**MDO-Managing Development in Organizations**

**(MG465)**

|  |  |
| --- | --- |
| Resource Person: | Dr. M. Ali Haider Chauhan |
| Email: | ali.chauhan@umt.edu.pk |
| Contact Hours: | 45 |
| Office Address: | Management Department, HSM,  Main Building, UMT Main Campus |
| Programme: | BBA |
| Section: | A |
| Semester: | Spring-2024 |
| Course Pre-requisites: | This is an elective course. |
| Credit Hours: | 3 |
| Course Type: | In Person |
| Course URL (if any): | On LMS |

|  |
| --- |
| **Course Description:** |
| To learn the concept of Development in an organizational context and its significance for survival in today’s turbulent dynamic business environment. To comprehend the foundations and framework of Managing Development in Organizations (MDO) and understand how HRD/HRM and learning organizations can facilitate survival and effectiveness of organization in turbulent business environments. To learn key constituents of MDO framework, including individual development, team development and organizational development. Application of learned concepts and tools in Pakistan’s business environment. To facilitate students in articulating their learning; and practice for devising implementation plans for MDO |

|  |
| --- |
| **Course Teaching Methodology:** |
| Teaching methodology for the course is designed to augment participants’ learning through (a) reading & discussion, (b) observation and (c) experimentation. Besides readings, lectures and discussions, in-class personal assessment exercises will be conducted.   1. Lectures and discussions 2. Presentation – Project 3. Videos 4. Self-assessment exercises |

|  |  |  |  |
| --- | --- | --- | --- |
| **Program Educational Objectives (POs):** | | | |
| PO-1 | To incorporate within the curriculum major emphasis on the development of students' fundamental learning skills, for example: reasoning and quantitative abilities; as well as communication and computing skills which they will need for responsible leadership roles in their careers. | | |
| PO-2 | To prepare students to take up careers in Marketing, Finance, Information Systems, Entrepreneurship, Management, International Business and Supply Chain Management in leading organizations. | | |
| PO-3 | To train the students to develop an understanding and appreciation of the local and global business environment. | | |
| PO-4 | To meet the demand of corporate world for managers who are equipped with business knowledge and are able to cope with constantly rising business needs. | | |
| PO-5 | To ensure that the employability of students is at the maximum based on their potential and learning orientation. Create a transformational learning environment that enhances their business acumen. | | |
| **Program Learning Outcomes (PLOs):**  **After completing this degree programme, students shall be able to:** | | | |
|  | | | **Mapping the PLOs with POs** |
| PLO-1 | | Understand the Concepts related to Business and subject matter | PO1 |
| PLO-2 | | Develop understanding about multiple facets and domains of business environment | PO2 |
| PLO-3 | | Acquire the Knowledge to allow for the graduates to understand how the international community works and what type of solutions are needed in dynamic global business world | PO1, PO4 |
| PLO-4 | | Able to understand the internal and external environment; How it operates and affects the business environment. Create solutions to provide answers for the new and challenging solutions prevalent within the business world | PO1, PO4 |
| PLO-5 | | Understand the National and International political economics and its effects on the business World. Be up to speed to create the impact that is needed at the time for the organizations | PO1, PO5 |

|  |  |  |
| --- | --- | --- |
| **Course Objectives (COs)** | | |
| CO-1 | Understand what the fundamentals of HRD and OD are. Understand the concepts related with organizational development and sustainability. | |
| CO-2 | Develop a solutions-oriented approach to real time problem and develop a sense of organizational citizenship | |
| CO-3 | Develop the capacity to understand challenges within an organization, in turbulent and uncertain environments – with an approach for solution finding. | |
| CO-4 | Develop a persona that exudes confidence and professionalism through the effective use of words, body language, facial expressions, clothes and accessories, tone of voice etc. Managing the presentation of solutions | |
| **Course Learning Outcomes (CLOs):**  **After completing this course, students shall be able to:** | | |
|  | | **Mapping the CLOs with PLOs** |
| CLO-1 | Understand the concepts of turbulence and sustainability | PLO1, PLO3 |
| CLO-2 | Identify and Develop solutions for problems of organizations | PLO2 |
| CLO-3 | Formulate and present the solutions in a manner that gets the buy in of all stakeholders, especially in a culturally diverse environment. | PLO3 |
| CLO-4 | Understand the concepts of HRM and HRD. How they affect the development of organizations and its management | PLO4 |
| CLO-5 | Develop the capacity and capability to write solution oriented short cases, with solutions for organizational issues. Understand problems and identify issues. Use of case study | PLO5 |

