Doctor of Philosophy Program in Human Resource and

Organization Development (International Program)

(Revised Program B.E. 2567 (2024))

Title of Institution: National Institute of Development Administration

School: Graduate School of Human Resource Development

Part 1 General Information

1.   **Program Title**

Name in Thai: หลักสูตรปรัชญาดุษฎีบัณฑิต สาขาวิชาการพัฒนาทรัพยากรมนุษย์และองค์การ

(หลักสูตรนานาชาติ)

Name in English: Doctor of Philosophy Program in Human Resource and

Organization Development

(International Program)

2.   **Title of Degree and Program**

Full Name: ปรัชญาดุษฎีบัณฑิต (การพัฒนาทรัพยากรมนุษย์และองค์การ)

Doctor of Philosophy (Human Resource and Organization

Development)

Abbreviated Name: ปร.ด. (การพัฒนาทรัพยากรมนุษย์และองค์การ)

Ph.D. (HROD)

3.   **Major subject or area of expertise**

None

4.   **Curriculum Format**

4.1 Format: Doctoral Degree according to the standard of higher education year 2022

4.2 Language Used: English

4.3 Admission

This program is intended to recruit Thai and foreign students. Their prior degrees need not be in Human Resource and Organization Development.

4.4 Collaboration with other institutions

The National Institute of Development Administration is the sole provider of this program. We also have academic partnerships with national and international higher educational institutions.

4.5 Degree of Conferral Upon

Upon the completion of study requirements, graduates will be awarded the Degree of Doctor of Philosophy (Human Resource and Organization Development).

5. The Status and the Approval of the Program

The program has been amended for the academic year 2024 from its previous 2019 version. The changes will be applied starting from the first semester of academic year 2024.

The Committee of the Academic Council authorized/approved the curriculum at its meeting number..10/2023..on ....9 Nov 2023.......

The Council of the National Institute of Development Administration authorized/approved the curriculum at its meeting number.1/2024.on 17 Jan 2024

6.   Teaching and Learning Location

Onsite at National institute of Development Administration

148 Seri Thai Road, Bangkapi, Bangkok 10240.

And Online via Information Technology System provided by NIDA.

7. Relations (if any) to other curricula in any other school/college of NIDA

7.1 Courses offered by the School of Language and Communication

Basic Training Courses 2 subjects as follows:

1) LC4013 Advanced Reading and Writing in English for Graduate Studies
2) LC4014 Advanced Integrated English Language Skills Development

Remarks: Conditions for taking English language courses are according to the announcement of the institution

7.2 Courses/Subjects in this Curriculum that are Available for Other Curriculums

Students from other curriculums of the institution can choose to take any courses offered in the curriculum. Taking such courses must conform to the requirements of the curriculums and must receive an approval from the advisor and the instructor.

8. Course Management System

8.1 System

The courses are offered yearly. The academic year is divided into two semesters based on at least fifteen weeks each semester. Summer semester is provisional based on eight weeks, and credits for courses in this semester can be compared to regular semesters.

8.2 Summer Session Study

Summer semester is provisional and credits for course(s) in this semester can be compared to regular semesters.

8.3 Credit Accumulation and Transfer

Credit transfer is subject to the current National Institute of Development Administration's Regulations on Education.

8.4 Date-time of the Learning and Teaching Activities

First semester begins August – December

Second semester begins January – May

Summer semester begins June – July

8.5 Teaching Modes

- **Plan 1 (1.1)** On-site
- **Plan 2 (2.1) Track A:** On-site
- **Plan 2 (2.1) Track B:** Online Learning
- **Plan 2 (2.2)** On-site / Online Learning

Remark: 1) Plan 2 (2.1) only offers one Track per year in accordance with the decision made by the Program Committee.

2) For Plan 2 (2.1) Track A, the amount of online teaching and learning is capped at 60%, in accordance with NIDA's announcement on the practice of teaching and learning via the information technology system B.E. 2565.

3) For Plan 2 (2.1) Track B, the amount of online teaching and learning exceeds 60%, in accordance with MHESI's announcement on the criteria, methods, and conditions for educational management through information technology system B.E. 2565.

9. Plans for Student Admission and Graduates within 5 Years

Plan 1 (1.1)

Year	Academic Year				
	2024	2025	2026	2027	2028
1	3	3	3	3	3
2	-	3	3	3	3
3	-	-	3	3	3
4	-	-	-	3	3
รวม	3	6	9	12	12
Number of Graduates	-	-	2	3	3

Plan 2 (2.1)

Year	Academic Year				
	2024	2025	2026	2027	2028
1	10	10	10	15	15
2	-	10	10	10	15
3	-	-	10	10	10
4	-	-	-	10	10
รวม	10	20	30	45	50
Number of Graduates	-	-	5	10	10

Plan 2 (2.2)

Year	Academic Year				
	2024	2025	2026	2027	2028
1	3	3	3	3	3
2	-	3	3	3	3
3	-	-	3	3	3
4	-	-	-	3	3
5	-	-	-	-	3
รวม	3	6	9	12	15
Number of Graduates	-	-	-	-	2

10. **Planned Budget**

   Provide information on the expense per capita upon the student's completion of the program.

Plan	Year 1 (THB/Person)	Year 2 (THB/Person)	Year 3 (THB/Person)	Year 4 (THB/Person	Total (THB/Person)
1 (1.1)	217,000.-	159,000.-	57,000.-	-	433,000.-
2 (2.1)	363,000.-	128,000.-	267,000.-	-	758,000.-
2 (2.2)	475,500.-	257,000.-	159,000.-	57,000.-	948,5000.-

Remarks: This cost does not include the cost of documents and textbooks and is subject to change depending on the institution's announcement without prior notice.

11 Qualification of Applicant

    11.1 Plan 1 (1.1) for an applicant who graduated with a Master's degree from the research-oriented plan or the one involves advanced research or has experience in conducting research and/or academic publication in addition to the class requirement from the institution accredited by Commission on Higher Education or the Office of the Civil Service Committee or organizations that provide approved standard or an academic institution accredited by the Council **and** had extensive experience in Human Resource and Organization Development field.

    11.2 Plan 2 (2.1) for an applicant who has a Master's degree from a university or institution accredited by Commission on Higher Education or the Office of the Civil Service Committee or organizations that provide approved standard or an academic institution accredited by the Council.

    11.3 Plan 2 (2.2) for an applicant who has a Bachelor's degree with a minimum GPA of 3.50 from a university or institution accredited by Commission on Higher Education or the Office of the Civil Service Committee or organizations that provide approved standard or an academic institution accredited by the Council.

    11.4 All applicants must present English literacy at a satisfied level for graduate study as specified by the program committee in accordance with NIDA's announcement and criteria.

12. **Graduate Employment Opportunities**

    Graduates from this program will find employment in various professional careers such as:

      12.1 Lecturers in colleges and universities

      12.2 Researchers

      12.3 Policy makers in public and private sectors

      12.4 HROD Professional Consultant and Expert

Part 2 Philosophy, Objectives & Learning Outcomes

1. Philosophy of the Program

Human resource development has played a vital role in building a strong national foundation and strengthening national capacity. In order for Thailand to adapt to changes effectively and excel in a sustainable fashion, scholars from a well-established curriculum grounded within the context could be valuable. The Graduate School of Human Resource Development has put this necessity of the nation as the school's priority. The need to provide a qualified Ph.D. program to nurture scholars and scholarly practitioners drives the Graduate School of Human Resource Development to continuously develops the Doctor of Philosophy program in Human Resource and Organization Development (HROD) to be able to serve the needs of the country.

The Doctor of Philosophy program in Human Resource and Organization Development (HROD) is designed to groom experienced practitioners and/or researchers who wish to refine and broaden their knowledge in the area of human resources and organization development through the emphasis on a solid education grounded in both theories and practices from indigenous, to micro and macro perspectives of private, public, and international organizations and communities. To widen the capacities of students to diagnose and create new patterns of change in human resources and organization improvement, the students are expected to conduct research in a scholarly manner under diverse research paradigms and methodologies. Also, students are expected to achieve the ability in transforming research output to implications and practices to achieve sustainable outcomes and impact.

2. Program Objectives

The main objective of the program is to prepare high level professionals, such as corporate consultants, researchers, and academicians who will become leaders in the field of HROD to be able to:

- Strategically synthesize multiple bodies of knowledge in HROD from interdisciplinary perspectives.
- Creatively construct new knowledge and critically analyze the existing ideas via scholarly research and theory building.

- Ethically transform knowledge to present the obtained knowledge in practical and effective forms via means of publication, teaching, and implementation.

