

**Organization Development
and Knowledge Management**



PROGRAM OVERVIEW

The Master of Science in Organization Development and Knowledge Management (ODKM) is designed to meet the needs of contemporary society and of organizations undergoing rapid changes and shifting from hierarchical structures to more group-based learning environments. By enabling students to understand many dimensions of change, they develop their capabilities to evaluate, effect, and manage change in organizations. While focusing on the human and social aspects of organizing, the program also emphasizes the use of collaborative groupware technologies to support interactive learning, knowledge sharing, and knowledge creation. This unique cohort program is offered in an executive format with classes offered primarily on Friday evenings and Saturdays on alternating weekends.

CORE FACULTY

The ODKM core faculty are internationally recognized for their scholarship, research and advising roles in the public and private sectors. Some of the core faculty members affiliated with the ODKM program include:

- **Tojo Thatchenkery, Program Director**
- **Mark Addleson**
- **Anne Washington**
- **Jessica Heineman-Pieper**

A complete list of the School’s faculty members and their backgrounds can be found at: <http://policy.gmu.edu/faculty>.

CURRICULUM REQUIREMENTS

The ODKM program requires **39 credit hours** of coursework. Students who possess the requisite professional experience will be waived from the 3 credit hour internship requirement. As an executive cohort program, students are expected to begin their studies at the same point and take a full-time course load of three required courses (two courses in the summer) each semester. Students will complete the sequence in approximately 18 months:

TYPICAL SEQUENCE	COURSE NAME AND DESCRIPTION
<i>Fall 1</i>	ODKM 700 Organizations, Management, and Work: Theory and Practice: Examines ideas and practices from two perspectives: conventional ones that go back to the industrial age and scientific management; and contemporary ones that have to do with organizing knowledge-work. (3 credits)
	ODKM 705 Group Dynamics and Team Learning: Learn how to facilitate team learning for organizational effective. Exploring group dynamics such as power, perception, motivation, leadership, and decision making, developing competencies to manage teams and enhance emotional and appreciative intelligence. (3 credits)
	ODKM 710 Social and Organizational Inquiry: Introduces participants to the ethics, conduct and evaluation of research into human, social and organizational realities. (4 credits)
<i>Spring 1</i>	ODKM 715 Creating Learning Organizations: Focuses on the epistemological and ontological implications of organizational life in the twenty-first century. Reevaluates traditional management approaches. (3 credits)
	ODKM 720 Collaborative Technologies for Knowledge Sharing: Examines the potential of collaborative technologies for creating effective knowledge sharing in organizations. (3 credits)
	ODKM 725 Strategic Knowledge Management: An in-depth look at knowledge management, both theory and practices, distinguishing between technology-oriented KM practices and people-oriented ones. (3 credits)
<i>Summer 1</i> (Elective)	ODKM 731 Consulting Skills for Organizational Change: Explores various theories and practices of change management, collaborative consulting, action research, and organization development. (3 credits) *Student are allowed to choose other courses to satisfy this requirement with advisor approval.
	PUBP 502 Governance and Policy Processes: Assesses governance processes and leadership approaches in public and private organizational settings in a rapidly changing global environment. (4 credits)
<i>Fall 2</i>	ODKM 735 Organization Development Practices: Students develop applied knowledge of various organizational development practices such as action research and appreciative inquiry. (3 credits)
	PUBP 503 Culture, Organization and Technology: Examines the influence of culture in societal, political, economic and technological processes, nationally and internationally. (4 credits)
<i>Other</i>	ODKM 740 Learning Community: <i>Prerequisite: candidates for the M.S. in ODKM degree only.</i> Using workshops, seminars, simulations, and structured experiences, students will learn how to build a <i>learning Community of Practice</i> (CoP) as practitioners of organization development. (3 credits).
	ODKM 790 Professional Internship: May be waived if student has relevant work experience. (3 credits)

ADMISSIONS INFORMATION

For admission consideration to the ODKM program, applicants must hold a bachelor's degree or equivalent from an accredited university or college. The most successful applicants will normally have a minimum of 5 years of relevant work experience, although applicants with less than five years of work experience are also invited to apply to the program.

Application Deadlines:

Applications are considered for the ODKM program for the Fall semester only. Applications are reviewed on a rolling basis; applicants are encouraged to apply early.

	FALL TERM
Domestic Students	June 1
International Students*	May 1
For Scholarship Consideration (International and Domestic Students)	February 1

*For admission purposes, please adhere to the International Student Deadlines if you have completed your undergraduate and/or graduate degree outside of the United States.

Application Requirements:

1. Graduate Application and application fee. The Graduate Application can be completed online at: <http://admissions.gmu.edu/ApplyNow/>.
2. A 750-1000 word written statement of the applicant's goals for and interest in the program.
3. A current resume.
4. Two copies of official transcripts of all university work completed.
Applicants presenting international credentials must provide official transcripts, degree certificates or diplomas, and certified translations of the documents into English (if applicable).
5. Two letters of recommendation. At least one letter of recommendation should be from an individual qualified to attest to the applicant's academic potential.
6. TOEFL scores (required for international applicants). The IELTS exam will be accepted in lieu of the TOEFL. Minimum required TOEFL scores are: 575 – paper-based; 88 – internet-based (with a 20 in each of the 4 subsections). IELTS minimum: 6.5.
7. Certificate of Financial Responsibility (required only if the student is seeking immigration documents such as an F-1 or J-1 visa from George Mason University). This form should be sent with the required supporting documents.

Please Note: All applicants seeking funding consideration from the School of Public Policy in the form of Merit-Based Scholarships are required to submit Graduate Record Examination (GRE) scores. Only complete applications received by the stated deadline are guaranteed to be reviewed for scholarship consideration. Those seeking Federal Financial Aid only are not required to submit GRE scores.

FINANCIAL AID AND TUITION INFORMATION

To apply for need-based federal assistance, applicants are required to fill out the Free Application for Federal Student Aid (FAFSA) form which can be accessed online at: <http://www.fafsa.ed.gov/>. For other questions regarding need-based federal assistance, please visit the Office of Student Financial Aid at: <http://financialaid.gmu.edu/>.

The ODKM program is part of the Academic Common Market (ACM). Students who live outside of Virginia may qualify for in-state tuition rates if they are a resident of a participating ACM state. For more information, please visit: <http://www.sreb.org/programs/acm/acmindex.aspx>.

Tuition Costs for the 2011-2012 Academic Year:

In-State Tuition: \$661/credit hour

Out-of-State Tuition: \$1,200.25/credit hour