|  |  |
| --- | --- |
| **Assurance of Learning and Assessment Items:**  *Specify Assessment Items that will assure student learning through application and achieve objectives of specific PLOs / COs / CLOs* | |
| **Assessment Item** | **Application/ Objectives**  **PLO / CO / CLO** |
| Scenarios | Affects the Understanding of the course material along with the application of the concepts.  PLO/CO/CLO – 1/3/5 |
| Projects | Allows students to get a comprehensive exposure of the overall business environment.  PLO/CO/CLO – 1-2/3/2-5 |
| Presentations | Polishes the Presentation Skills of students and their communication skills.  PLO/CO/CLO – 1-4/1-3/4-5 |
| Class Activities | Quick assessments are provided to students which allows them to improve their learning skills and application skills.  PLO/CO/CLO – 1-4/1-3/4-5 |

|  |  |  |
| --- | --- | --- |
| **Assessment Structure and Grading Policy\*:** | | |
| **Assessment Item** | **Weight (%)** | **Execution Plan** |
| Class Activity | 20 | Weekly |
| Quiz | 10 | Biweekly |
| Assignments | 10 | Biweekly |
| Mid-term exam | 15 | One-time assessment |
| Project | 20 | Ongoing through the semester |
| Final | 25 | One-time assessment |
| **Total** | **100** |  |
| **Notes – Norms and Important Class Policies:**  *(Such as submission guidelines, academic honesty, make-up policy, code of conduct)*   * Be On Time   You need to be in class at the assigned time. After 10 minutes past the assigned time, you will be marked absent.   * Mobile Policy   **TURN OFF YOUR MOBILE PHONE!** It is unprofessional to be texting or otherwise.   * Email Policy   **READ YOUR EMAILS!** You are responsible if you miss a deadline because you did not read your email. Participants should check their university emails accounts regularly and respond accordingly.   * Class Attendance Policy   A minimum of 80% attendance is required for a participant to be eligible to take the final examination. Being sick and going to weddings are absences and will not be counted as present. You have the opportunity to use 6 absences out of 30 classes. Participants with less than 80% of attendance in a course will be given grade ‘F’ (Fail) and will not be allowed to take end term exams. International students who will be leaving for visa during semester should not use any days off except for visa trip. Otherwise, they could reach short attendance.   * Moodle   UMT –LMS (Moodle) is an Open-Source Course Management System (CMS), also known as a learning Management System (LMS). Participants should regularly visit the course website on MOODLE Course Management system, and fully benefit from its capabilities. If you are facing any problem using Moodle, visit <http://oit.umt.edu.pk/moodle>. For further query send your queries to [moodle@umt.edu.pk](mailto:moodle@umt.edu.pk)   * Harassment Policy   Sexual or any other harassment is prohibited and is constituted as punishable offence. Sexual or any other harassment of any participant will not be tolerated. All actions categorized as sexual or any other harassment when done physically or verbally would also be considered as sexual harassment when done using electronic media such as computers, mobiles, internet, emails etc.   * Use of Unfair Means/Honesty Policy   Any participant found using unfair means or assisting another participant during a class test/quiz, assignments or examination would be liable to disciplinary action.   * Plagiarism Policy All students are required to attach a “Turnitin” report on every assignment, big or small. Any student who attempts to bypass “Turnitin” will receive “F” grade which will count towards the CGPA. The participants submit the plagiarism report to the resource person with every assignment, report, project, thesis etc. If student attempts to cheat Turnitin, he/she will receive a second “F” that will count towards the CGPA. There are special rules on plagiarism for final reports etc. all outlined in your handbook. * Withdraw Policy   Students may withdraw from a course till the end of the 12th week of the semester. Consequently, grade W will be awarded to the student which shall have no impact on the calculation of the GPA of the student. A Student withdrawing after the 12th week shall be automatically awarded “F” grade which shall count in the GPA.   * Communication of Results   The results of quizzes, midterms and assignments are communicated to the participants during the semester and answer books are returned to them. It is the responsibility of the course instructor to keep the participants informed about his/her progress during the semester. The course instructor will inform a participant at least one week before the final examination related to his or her performance in the course. | | |