3. Learning Outcomes of Program

The curriculum establishes learning outcomes derived from the needs and expectations of students and various stakeholder groups. Comprehensive data collection, both qualitative and quantitative, is undertaken to ascertain the desires of these stakeholders. This data is then synthesized into expected learning outcomes. Subsequently, these proposed learning outcomes are assessed for their relevancy and alignment with global policies, country's policies, strategies for human capital development, the NIDA's primary mission and strategies, the categorization of higher education institutions, and external risks and impacts. For instance, these may include technological shifts, policy changes, and other global environmental factors, as further detailed below.

From a global perspective, the program's expected learning outcomes are in alignment with the Sustainable Development Goals of the UN, including the ones that highlight quality education (SDG 4) and decent work and economic growth (SDG 8). They also fit in with the World Economic Forum's list of essential future competencies, which includes talent management, critical thinking, curiosity, and lifelong learning. Additionally, we have ensured compliance with international HR standards, as recommended by organizations such as the Society for Human Resource Management (SHRM). Furthermore, our program—which also draws its guidance from top consulting firms like McKinsey and Deloitte—is tailored to the changing needs of the HROD sector. It emphasizes flexibility, unlocks the workforce ecosystem, activates the future of the workplace, advances the human aspect of sustainability, and incorporates employee well-being with organizational goals.

In terms of the country's policies, specifically from the 7th National Social and Economic Development Plan to 20-year National Strategy of Thailand, human resource has always been the center of development. The main focus of nurturing high-capacity workforce and lifelong learners who can live and work successfully at the present time and in the future as stated in the 13th National Social and Economic Development Plan (Milestone 12) is therefore the main focus of the program learning outcomes.

As NIDA aims to take a leading role in international, regional, and national development, this Ph.D. program is developed and revised to respond to NIDA's mission and vision in 1) creating well-rounded research perspective among scholars with academic theoretical foundation, research-based decision making, and understanding of local context, 2) processing open, creative, and ecological concern mindset to drive changes with the aim of sustainable betterment, and 3) creating a circle of scholars to connect and contribute to the advancement of the field of HROD, as a part of development administration.

Furthermore, data has been gathered from key stakeholders in order to formulate the program's learning outcomes, including employers, alumni, current and prospective students, faculty, staff, and experts from both academia and practice in the field on a local and international level.

For the alumni and current student groups, the program carefully selects individuals from each cohort of students, from Batch 1 to the current batch. Following that, the program invites the employers of those alumni who were chosen to participate in the focus group session for the alumni's employers once the alumni participants have been established. Regarding the prospective student portion of the program, participants are chosen from among individuals who are interested in applying to continue their studies in our program, including those who are currently enrolled in our school's Master's degree program.

For these reasons, the program aims to cultivate Ph.D. graduates with the following learning outcomes.

Theme of ELOs	Key Concepts of ELOs
1. Worldwide Perspective (W)	**ELO 1.1 Integrate** the international knowledge with the local wisdom in order to cope with critical organizational and/or social issues.
2. Initiative and Open-mindedness (I)	**ELO 2.1 Analyze** information to provide suggestions to enhance values for stakeholders in creative, innovative, and ethical ways.
	ELO 2.2 Demonstrate and build awareness of global citizenship, diversity, multiculturalism, and social justice with open-mindedness.

Theme of ELOs	Key Concepts of ELOs
3. Sustainable Leadership (S)	**ELO 3.1 Propose** changes through the research and practices for the benefit of present and future of stakeholders.
4. Human Intelligence (H)	**ELO 4.1 Acquire and Apply** professional knowledge and skills to drive an organization and/or society humanly with integrity.
	ELO 4.2 Demonstrate learning and digital literacy for the sustainability of organizations and society.
5. Ethics and Morality (E)	**ELO 5.1 Demonstrate** the main ethical issues and principles used when conducting research and practicing HR profession.
6. Scholar Instinct (S)	**ELO 6.1 Display** academic intuition to identify important issues, research problems, and critique existing knowledge.
	ELO 6.2 Conduct research to respond and make suggestions to those issues and problems and/or fill in knowledge gaps.

Table 2.1: The following table presents a summary of stakeholder's expectations which were taken in revising the expected learning outcomes of the program.

Competencies / Themes of ELOs	Stakeholders Expectations								
	Current Ph.D. students		Alumni		Prospective students		Employers (2018, 2022)	Expert (2022)	Visiting professors (2018)
	2018	2022	2018	2022	2018	2022			
Worldwide Perspective (W)	x̄ = 4.33 (Survey)	x̄ = 4.86 S.D. = 0.38 (Survey)	x̄ = 4.22 (Survey) & Focus Group	x̄ = 4.83 S.D. = 0.37 (Survey)	x̄ = 4.17 (Survey)	x̄ = 4.5 S.D. = 0.70 (Survey)	Focus Group (Keyword: International and Local Wisdom)	Focus Group (Keyword: Holistic view of HROD, Local Community and Society, Local Wisdom)	Focus Group & Open-ended survey (Keyword: Global Mindset)
Initiative and Open-mindedness(I)	x̄ = 4.67 (Survey)	x̄ = 4.64 S.D. = 0.77 (Survey)	x̄ = 4.50 (Survey) & Focus Group	x̄ = 4.54 S.D. = 0.49 (Survey)	x̄ = 4.25 (Survey)	x̄ = 4.5 S.D. = 0.57 (Survey)	Focus Group (Keyword: Open-mindedness, Innovation and Working Well in Diversities)	Focus Group (Keyword: Communications and Collaboration Skills, Conflict Resolution to Mitigate Social Problems)	Focus Group & Open-ended survey (Keyword: Managing Conflict and Change)
Sustainable Leadership (S)	x̄ = 4.43 (Survey)	x̄ = 4.57 S.D. = 0.67 (Survey)	x̄ = 4.40 (Survey) & Focus Group	x̄ = 4.5 S.D. = 0.53 (Survey)	x̄ = 4.25 (Survey)	x̄ = 4.5 S.D. = 0.70 (Survey)	Focus Group (Keyword: Initiating Change for Sustainable Development)	Focus Group (Keyword: Lead Change in an Organization, transform, Guide Society Towards Meaningful Change)	Focus Group & Open-ended survey (Keyword: Utilizing Entrepreneurial Stance, Contributing to the Long-term Viability of the Organization)
Human Intelligence (H)	x̄ = 4.49 (Survey)	x̄ = 4.71 S.D. = 0.49 (Survey)	x̄ = 4.40 (Survey) & Focus Group	x̄ = 4.67 S.D. = 0.48 (Survey)	x̄ = 4.50 (Survey)	x̄ = 4.5 S.D. = 0.70 (Survey)	Focus Group (Keyword: Concern for Human Wellbeing)	Focus Group (Keyword: Holistic View of HROD)	Focus Group & Open-ended survey (Keyword: Ability to Implement HR System, Fostering Professional Development and Advancement of All Staff)
Ethics and Morality (E)	x̄ = 4.49 (Survey)	x̄ = 4.57 S.D. = 0.38 (Survey)	x̄ = 4.78 (Survey) & Focus Group	x̄ = 4.83 S.D. = 0.53 (Survey)	x̄ = 4.50 (Survey)	x̄ = 5 S.D. = 0.00 (Survey)	Focus Group (Keyword: Integrity and Ethics)	Focus Group (Ethics and Morality)	Focus Group & Open-ended survey (Keyword: Ethics, Integrity and Integration)
Scholar Instinct (S)	x̄ = 4.52 (Survey)	x̄ = 4.43 S.D. = 0.65 (Survey)	x̄ = 4.50 (Survey) & Focus Group	x̄ = 4.5 S.D. = 0.51 (Survey)	x̄ = 3.75 (Survey)	x̄ = 4.5 S.D. = 0.57 (Survey)	Focus Group (Keyword: Multidisciplinary Research)	Focus Group (Keyword: Thinking skill and process in the way of scholars)	Focus Group & Open-ended survey

