve an annual P&L Statement for each incoming class, based on the agreed revenue sharing.

Admissions:

WSOM will administer the admissions process using identical criteria to the current MPOD Program at WSOM. Only the required work experience may be shortened from 7 to 5 years for MPOD-India applicants to align with the targeted market in India. XLRI will forward certified pdf files of all applicants, plus original transcripts to WSOM MPOD-India Faculty Co-Director. Final admission decisions will be made jointly by the two MPOD-India Faculty Co-Directors.

MPOD-India: Sample Course and Residency Schedule

Residency	Topics/Modules	Days*	Suggested Faculty	Credits	Notes
I [Nov] <i>Jamshedpur</i>	1. Program Introduction: - Current Themes in OD/Change Mgt. - Forming Family Groups	1	XLRI/Smith	0	XLRI Shadow first time
	2. ORBH 413: Foundations of Positive OD	3	Cooperrider	3	
	3a. ORBH 416: Ldrshp & Exec. Assessment and Development	2	Smith	1.5	
II [Jan/Feb] <i>Major India City</i>	4. ORBH 431: Experiential Learning for Indiv's, Groups & Organizations	2	Fry or Richley	3	XLRI Shadow and later adopt
	5. ORBH 479: Foundations of Strategic Thinking	3	Cohen	3	XLRI Shadow and later adopt
III [Apr/May] <i>Jamshedpur</i>	3b. ORBH 416: Ldrshp & Exec. Assessment and Development	2	Smith	1.5	
	6. ORBH 435: Practicum in Appreciative Inquiry	3	Fry	3	
	7a. NEW - HR for Strategic Advantage	1	XLRI	1	New: XLRI & WSOM co-design
IV & V [July] <i>CWRU Campus; Cleveland</i>	8. ORBH 470: Leading Change from Complexity Perspective	2	Boyatzis	3	
	9. ORBH 480: Dynamics of Effective Consulting	3	Cohen	3	
	Site Visits & Panel Discussions	4	CWRU	0	WSOM Faculty will organize & facilitate
	11a. ORBH 439: Individual Field Projects Intro.	.5	XLRI	0	

MPOD-India: Sample Course and Residency Schedule

12. ORBH 418: Sustainability for Strategic Advantage	2	Laszlo	3
13a. ORBH 419: Building Sustainable Enterprise	.5	XLRI	0

VI [Oct/Nov]	11b. ORBH 439: Individual Field Projects	1	XLRI	2	
<i>Major India City</i>	7b. HR for Strategic Advantage	2	XLRI	2	New: co- design
	13b. ORBH 419: Building sustainable Enterprise	1	XLRI	1	
	14. ORBH 414: Organization Design in a Knowledge World	2	XLRI	3	XLRI adapt from MPOD Course

VII [Jan]	11c. ORBH 439: Individual Field Projects	2	XLRI	2	
<i>Jamshedpur or</i>	13c. ORBH 419: Building Sustainable Enterprise	1	XLRI	2	
<i>other India Center</i>	10. ORBH 460: OD in a Multi-cultural and Diverse World	2	Bilimoria	3	Adapted from current course

[March] XLRI COMMENCEMENT

[May] CRWU COMMENCEMENT