*\*Rubrics for all assessments (including mid and final exams) will be provided separately to the students.*

|  |  |  |  |
| --- | --- | --- | --- |
| **Weekly Sessions Plan:** | | | |
| **Week** | **Topics / Contents** | **Activity** | **Application/Objectives**  **PLO / CO / CLO** |
| 1 | * Introduction of the course and getting to know one another | * Introductions * Ice-breaking * Discussions | PLO1, CO1, CLO1, Most the Topics are addressing almost all of the PLO/CO/CLO, |
| 2 | Development as prerequisite for organizational effectiveness | * Lecture * Activities * Discussions | * Premise of Managing Development in Organizations * Effectiveness – an essential for survival and delivery of value to stakeholders * Understand the importance of survival in International Business Environment   PLO, CO, CLO - 1-2-3-4-5 |
| 3 | |  | | --- | | Steering organizations in turbulent business environment | |  | |  | |  | | * Activities * Discussions | * Continuous improvement * Boundary spanning * Identifying and targeting customers. * Understand continuous improvement within organizations.   PLO, CO, CLO - 1-2,3,1-3 |
| 4 | Internal and External factors of change | Activities  Discussions | * Internal and external Organizational environment and forces of change * Discuss the elements of Social and environmental sustainability concepts and their impact within organizations. * Understand the concepts of Change, * Social and Environmental sustainability   PLO, CO, CLO - 1-2,3,4 |
| 5 | Outlining the field of Organizational Development | * Discussions * Case Studies | * Idea of OD * Major contributions * Within the practical especially in an international perspective * Understand OD and its international implications. * PLO, CO, CLO - 1-2,1,2 |
| 6 | Framework of Development in Organizations | * Discussions | - From HRM to HRD and OD to Managing Development in Organizations – Approach and Framework  PLO, CO, CLO - 1-4,2-3,2-4 |
| 7 | A view of local institutional framework for Development | Case Studies  Discussion | |  | | --- | | Organizational Development in a local domain and discuss its examples |   PLO, CO, CLO - 1-4,2-3,2 |
| 8 | **MID TERM** |  |  |
| 9 | Individual Development | Your Hostile Audience | * Technical, conceptual, and human skills of managers * Augmenting Human skills * Dealing with the negative behavior * PLO, CO, CLO - 1-2,1-3,1-2 |
| 10 | Training and Development Developing & Delivering Successful  Presentations | Discussion  Activity | - Understand the concept of Training and Development  Making Formal  Developing & designing  logical presentations  (informative &  persuasive)  -Designing visual aids  PLO, CO, CLO - 1-2,1-3,1-2 |
| 11 | Person-Job and Person-Organization fit | Discussion and Cases | * - Job analysis, Description and Specification * Tools to assess PJ and P-O fit. * Managing career progression of employs * PLO, CO, CLO - 5,3,4 |
| 12 | Team orientation | Discussion and Activities | Team building, cross functional teams, managing conflicting interests.  Understand the concept of Team culture and its importance.  PLO, CO, CLO – 1-5,1-3,1-5 |
| 13 | Learning Organization | Activities and Presentations | From individual learning to organizational learning  Understand the concept of Learning Organization  PLO, CO, CLO – 1-5,1-3,1-5 |
| 14 | Presentations for Project | Presentation |  |
| 15 | Presentations for Project | Presentation | PLO, CO, CLO – 1-5,1-3,1-5 |
| 16 |  |  |  |
| 17 | Final Term Examination |  |  |

|  |
| --- |
| **Primary Textbook (s):** |
| N/A |

|  |
| --- |
| **Reference / Supplementary Reading (s):** |
| *Organizational Development and Transformation: Managing Effective Change*  *French, Bell & Zawacki*  **Articles and Handouts shall be distributed within Class from Faculty and on LMS** |
| **Useful Online / Web Resources:** |
| * Visit your Moodle and also the website for the textbook |