Programme ELOs (Competencies)	What they received?		What they needed in addition?			Ideas for Improvement
	Current Students	Alumni	Current Students	Alumni	Expert	
Worldwide Perspective	- The ELOs already cover all of the necessary areas. - Fundamental concepts and international knowledge are very educational and informative.	- Good as it is - Broad understand and know in HROD	- Promote more on social issues linked to the SDGs - Clarify that the word shares local wisdom, not particularly in Thailand but also in other countries.	- More on application - Encompassing the technological changes aspect	- Understand the holistic view of human resource development (HROD) - Creating benefits for local wisdom - Apply the knowledge from international perspectives to the local community and society	- The research course content could be more advance and in-depth. - Instructors should be more easily accessible to the students for consultations. - The program may consider adjusting HROD 7102 Learning and Development in the workplace to Learning, Training, and Career Development in the workplace. - The program should include either HROD 7207 Advance Organization Development or HROD 7208 Strategic Performance Development in the core course. - The program should include Academic Writing and Reference Writing courses for the students. - The program should provide more courses related to Sustainability and ESG (Environment, Social, Governance).
Initiative and Open-mindedness	- The ELOs already cover all of the necessary areas.	None was mentioned	- Consider using the word global-citizenship	- Up-to-date current issues such as LGBTQ	- Focus on conflict resolution to mitigate social problems	
Sustainable Leadership	- The ELOs already cover all of the necessary areas.	None was mentioned	- More opportunities to learn from experienced leaders.	- Ability to producing an excellent training program - Skills in lead change in an organization - Ethics in leadership-related topic	- Focusing on transformational leadership - Ability to lead change in an organization - Ability to guide society towards meaningful change.	
Human Intelligence	- The ELOs already cover all of the necessary areas.	None was mentioned	None was mentioned	- Understanding people within the organization, with an emphasis on human nature rather than on the measurement of achievement, such as KPIs.	None was mentioned	
Ethics and Morality	- The ELOs already cover all of the necessary areas.	None was mentioned	- Encourage the students to take more courses outside the program	- Practical business use and balance to business	None was mentioned	
Scholar Instinct	- The ELOs already cover all of the necessary areas. - Strong knowledge of research skills	- Strong knowledge of Qualitative and Quantitative research in order to develop outstanding research -Thinking skill and process in the way of scholars	- Encourage students to conduct high-impact research. - Strong knowledge of research skills.	- A combination of scholars and practitioners - More collaboration with internal and external organizations	- Thinking skill and process in the way of scholars - Ability to do research, teaching and mentor students at the Ph.D. level.	

In 2022 (2565 B.E.), the Commission on Higher Education Standards issued the expected learning outcomes as a learning qualification framework. Graduates from doctoral degrees must achieve certain level of knowledge, skills, ethics, and characters. Therefore, the expected learning outcomes of this program were revised to respond to those requirements as presented below.

Table 2.2: The following table presents a connecting between Competencies / Themes of ELOs with University of Minnesota, CHES, Thailand HRCI and Level of Bloom's Taxonomy

Competencies / Themes of ELOs	Key Concepts of ELOs	University of Minnesota PhD Program's Purposes	Major Linkage to CHES	Major Linkage to Thailand HRCI's HR Professional Competence	Level of Bloom's Taxonomy
1. Worldwide Perspective (W)	ELO1.1 Integrate the international knowledge with the local wisdom in order to cope with critical organizational and/or social issues.	Develop learner's capacity to conduct original research in the field and derive transferable insights and applications for local-to-international clients and industries	- Knowledge (Essential and adequate for application and integration) - Skills (Cognitive and Critical Thinking Skills)	- Analyzing Organizational Context and External Environment	(Evaluation)
2. Initiative and Open-mindedness (I)	ELO2.1 Analyze information to provide suggestions to enhance values for stakeholders in creative, innovative, and ethical ways. ELO2.2 Demonstrate and build awareness of global citizenship, diversity, multiculturalism, and social justice with open-mindedness.	Develop learner's capacity to: - Serve as training and development consultants on program design and implementation. - Resolve complex organizational and relational issues through innovative training and performance improvement techniques.	- Knowledge (Essential and adequate for application and integration) - Skills (critical thinking skills, inquiry, and research skills) - Character (Empathy)	- Developing Self and Others - Managing Diversity	(Analysis) (Application)
3. Sustainable Leadership (S)	3.1 Propose changes through the research and	Develop learner's capacity to:	- Knowledge (Essential and adequate for	- Managing Change	(Creation)

Competencies / Themes of ELOs	Key Concepts of ELOs	University of Minnesota PhD Program's Purposes	Major Linkage to CHES	Major Linkage to Thailand HRCI's HR Professional Competence	Level of Bloom's Taxonomy
	practices for the benefit of present and future of stakeholders.	- Teach leadership, adult education, and human resource development courses. - Serve as training and development consultants on program design and implementation. - Resolve complex organizational and relational issues through innovative training and performance improvement techniques. - Develop sophisticated measurements to analyze and diagnose organizational challenges.	application and integration) - Character (Change Leadership)		
4. Human Intelligence (H)	4.1 Acquire and Apply professional knowledge and skills to drive an organization and/or society humanly with integrity. 4.2 Demonstrate learning and digital literacy for the sustainability of organizations and society.	Develop learner's capacity to: - Serve as training and development consultants on program design and implementation. - Resolve complex organizational and relational issues through innovative training and performance improvement techniques.	- Knowledge (Essential and adequate for application and integration) - Skills (digital skills)	- Cooperating and Working in Team - Being Competent in HR Functions	(Application)

Competencies / Themes of ELOs	Key Concepts of ELOs	University of Minnesota PhD Program's Purposes	Major Linkage to CHES	Major Linkage to Thailand HRCI's HR Professional Competence	Level of Bloom's Taxonomy
		- Develop sophisticated measurements to analyze and diagnose organizational challenges.			
5. Ethics and Morality (E)	5.1 Demonstrate the main ethical issues and principles used when conducting research and practicing HR profession.	N/A	- Ethics (Academic and research codes of conduct) - Ethics (Professional codes of conduct)	- Adhering to Professional Codes of Conduct	(Application)
6. Scholar Instinct (S)	ELO 6.1 Display academic intuition to identify important issues, research problems and critique existing knowledge. (Application) ELO 6.2 Conduct research to respond and make suggestions to those issues and problems and/or fill in knowledge gaps. (Creation)	Develop learner's capacity to: - Teach leadership, adult education, and human resource development courses. - Develop sophisticated measurements to analyze and diagnose organizational challenges. - Conduct original research in the field and derive transferable insights and applications for local-to-international clients and industries.	- Knowledge (Utilizing research process to create new knowledge leading to acceptable, referable, and applicable holistic solutions) - Skills (critical thinking skills, inquiry, and research skills)	N/A	(Application) (Creation)

Part 3 Educational System, Operation and Program Structure

1. Number of Credits

The total credits, including coursework and dissertation, are as follows:

      1.1 Plan 1 (1.1) **48 Credits**   There may be non-credit coursework. Dissertation 48 credits

      1.2 Plan 2 (2.1) **67 Credits**   Coursework 31 credits and dissertation 36 credits

      1.3 Plan 2 (2.2) **88 Credits**   There may be non-credit coursework. Coursework 40 credits

                      and dissertation 48 credits

2. Program Structure

Course	Plan 1 (1.1)	Plan 2 (2.1)	Plan 2 (2.2)
A. Remedial Courses	6 Credits (Non-credit)*	6 Credits (Non-credit)	6 Credits (Non-credit)*
B. Basic Course	-	1 Credit	1 Credit
C. Core Courses	-	9 Credits	18 Credits
D. Research Methodology	-	9 Credits	9 Credits
E. Specialized Field Courses	-	9 Credits	9 Credits
F. Elective Course	-	3 Credits	3 Credits
G. Seminar Courses	-	Non-credit	Non-credit
H. Dissertation	48 Credits	36 Credits	48 Credits
I. Qualifying Examination	Required	Required	Required
Total Credits	48 Credits	67 Credits	88 Credits

     Remark The exemption of taking English language courses is according to graduate-level English courses standard.

          * To be assigned by the program committee. (Some courses may be assigned by the program committee.)

In this regard, the curriculum structure is designed concerning the expected learning outcomes, enabling students to develop knowledge, skills, and academic and professional attributes. The mechanism of curriculum structure establishment is grounded in outcome-based learning and micro-learning. Each course is designed in response to allocate program expected learning outcomes by transferring those outcomes to course learning outcomes. The curriculum structure maintains balance and holistic coverage of program expected learning outcomes achievement.

The detailed expected learning outcomes for each course responsible for student development are as follows:

Table 3.1: The following table presents the alignment between ELOs and CLOs.

Course	Course Learning Outcomes	ELO 1 Worldwide Perspective	ELO 2 Initiative and Open-mindedness		ELO 3 Sustainable Leadership	ELO 4 Human Intelligence		ELO 5 Ethics and Morality	ELO 6 Scholar Instinct	
		1.1	2.1	2.2	3.1	4.1	4.2	5.1	6.1	6.2
HROD 6000 Inquiry Strategies for HROD Research	**CLO1**: Turn social phenomena into research questions, research design, and research implications. **CLO2:** Create the integrated literature review to develop understanding about the topic of interest by searching for useful literature, reading and interpreting, synthesizing and integrating effectively. **CLO3:** Identify the possible outcomes of research that can solidly guide practices.		CLO ①		CLO ③	CLO ① ③	CLO ②		CLO ① ②	
HROD 6001 Strategic HR in Global Context	**CLO1:** Explain advanced knowledge, concepts, theories, strategies, techniques, and tools within the field of human resources. **CLO2:** Demonstrate problem-	CLO ② ④		CLO ④		CLO ① ② ④			CLO ③ ④	

Course	Course Learning Outcomes	ELO 1 Worldwide Perspective	ELO 2 Initiative and Open-mindedness		ELO 3 Sustainable Leadership	ELO 4 Human Intelligence		ELO 5 Ethics and Morality	ELO 6 Scholar Instinct	
		1.1	2.1	2.2	3.1	4.1	4.2	5.1	6.1	6.2
	solving skills to address current HR challenges. **CLO3:** Critique an academic paper in the field of HR with supporting evidence. **CLO4:** Analyze and synthesize key trends, issues, and challenges of strategic HR practices in a country other than a home country and propose potential solutions.									
HROD 6002 Organization Development and Change	**CLO1:** Review and discuss on evolution of organization theories and paradigms. **CLO2:** Evaluate the quality of each organization diagnosis tool that the students experienced. **CLO3:** Design how to collect data to improve the validity of organization diagnosis result.	CLO ①	CLO ②	CLO ②			CLO ③		CLO ④	

Course	Course Learning Outcomes	ELO 1 Worldwide Perspective	ELO 2 Initiative and Open-mindedness		ELO 3 Sustainable Leadership	ELO 4 Human Intelligence		ELO 5 Ethics and Morality	ELO 6 Scholar Instinct	
		1.1	2.1	2.2	3.1	4.1	4.2	5.1	6.1	6.2
	CLO4: Propose action research design proposal relating to the organization diagnosis result.									
HROD 6003 Epistemology & Inquiry in HROD	CLO1: Able to identify personal world views of reality and able to engage in dialogue with others regarding their world views of reality. CLO2: Able to define key concepts related to research paradigms. CLO3: Able to describe, in detail, with examples, several research paradigms used in HROD. CLO4: Able to critique HROD articles using a range of research paradigms. CLO5: Able to write, in a pair (or threes, if class size requires), a paper that explores, in detail, a concept of epistemology that is	CLO ④ ⑤		CLO ①				CLO ③ ④	CLO ② ⑤	CLO ② ③

Course	Course Learning Outcomes	ELO 1 Worldwide Perspective	ELO 2 Initiative and Open-mindedness		ELO 3 Sustainable Leadership	ELO 4 Human Intelligence		ELO 5 Ethics and Morality	ELO 6 Scholar Instinct	
		1.1	2.1	2.2	3.1	4.1	4.2	5.1	6.1	6.2
	acceptable for presentation or publication.									
HROD 6004 HROD Research Method, Technique, and Tools	CLO1: Identify the HROD problems under the organization context. CLO2: Demonstrate systems thinking in research design to response to all of the stakeholders. CLO3: Propose a research idea that can response to the organization and also society problems.	CLO ③	CLO ②		CLO ②		CLO ③		CLO ①	CLO ①
HROD 6005 Qualitative Research for HROD	CLO1: Gain an understanding of qualitative inquiry in the field related to human resource development. CLO2: Understand how to select appropriate methods (tools) for the research they plan to conduct. CLO3: Learn how to conduct and	CLO ① ⑤						CLO ③	CLO ① ② ③	CLO ③ ④ ⑤ ⑥

Course	Course Learning Outcomes	ELO 1 Worldwide Perspective	ELO 2 Initiative and Open-mindedness		ELO 3 Sustainable Leadership	ELO 4 Human Intelligence		ELO 5 Ethics and Morality	ELO 6 Scholar Instinct	
		1.1	2.1	2.2	3.1	4.1	4.2	5.1	6.1	6.2
	critique research that uses qualitative methodology based on ethical issues and principles, so the results can provide suggestions to those issues and problems and/or fill in knowledge gaps. **CLO4:** Conduct a fieldwork and begin using tools for data collection, such as field-based observation, interviewing, and focus group interviews. **CLO5:** Develop research questions and interview questions by integrating the international knowledge with the local wisdom in order to cope with critical organizational. **CLO6:** Apply techniques for analyzing textual data documented in field notes,									

Course	Course Learning Outcomes	ELO 1 Worldwide Perspective	ELO 2 Initiative and Open-mindedness		ELO 3 Sustainable Leadership	ELO 4 Human Intelligence		ELO 5 Ethics and Morality	ELO 6 Scholar Instinct	
		1.1	2.1	2.2	3.1	4.1	4.2	5.1	6.1	6.2
	interview transcripts, and from personal narratives.									
HROD 6006 Quantitative Research for HROD	**CLO1:** Understand and connect domestic and international research works, in addition to find solutions for developing the world good and desirable citizens. **CLO2:** Select appropriate and/or contemporary variables to be focused on in their research studies by searching, synthesizing, analyzing, and integrating information from various sources. **CLO3:** Utilize scientific research methods and processes to create, promote, exercise, and evaluate work and improvement plan, in addition to making decision based on reliable or research evidence.	CLO ① ④	CLO ① ② ③	CLO ④ ⑤	CLO ③ ⑥	CLO ③ ⑤	CLO ①	CLO ⑤	CLO ② ③ ④ ⑥	CLO ③ ④ ⑥

Course	Course Learning Outcomes	ELO 1 Worldwide Perspective	ELO 2 Initiative and Open-mindedness		ELO 3 Sustainable Leadership	ELO 4 Human Intelligence		ELO 5 Ethics and Morality	ELO 6 Scholar Instinct	
		1.1	2.1	2.2	3.1	4.1	4.2	5.1	6.1	6.2
	CLO4: Draw question and think logically, understand and handle abstract concepts, perform data analysis, interpret and discuss research results, as well as utilize knowledge to solve problem. **CLO5:** Aware and follow ethical principles in research conduction, e.g., honesty, integrity, confidentiality, and responsibility. **CLO6:** Display academic intuition and reasoning ability to identify research problems, critique literature, and effectively apply appropriate methods and APA writing style, as well as develop new knowledge contributing to the HROD field.										
HROD 7101 HROD Theory Development	**CLO1:** Identify key roles of theories/ theory development research in HROD. **CLO2:** Define key concepts	CLO ① ⑤ ⑥	CLO ① ③	CLO ① ② ③	CLO ⑥	CLO ② ③⑤ ⑥	CLO ③ ⑥	CLO ④ ⑦	CLO ④ ⑤ ⑥ ⑦	CLO ⑤ ⑥ ⑦

Course	Course Learning Outcomes	ELO 1 Worldwide Perspective	ELO 2 Initiative and Open-mindedness		ELO 3 Sustainable Leadership	ELO 4 Human Intelligence		ELO 5 Ethics and Morality	ELO 6 Scholar Instinct	
		1.1	2.1	2.2	3.1	4.1	4.2	5.1	6.1	6.2
	related to theory building and theory development. **CLO3:** Identify, compare, and critique current theory building methodologies. **CLO4:** Critique an existing HROD theory, process, or practice from the perspective of sound theory. **CLO5:** Outline the important concepts related to the development of a Thai perspective HROD theory (or theory element) or conceptual framework. **CLO6:** Engage in dialogue regarding the process of developing theory in HROD for application in Thailand. **CLO7:** Identify personal and organizational barriers to effective academic writing and develop a									

Course	Course Learning Outcomes	ELO 1 Worldwide Perspective	ELO 2 Initiative and Open-mindedness		ELO 3 Sustainable Leadership	ELO 4 Human Intelligence		ELO 5 Ethics and Morality	ELO 6 Scholar Instinct	
		1.1	2.1	2.2	3.1	4.1	4.2	5.1	6.1	6.2
	plan for overcoming these barriers.									
HROD 7102 Learning and Development in the Workplace	**CLO1:** Aware of the concepts, skills, and personal capacities important to assessing, developing, and improving human resources in organizations in order to prepare workers adjust to the consequences of downsizing, mergers, and multi-cultural/global workplaces. **CLO2:** Critically examine the four focus areas of learning, job, persons, and organization and how they are addressed by many methods, both formally and informally. **CLO3:** Integrate knowledge and expertise about learning and development in the workplace through in-depth discussion, observation, interactions, and	CLO ②	CLO ② ③	CLO ①		CLO ④			CLO ① ③ ⑤	CLO ⑤

Course	Course Learning Outcomes	ELO 1 Worldwide Perspective	ELO 2 Initiative and Open-mindedness		ELO 3 Sustainable Leadership	ELO 4 Human Intelligence		ELO 5 Ethics and Morality	ELO 6 Scholar Instinct	
		1.1	2.1	2.2	3.1	4.1	4.2	5.1	6.1	6.2
	reflections through class facilitation. **CLO4:** Effectively blend human, economic, information and technical components in order to improve the interactions between human and technical components and between human and information components and implementing complex systems in the workplace. **CLO5:** Critically reflect upon various theories, models, and research in the areas of workplace learning and development. Students will develop a personal perspective on how to apply workplace learning and development into practice.									

Course	Course Learning Outcomes	ELO 1 Worldwide Perspective	ELO 2 Initiative and Open-mindedness		ELO 3 Sustainable Leadership	ELO 4 Human Intelligence		ELO 5 Ethics and Morality	ELO 6 Scholar Instinct	
		1.1	2.1	2.2	3.1	4.1	4.2	5.1	6.1	6.2
HROD 7103 Ethics in a Workplace and Ethical Global Issues	**CLO1:** Define the foundations and theories of ethics and social responsibility and how they operate in modern workplace, educational, and global environments. **CLO2:** Describe various normative contexts that influence ethics and social responsibility. **CLO3:** Engage in dialogue with others regarding ethical issues and their approaches to those issues. **CLO4:** Use a decision-making process to address ethical and socially responsive problems in the workplace and in global settings. **CLO5:** Critique ethics and social responsibility and the morality and social responsibility of organizations.	CLO ①	CLO ② ③	CLO ② ③	CLO ④	CLO ④		CLO ⑥	CLO ⑤ ⑥	CLO ⑥

Course	Course Learning Outcomes	ELO 1 Worldwide Perspective	ELO 2 Initiative and Open-mindedness		ELO 3 Sustainable Leadership	ELO 4 Human Intelligence		ELO 5 Ethics and Morality	ELO 6 Scholar Instinct	
		1.1	2.1	2.2	3.1	4.1	4.2	5.1	6.1	6.2
	CLO6: Write about ethical issues, including writing a statement of personal professional ethics.									
HROD 7201 Cultural Intelligence in Human Resource and Organization Development	**CLO1:** Aware of the importance of behaving as a good society and world citizen. **CLO2:** Analyze their experiences and understand diversity in different categories of people. **CLO3:** Explore various modules of culture and assess their originations or communities. **CLO4:** Work in teams, discuss, argue, and exchange ideas on levels of culture. **CLO5:** Understand related concepts and apply knowledge to organizational settings. **CLO6:** Act as a self-directed learner and present group findings to big class.	CLO ①	CLO ②	CLO ②	CLO ③	CLO ④	CLO ④	CLO ⑤	CLO ⑤ ⑥	CLO ⑥

Course	Course Learning Outcomes	ELO 1 Worldwide Perspective	ELO 2 Initiative and Open-mindedness		ELO 3 Sustainable Leadership	ELO 4 Human Intelligence		ELO 5 Ethics and Morality	ELO 6 Scholar Instinct	
		1.1	2.1	2.2	3.1	4.1	4.2	5.1	6.1	6.2
HROD 7202 Leadership Development	**CLO1:** Aware of the importance of behaving as a good society and world citizen. **CLO2:** Assess themselves and explore diversity in variety of groups of people. **CLO3:** Explore various concepts of leadership and assess themselves. **CLO4:** Work in teams and accept and utilize differences in people. (ELO4.1) **CLO5:** Understand related concepts and practice mindfulness. **CLO6:** Act as a self-directed learner and researcher and propose a leadership model.	CLO ①	CLO ②	CLO ②	CLO ③	CLO ④	CLO ⑥	CLO ⑤	CLO ⑥	CLO ⑥
HROD 7203 Communication in Organization Development	**CLO1:** Develop an analytical mindset to understand and address communication issues in the organization.				CLO ②	CLO ① ②				

Course	Course Learning Outcomes	ELO 1 Worldwide Perspective	ELO 2 Initiative and Open-mindedness		ELO 3 Sustainable Leadership	ELO 4 Human Intelligence		ELO 5 Ethics and Morality	ELO 6 Scholar Instinct	
		1.1	2.1	2.2	3.1	4.1	4.2	5.1	6.1	6.2
	CLO2: Master relevant communication skills and capabilities to enhance goal achievement in variety of contexts that align with organization's vision, mission, and strategies.									
HROD 7204 Knowledge Management & Learning Organization	**CLO1:** Develop an analytical mindset to understand and address the organizational challenges for Learning Organization and knowledge management. **CLO2:** Master the relevant skills and capabilities for managing and sharing knowledge in learning organizations.	CLO ①		CLO ①		CLO ① ②				
HROD 7205 Professional Consultant	**CLO1:** Understand professional consulting work. **CLO2:** Understand the various consulting environments in business.		CLO ① ② ③	CLO ① ② ③	CLO ① ③ ④					

Course	Course Learning Outcomes	ELO 1 Worldwide Perspective	ELO 2 Initiative and Open-mindedness		ELO 3 Sustainable Leadership	ELO 4 Human Intelligence		ELO 5 Ethics and Morality	ELO 6 Scholar Instinct	
		1.1	2.1	2.2	3.1	4.1	4.2	5.1	6.1	6.2
	CLO3: Experience in consulting work. **CLO4:** Understand business model design and innovation.									
HROD 7206 Advanced Organization Development	**CLO1:** Diagnose the organization challenges and summarize the area for improvement. **CLO2:** Propose the research topic to overcome the challenging issues around the organization collaborations. CLO3: Design how to develop the critical data and information sharing system and data collection strategies among the collaborative organizations.		CLO ①	CLO ①	CLO ②		CLO ③	CLO ③		
HROD 7207 Strategic Performance Management	**CLO1:** Able to understand the contemporary knowledge that underpins the field, in particular the learning directly from the gurus in the field of strategic performance management and its		CLO ①		CLO ②	CLO ③			CLO ②④	CLO ④

Course	Course Learning Outcomes	ELO 1 Worldwide Perspective	ELO 2 Initiative and Open-mindedness		ELO 3 Sustainable Leadership	ELO 4 Human Intelligence		ELO 5 Ethics and Morality	ELO 6 Scholar Instinct	
		1.1	2.1	2.2	3.1	4.1	4.2	5.1	6.1	6.2
	systems. **CLO2:** Able to acquire not only the ability to synthesize and comprehend the stated paradigms, the research issues and objectives, the methodologies and the analyses of the results presented in the reading materials, but most importantly the ability to pin point research gaps and generate their own models for further research. **CLO3:** Be equipped with reasonable knowledge on strategic performance management and the systems, and drivers that enable its effectiveness. **CLO4:** Able to apply the knowledge to solve the SPMS problems with organization									

Course	Course Learning Outcomes	ELO 1 Worldwide Perspective	ELO 2 Initiative and Open-mindedness		ELO 3 Sustainable Leadership	ELO 4 Human Intelligence		ELO 5 Ethics and Morality	ELO 6 Scholar Instinct	
		1.1	2.1	2.2	3.1	4.1	4.2	5.1	6.1	6.2
	development plan under action research method.									
HROD 7208 Analytics and Innovation in Futuristic Human Resource and Organization Development	CLO1: Aware of current and future approaches and technologies that are beneficial to human resource and organization development. CLO2: Develop an ethical data analytics mindset to understand and create insight based on data in human and organization aspects. CLO3: Create possible solutions based on insights and technologies in a creative way.		CLO ② ③	CLO ①			CLO ②	CLO ② ③		
HROD 7209 Sufficiency Economy Philosophy for Sustainability	CLO1: Overview and review concepts and approaches on economic and social development as well as organizational development and identify issues on sustainability. CLO2: Analyze key principles,	CLO ①	CLO ①	CLO ①	CLO ② ④	CLO ② ③	CLO ② ③	CLO ③	CLO ③	CLO ③ ④

Course	Course Learning Outcomes	ELO 1 Worldwide Perspective	ELO 2 Initiative and Open-mindedness		ELO 3 Sustainable Leadership	ELO 4 Human Intelligence		ELO 5 Ethics and Morality	ELO 6 Scholar Instinct	
		1.1	2.1	2.2	3.1	4.1	4.2	5.1	6.1	6.2
	core values, operational definitions, and core components of the Sufficiency Economy Philosophy. **CLO3:** Synthesize best practices in organizations or groups applying the Sufficiency Economy Philosophy to identify key competence of people and organizations to be sustainability. **CLO4:** Assess contributions of the Sufficiency Economy Philosophy on HROD concepts and practice.									
HROD 7210 Talent Development	**CLO1:** Explore the concept and theories of talent development in playing a role in organizational success. **CLO2:** Identify the link between talent development and strategic organizational goals. **CLO3:** Able to identify and assess talent through various methods.	CLO ①				CLO ① ② ③			CLO ③	

Course	Course Learning Outcomes	ELO 1 Worldwide Perspective	ELO 2 Initiative and Open-mindedness		ELO 3 Sustainable Leadership	ELO 4 Human Intelligence		ELO 5 Ethics and Morality	ELO 6 Scholar Instinct	
		1.1	2.1	2.2	3.1	4.1	4.2	5.1	6.1	6.2
HROD 7211 Selected Topics 1	**CLO1:** Explore theories/concepts of the selected topic(s). **CLO2:** Summarize the critical knowledge of the selected topic(s) and how to apply to the real-world practice. **CLO3:** Integrate that critical knowledge into a conceptual model.	CLO ①	CLO ② ③			CLO ②	CLO ②		CLO ③	
HROD 7212 Selected Topics 2	**CLO1:** Explore theories/concepts of the selected topic(s). **CLO2:** Summarize the critical knowledge of the selected topic(s) and how to apply to the real-world practice. **CLO3:** Integrate that critical knowledge into a conceptual model. **CLO4:** Develop an academic work for publicization.	CLO ①	CLO ② ③			CLO ②	CLO ②		CLO ③ ④	CLO ④
HROD 8001 Seminar 1	**CLO1:** Overview and review HROD concepts and management	CLO ①	CLO ①	CLO ①	CLO ② ④	CLO ②		CLO ③	CLO ③	CLO ④

Course	Course Learning Outcomes	ELO 1 Worldwide Perspective	ELO 2 Initiative and Open-mindedness		ELO 3 Sustainable Leadership	ELO 4 Human Intelligence		ELO 5 Ethics and Morality	ELO 6 Scholar Instinct	
		1.1	2.1	2.2	3.1	4.1	4.2	5.1	6.1	6.2
	approaches and identify emerging HROD related issues and challenges. **CLO2:** Rethink and rebuild HROD concepts and practice to meet new challenges and uncertainties. **CLO3**: Synthesize best practices in complex organizations to create new conceptions and models. **CLO4:** Assess the contributions and impact of students' dissertation conceptual frameworks on HROD in Asian contexts.									
HROD 8002 Seminar 2	**CLO1:** Rethink and rebuild HROD concepts and practice to meet new challenges and uncertainties. **CLO2:** Put a newly found conception or model developed as each student's potential	CLO ①	CLO ①		CLO ③	CLO ③	CLO ②		CLO ②	

Course	Course Learning Outcomes	ELO 1 Worldwide Perspective	ELO 2 Initiative and Open-mindedness		ELO 3 Sustainable Leadership	ELO 4 Human Intelligence		ELO 5 Ethics and Morality	ELO 6 Scholar Instinct	
		1.1	2.1	2.2	3.1	4.1	4.2	5.1	6.1	6.2
	dissertation proposal or concept and present to academic peers. **CLO3:** Assess the contributions and impact of students' dissertation conceptual frameworks on HROD.									
HROD 8003 Seminar 3	**CLO1:** Evaluate and apply relevant theoretical frameworks and concepts to students' research topics, ensuring a strong theoretical foundation for their dissertation proposals. **CLO2:** Develop a deep understanding of ethical principles and guidelines in research. **CLO3:** Select and justify appropriate research methods that align with students' research questions and objectives. **CLO4:** Assess the contributions	CLO ④	CLO ②		CLO ④			CLO ②	CLO ①③	CLO ①③

Course	Course Learning Outcomes	ELO 1 Worldwide Perspective	ELO 2 Initiative and Open-mindedness		ELO 3 Sustainable Leadership	ELO 4 Human Intelligence		ELO 5 Ethics and Morality	ELO 6 Scholar Instinct	
		1.1	2.1	2.2	3.1	4.1	4.2	5.1	6.1	6.2
	and impact of students' dissertation on HROD.									

3.2.1 Course List

A. Remedial Courses   Non-credit

LC 4003	Advanced Reading and Writing in English for Graduate Studies	3 (3 – 0 – 6)
LC 4004	Advanced Integrated English Language Skills Development	3 (3 – 0 – 6)
LC 4013	Remedial Advanced Reading and Writing in English for Graduate Studies	3 (3 – 0 – 6)
LC 4014	Remedial Advanced Integrated English Language Skills Development	3 (3 – 0 – 6)

B. Basic Course (Only for Plan 2 (2.1) and Plan 2 (2.2)

HROD 6000	Inquiry Strategies for HROD Research	1 (1 – 0 – 3)

C. Core Courses   9 Credits

HROD 6001	Strategic Human Resource in Global Context	3 (3 – 0 – 6)
HROD 6002	Organization Development and Change	3 (3 – 0 – 6)
HROD 6003	Epistemology & Inquiry in Human Resource and Organization Development	3 (3 – 0 – 6)
HROD 6007	Special Topic Research*	9 (0 – 0 – 9)

    Remark: * This course for Plan 2 (2.2) only

D. Research Methodology   6 Credits

HROD 6004	HROD Research Methods, Techniques, and Tools	3 (3 – 0 – 6)
HROD 6005	Qualitative Research for Human Resource and Organization Development	3 (3 – 0 – 6)
HROD 6006	Quantitative Research for Human Resource and Organization Development	3 (3 – 0 – 6)

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E. Specialized Field Courses   **9 Credits**

HROD 7101	Human Resource and Organization Development Theory Development	3 (3 – 0 – 6)
HROD 7102	Learning and Development in the Workplace	3 (3 – 0 – 6)
HROD 7103	Ethics in a Workplace and Ethical Global Issues	3 (3 – 0 – 6)

F. Elective Courses   **1 Credits**

HROD 7201	Cultural Intelligence in Human Resource and Organization Development	1 (1 – 0 – 3)
HROD 7202	Leadership Development	1 (1 – 0 – 3)
HROD 7203	Communication in Organization Development	1 (1 – 0 – 3)
HROD 7204	Knowledge Management & Learning Organization	1 (1 – 0 – 3)
HROD 7205	Professional Consultant	1 (1 – 0 – 3)
HROD 7206	Advanced Organization Development	1 (1 – 0 – 3)
HROD 7207	Strategic Performance Management	1 (1 – 0 – 3)
HROD 7208	Analytics and Innovation in Futuristic Human Resource and Organization Development	1 (1 – 0 – 3)
HROD 7209	Sufficiency Economy Philosophy for Sustainability	1 (1 – 0 – 3)
HROD 7210	Talent Development	1 (1 – 0 – 3)
HROD 7211	Selected Topics 1	1 (1 – 0 – 3)
HROD 7212	Selected Topics 2	3 (3 – 0 – 6)

Remark: Students may choose elective courses outside of the curriculum based on the Program Committee's recommendations.

G. Seminar Courses   **Non-credit**

HROD 8001	Seminar I	1 (1 – 0 – 3)
HROD 8002	Seminar II	1 (0 – 3 – 3)
HROD 8003	Seminar III	1 (1 – 0 – 3)

H. Dissertation Courses (HROD 9900) for plan 1 (1.1)   48 Credits

   Dissertation Courses (HROD 9900) for plan 2 (2.1)   36 Credits

   Dissertation Courses (HROD 9900) for plan 2 (2.2)   48 Credits

I. Qualifying Examination

J   Thesis   12 Credits

3.3 Study Plan

Remark Class schedules are subject to change according to SHRD announcement.

The detailed curriculum consists of the following sequence:

3.3.1 Plan 1 (1.1)   48 credits for Ph.D. Only

First Year, 1st Semester

LC 4003	Advanced Reading and Writing in English for Graduate Studies	3 Credits (Non-credit)
HROD 9900	Dissertation	6 Credits

First Year, 2nd Semester

LC 4004	Advanced Integrated English Language Skills Development	3 Credits (Non-credit)
HROD 9900	Dissertation	6 Credits

Second Year, 1st Semester

HROD 9900	Dissertation	12 Credits

Second Year, 2nd Semester

HROD 9900	Dissertation	12 Credits

Third Year, 1st Semester

HROD 9900	Dissertation	12 Credits

Total Credits   48 Credits

3.3.2   Plan 2 (2.1)   67 credits for Ph.D. Only

First Year, 1st Semester

HROD 6000	Inquiry Strategies for HROD Research	1 Credit
HROD 6001	Strategic Human Resource in Global Context	3 Credits
HROD 6002	Organization Development and Change	3 Credits
HROD 6003	Epistemology & Inquiry in Human Resource and Organization Development	3 Credits
HROD 7101	Human Resource and Organization Development Theory Development	3 Credits
HROD 8001	Seminar I	1 Credit (Non-credit)
LC 4003	Advanced Reading and Writing in English for Graduate Studies	3 Credits (Non-credit)

First Year, 2nd Semester

HROD 6004	HROD Research Methods, Techniques, and Tools	3 Credits
HROD 6005	Qualitative Research for Human Resource and Organization Development	3 Credits
HROD 6006	Quantitative Research for Human Resource and Organization Development	3 Credits
HROD 8002	Seminar II	1 Credit (Non-credit)
LC 4004	Advanced Integrated English Language Skills Development	3 Credits (Non-credit)

First Year, Summer

HROD 7102	Learning and Development in the Workplace	3 Credits
HROD 7103	Ethics in a Workplace and Ethical Global Issues	3 Credits

Second Year, 1st Semester

HROD 72xx	Elective Course	3 Credits
HROD 8003	Seminar III	1 Credit

		(Non-credit)
	Qualifying Examination	
	Second Year, 2nd Semester	

	Second Year, 2nd Semester	
HROD 9900	Dissertation	6 credits
	Third Year, 1st Semester	
HROD 9900	Dissertation	18 credits
	Third Year, 2nd Semester	
HROD 9900	Dissertation	12 credits
	Total Credits	**67 Credits**

Remark The courses are operated according to the teaching and learning plan via on-site **and/or** IT based mechanism.

3.3.3 Plan 2 (2.2)   88 Credits for Ph.D.

	First Year	
HROD 6007	Special Topic Research	9 Credits
LC 4003	Advanced Reading and Writing in English for Graduate Studies	3 Credits (Non-credit)
LC 4004	Advanced Integrated English Language Skills Development	3 Credits (Non-credit)
	Second Year, 1st Semester	
HROD 6000	Inquiry Strategies for HROD Research	1 Credit
HROD 6001	Strategic Human Resource in Global Context	3 Credits
HROD 6002	Organization Development and Change	3 Credits
HROD 6003	Epistemology & Inquiry in Human Resource and Organization Development	3 Credits
HROD 8001	Seminar I	1 Credit (Non-credit)

Second Year, 2ⁿᵈ Semester

HROD 6004	HROD Research Methods, Techniques, and Tools	3 Credits
HROD 6005	Qualitative Research for Human Resource and Organization Development	3 Credits
HROD 6006	Quantitative Research for Human Resource and Organization Development	3 Credits
HROD 8002	Seminar II	1 Credit (Non-credit)
HROD 7101	Human Resource and Organization Development Theory Development	3 Credits

Second Year, Summer

HROD 7102	Learning and Development in the Workplace	3 Credits
HROD 7103	Ethics in a Workplace and Ethical Global Issues	3 Credits

Third Year, 1ˢᵗ Semester

HROD 72xx	Elective Course	3 Credits
HROD 8003	Seminar III	1 Credit (Non-credit)
	QUALIFYING EXAM	

Third Year, 2ⁿᵈ Semester

HROD 9900	Dissertation	6 Credits

Fourth Year, 1ˢᵗ Semester

HROD 9900	Dissertation	18 Credits

Fourth Year, 2ⁿᵈ Semester

HROD 9900	Dissertation	18 Credits

Fifth Year, 1ˢᵗ Semester

HROD 9900	Dissertation	6 Credits
	Total Credits	**88 Credits**

3.3.4 Master of Science (Human Resource and Organization Development)

This alternative set of requirements for the master's degree must be met with 43 credits if students change their plans or fail to satisfy the Ph.D. requirements.

First Year, 1ˢᵗ Semester

HROD 6000	Inquiry Strategies for HROD Research	1 Credit
HROD 6001	Strategic Human Resource in Global Context	3 Credits
HROD 6002	Organization Development and Change	3 Credits
HROD 6003	Epistemology & Inquiry in Human Resource and Organization Development	3 Credits
HROD 8001	Seminar I	1 Credit (Non-credit)
LC 4003	Advanced Integrated English Language Skills Development	3 Credits (Non-credit)

First Year, 2ⁿᵈ Semester

HROD 6004	HROD Research Methods, Techniques, and Tools	3 Credits
HROD 6005	Qualitative Research for Human Resource and Organization Development	3 Credits
HROD 6006	Quantitative Research for Human Resource and Organization Development	3 Credits
HROD 8002	Seminar II	1 Credit (Non-credit)
HROD 7101	Human Resource and Organization Development Theory Development	3 Credits
LC 4004	Advanced Integrated English Language Skills Development	3 Credits (Non-credit)

First Year, Summer

HROD 7102	Learning and Development in the Workplace	3 Credits
HROD 7103	Ethics in a Workplace and Ethical Global Issues	3 Credits

Second Year, 1st Semester

HROD 72xx	Elective Course	3 Credits
HROD 8003	Seminar III	1 Credit
		(Non-credit)

Qualifying Examination

Second Year, 2nd Semester

HROD 9004	Thesis	12 credits

Total Credits	**43 Credits**

Course Descriptions

A. Remedial Courses

LC 4003 Advanced Reading and Writing in English for   **3 Credits**
        Graduate Studies

This course is aimed to review of essential reading and writing strategies required to read and write academic English. Course contents include work on sentence structures, vocabulary, and recognition of major thought relationships in paragraphs, as well as practice in reading and writing academic English.

LC 4004 Advanced Integrated English Language Skills Development   **3 Credits**

This course is aimed to provide contents and teaching activities that focus on the integrated skills of listening, speaking, reading, and writing with a particular emphasis on academic writing. Students will also work in small groups, practicing paper presentation techniques, précis writing, and research writing.

LC 4013 Remedial Advanced Reading and Writing in English for   **3 Credits**
        Graduate Studies

This course is intended to provide additional practices in the reading and writing skills and strategies for students who failed to acquire essential skills in LC 4003 Advanced Reading and Writing in English for Graduate Studies. Students receive individualized attention to enhance their reading and writing skills for academic purposes.

LC 4014 Remedial Advanced Integrated English Language Skills   **3 Credits**
        Development

This course is intended to provide additional practices in the four skills- listening, speaking, reading, and writing strategies covered in LC 4004 Advanced Integrated English Language Skills Development. Students received individualized attention to enhance their communication skills in English.

B. Basic Course

HROD 6000 Inquiry Strategies for HROD Research   **1 (1 – 0 – 3)**

This course focuses on reviewing research article relating to HROD practices. Students will extend their understanding why conducting research is a critical role for HR professionals. Trying to solve problem in the workplace can become a research topic, students will learn how to identify the right problem to be solved. Practice, research, and theory are needed for becoming scholar practitioner. Identify the quality of data is a first criterion for good research and practitioners in the digital era.

C. Core Courses

HROD 6001 Strategic Human Resource in Global Context   **3 (3 – 0 – 6)**

This course applies a global perspective to concepts that describe human resources in the global competitive environment. Upon course completion, students will gain insight into how to become a "strategic partner" capable of applying business and industry knowledge to support all business functions with cultural awareness.

HROD 6002 Organization Development and Change   **3 (3 – 0 – 6)**

This course focuses on the bodies of knowledge of sustainable organization development and evolution of organization theories and paradigms from the classical management to modern organization development are introduced. An overview about the organization development theories and process are presented as foundation for designing change in organization level. Students will practice how to identify the problems in organization and how to conduct action research to investigate and examines the organization's problems as a diagnosis phase of organization development process. Reviewing action research will prepare the students for designing the planned change and how to develop a diagnosis tool through the research design.

HROD 6003 Epistemology & Inquiry in Human Resource and Organization Development   3 (3 – 0 – 6)

This course explores epistemological and ontological foundations of science and how they influence the development of the science of HROD. It examines specific philosophical traditions such as empiricism, phenomenology, and critical theory for their relevance to human resource and organization development.

HROD 6007 Special Topic Research   9 (0 – 0 – 9)

This course addresses self-research and development in a topic relevant to the concentration of human resource and organization development with a permission of the program committee in the concentration of human resource and organization development, approved by the dean.

D. Research Methodology

HROD 6004 Research Methods, Techniques, and Tools   3 (3 – 0 – 6)

This course provides research design methods, techniques, and inquiry tools. Students can explore and learn about tools and techniques that are frequently used in HROD research design, look for cases of research that uses various tools and techniques to vicariously learn and analyze and discover a way to integrate different tools and techniques in research design.

HROD 6005 Qualitative Research for Human Resource and Organization Development   3 (3 – 0 – 6)

This course provides advanced practical, hands-on experience of the application of qualitative methods. This course seeks to provide students with an understanding of qualitative inquiry in the field related to human resource development, an understanding of how to select appropriate methods (tools) for the research they plan to conduct, an opportunity for students to learn how to conduct and critique research that uses qualitative methodology, an opportunity for students to conduct fieldwork and begin using tools for data collection such as field-based observation, interviewing, and focus group interviews. At the end of the course, students will develop research questions, interview questions, and learn techniques for analyzing textual data documented in field notes, interview transcripts, and from personal narratives.

HROD 6006 Quantitative Research for Human Resource and Organization Development   **3 (3 – 0 – 6)**

This course has its focus on quantitative research and statistical methods. It covers the process of formulating research questions and hypotheses in addition to the development of research methods, measurement, data analysis, and research report. The emphasis is on the applications rather than mathematical or statistical theories. Students will learn to display academic intuition and reasoning ability, with ethical consideration, to identify research problems, synthesize and critique literature, and effectively apply appropriate methods and APA style in drawing their research proposal in addition to developing new knowledge that contributes to the HROD and related fields.

E. Specialized Field Courses

HROD 7101 Human Resource and Organization Development Theory Development   **3 (3 – 0 – 6)**

This course emphasizes on theory and design of research and inquiry in various applications of models and research procedures including quantitative analyses, naturalistic inquiry, research design and preparation of research proposals, as they relate to the discipline of human resource and organization development.

HROD 7102 Learning and Development in the Workplace   **3 (3 – 0 – 6)**

This course is designed to provide students with an in-dept understanding of how to effectively implement learning and development in the organization. The course will cover concepts, theories and process of an individual's learning and development; behavior modification; arrangement of the environment that promotes seeking knowledge, understanding and learning in the workplace; increasing individual's potential and ability; creative interaction with others; and self-development strategies for building organizational capacity in everchanging context.

HROD 7103 Ethics in a Workplace and Ethical Global Issues   3 (3 – 0 – 6)

This course provides learners with an introduction to ethics and social responsibility in the workplace and human resource management and development. The topics cover ethics at personal (ethical decision-making), organizational (ethical issues in HR, ethical leadership and culture, well-being, CSR, inclusion, sustainable development, and corporate governance), and social (societal and global ethics) levels. The contexts may include for-profit, non-profit, governmental, non-governmental, and higher education organizations. It will also develop an understanding of ethical theories and ways of thinking critically about ethics and social responsibility within a global framework, and it will foster a critical analysis of current ethical issues in the workplace and in global settings.

F. Elective Courses

HROD 7201 Cultural Intelligence in Human Resource and Organization Development   1 (1 – 0 – 3)

This course promotes an understanding of the nature of cultural intelligence and its role in dealing with national, organizational, as well as regional cultures. It provides students with rationale and techniques to enhance cultural understanding and adaptation which involves overcoming obstacles and setbacks. It also helps students understand the effects of culture as, metaphorically software and hardware, on behavior and apply cultural intelligence to cope effectively with those from different cultures and to competently dealing with cross-cultural differences in the organizational context.

HROD 7202 Leadership Development   1 (1 – 0 – 3)

This course provides fundamental concepts, theories, and applications in the area of leadership development, especially with the problematic landmarks of leadership status and leadership development. Specifically, this course would help students understand the organization leadership as well as transfer the knowledge and experience into their actual workplace, which would strengthen the organization leadership development in a realistic and sustainable manner.

HROD 7203 Communication in Organization Development **1 (1 – 0 – 3)**

This course enables students to think critically, to express their reasoning clearly, and to understand the role of strategic communications in the organization development process. The students will learn about concepts, theories, models, and research related to communication in human resource and organization in order to enhance goal achievement in variety of contexts that align with organization's vision, mission, and strategies.

HROD 7204 Knowledge Management & Learning Organization **1 (1 – 0 – 3)**

This course introduces the field of Knowledge Management (KM) as practiced today by exploring the myriad of views, approaches, literature, and epistemological perspectives that have been put forth by academics, practitioners, and organizational natives. The topics covered will include KM Uses and Challenges in the Information World, History of KM, Policy, Law and Economics of KM, Structuring Information for KM, Human Capital for KM, KM Technologies and Measurements, Exploiting Explicit Knowledge, Strategizing Tacit Knowledge, and Running the Knowledge Enterprise.

HROD 7205 Professional Consultant **1 (1 – 0 – 3)**

This course covers a comprehensive overview, integration, and application of major theories and techniques employed in the consulting process. Initial consulting skills will be developed and reviewed and critiqued by the instructor. Basic models and strategies of consultation will be explored from theoretical and pragmatic points of view and applied to case material.

HROD 7206 Advanced Organization Development **1 (1 – 0 – 3)**

This course addresses multiple topics in advanced organization development. To accomplish a challenging vision and mission in this era, any organization cannot do it alone but need to collaborate with other organizations. Transorganization (Merging & Acquisition, Franchising, Alliance, Networking, Public-Private partnership) is an advanced organization development. Several new types of organizations are introduced as cases for students to examine and apply all of the knowledge from previous class to design planned change.

HROD 7207 Strategic Performance Management   **1 (1 – 0 – 3)**

This course addresses the importance of strategic performance management as an organization development intervention. The related theories and research regarding performance management system are introduced to the students in order to identify the research gap. At the end of the course, the students have to propose a research idea how to improve the performance of individual, team and/or organization levels in an interesting organization context.

HROD 7208 Analytics and Innovation in Futuristic Human Resource and

Organization Development   **1 (1 – 0 – 3)**

This course leads students to explore cutting-edge approaches and technologies in innovation strategies, AI, and data analytics that help shape human resource and organization development. Students will learn about concepts and data approaches to ethically create insight about human and organizational aspects. Students will also design new HR solutions based on discovered insights and technologies they have learned.

HROD 7209 Sufficiency Economy Philosophy for Sustainability   **1 (1 – 0 – 3)**

This course enables the students to create their own understanding of the Sufficiency Economy Philosophy and learn from case studies on how to apply the Sufficiency Economy Philosophy in various organizations and contexts to enhance and increase the sustainability of people and organizations.

HROD 7210 Talent Development   **1 (1 – 0 – 3)**

This course is designed to provide students with the concept and theories as well as the latest trends in talent development. Topics will cover how to identify hi-potential and hi-performance employees, creating learning and development plans, and measuring the effectiveness of talent management programs. Additionally, students will learn how to design and use appropriate tools and techniques to develop talent development program based on diversity, inclusion, and equality toward SDG goals.

HROD 7211 Selected Topics 1   **1 (1 – 0 – 3)**

This course addresses a study by exploring and/ or researching in any other interesting topics, related to the concentration of human resource and organization development with a permission of the dean. Students would be able to choose whichever an interesting topic is by either deeply self-studying in an investigation topic, case or analyzing a real case of an organization for revising solutions.

HROD 7212 Selected Topics 2   **3 (3 – 0 – 6)**

This course addresses a study by exploring and/ or researching in any other interesting topics, related to the concentration of human resource and organization development with a permission of the dean. Students would be able to choose whichever an interesting topic is by either deeply self-studying in an investigation topic, case or analyzing a real case of an organization for revising solutions. At the end of the course, students must publicize their work, such as conference/seminar presentation and research article.

G. Seminar Courses

HROD 8001 Seminar I   **1 (1 – 0 – 3)**

This course facilitates the students' learning and development of HROD related knowledge. Students are encouraged to transform their HROD knowledge and understanding to problem statement and research questions.

HROD 8002 Seminar II   **1 (0 – 3 – 3)**

This course is designed to facilitate intensive interactive learning among Ph.D. students of current issues and trends in HROD. It aims to expose students to various HROD and related concepts that are useful in the process of developing their Ph.D. dissertation proposals/future research. This course takes part as one of the three seminar course series, consisting of several learning steps. First, the students will be assigned to review and update their own understanding of various current issues and trends in HROD both in academic debates and good practices. Second, each of them will then be asked to pick up a current issue to reconsider and rebuild assumptions, perspectives, principles, and concepts underlying the issue in order to make a better explanation and practical relevancy to new challenges and uncertainties. Third, each student is

encouraged to put a new conception or model developed as a potential dissertation proposal or concept which will be collectively assessed to polish and strengthen both the conceptual framework and research methodology and methods. In conclusion, this course takes part in the process of having students pick up the issues/phenomena to reconsider and rebuild assumptions, perspectives, and/or principles underlying the selected issues/phenomena. Then, students are guided to synthesize the research ideas that could contribute to the context of their selected issues/phenomena and present them to their academic peers to earn feedback for continuous improvement.

HROD 8003 Seminar III   1 (1 – 0 – 3)

This course prepares students to put together their research proposal by providing the concepts of theoretical underpinning, ethical considerations, research methods, instrumentation, and significance of the studies. At the end of this course, students should be able to develop their dissertation proposal.

H. Dissertation

HROD 9004 Thesis   12 (0 – 0 – 12)

This course addresses self-research and development in a topic relevant to the concentration of human resource and organization development with a permission of the dissertation committee of Master of Science curriculum in the concentration of human resource and organization development, announced by the dean.

HROD 9900 Dissertation   36 / 48 Credits

This course provides each student an opportunity to work directly with a faculty advisor to identify an appropriate research question, develop a systematic research plan to address it, and then execute this plan themselves, collecting, analyzing, and interpreting the resulting data and writing them up in standard scholarly format.