

# ORGANIZATIONAL LEADERSHIP (ORLD)

## ORLD 1000 - Foundations of Effective Leadership

### Credit(s): 3 Credits

This course promotes leadership development through the study of leadership theory and concepts and encourages the practical application of leadership at all levels. It includes analysis of historical approaches to leadership and focuses on influential contemporary leadership perspectives such as Servant Leadership, Situational Leadership, Transformational Leadership, and Principle-Centered Leadership. Through an examination of leadership theory and research, self-assessments and reflection, and application to the work environment, students will create a personal leadership development plan. (Offered in Fall and Spring)

### Restrictions:

Enrollment limited to students in the Schl for Professional Studies college.

## ORLD 1500 - Organizational Research Methods

### Credit(s): 3 Credits

This course provides an introduction to organizational research methodology including design, data collection, and analysis. Students will learn how to select appropriate methods for collection and analysis of organizational data as well as effectively present overall findings. Strategies for conducting a comprehensive literature review using APA style formatting, developing valid decisions or conclusions based on research data, and developing effective argumentative skills are also addressed. (Offered in Fall and Spring)

### Restrictions:

Enrollment limited to students in the Schl for Professional Studies college.

## ORLD 1800 - Organizational Behavior, Work, and Wellbeing

### Credit(s): 3 Credits

This course provides an introduction to organizational behavior. Varying levels of organizational behavior analysis will be explored including perception, job satisfaction, individual decision-making, motivation, group processes and teams, managing conflict and work-related stress, and managing organizational change. (Offered in Fall and Spring)

### Restrictions:

Enrollment limited to students in the Schl for Professional Studies college.

## ORLD 2000 - Organizational Foundations: Business Essentials

### Credit(s): 3 Credits

This course provides an overview to essential business strategies and operational departments that comprise an organization. Students will gain an understanding of the functional role of marketing within an organization and within the expanding global economy. Additional areas of discussion include information technology (IT), financial management, and strategic management processes. (Offered in Fall and Spring)

### Prerequisite(s): ENGL 2005

### Restrictions:

Enrollment limited to students in the Schl for Professional Studies college.

## ORLD 2500 - Financial Concepts

### Credit(s): 3 Credits

This course serves as introduction to major concepts in the areas of financial and managerial accounting. Students will gain a deeper understanding of contribution margin ratios, capital budget decision-making, operating performance measures, return on investment, preparing and presenting master budgets, variable costing, and segment reporting. (Offered in Fall and Spring)

### Prerequisite(s): CIS 2300

### Restrictions:

Enrollment limited to students in the Schl for Professional Studies college.

## ORLD 2700 - Human Resources and Personnel Management

### Credit(s): 3 Credits

This course provides an examination of human resource management functions. Students will gain a deeper understanding of the legal environment and equal employment opportunities; job design and analysis; recruiting, orientation, and training; performance appraisal; compensation systems; labor relations; collective bargaining and grievance processes; and health and safety in the work place. (Offered in Fall and Spring)

### Prerequisite(s): ORLD 2000

### Restrictions:

Enrollment limited to students in the Schl for Professional Studies college.

## ORLD 3000 - Introduction to Entrepreneurship

### Credit(s): 3 Credits

This course provides the foundational framework necessary to evaluate the feasibility of an innovative business concept. Students will work collaboratively to identify customer pains and gains through integration of market research, and assess potential product features using the lean business canvas. A foundational overview will emphasize key terms such as corporate, social, and independent entrepreneurship, intrapreneurship, and feasibility assessment.

### Restrictions:

Enrollment limited to students in the Schl for Professional Studies college.

**Attributes:** Prof. Studies Students Only

## ORLD 3300 - Organizational Behavior and Team Effectiveness

### Credit(s): 3 Credits

This course provides a study and application of team and small group behavior in organizations. Students will gain a deeper understanding of team structure, processes, and performance outcomes including topics like team types and stages, member roles, leadership, and decision-making. Using a self-directed work team environment, students will complete a team project demonstrating concepts and processes within team dynamics. (Offered in Fall and Spring)

### Prerequisite(s): ORLD 1800

### Restrictions:

Enrollment limited to students in the Schl for Professional Studies college.

**ORLD 3800 - Leadership Context: Culture, Structure, and Strategy**  
**Credit(s): 3 Credits**

This course provides an overview of organizational design, including theory, research, and application. Students will gain a deeper understanding of organizational structure, culture, communication, and strategic planning processes within the internal and external environment. Current trends will also be discussed. Students will complete cases and engage in experiential exercises to facilitate critical thinking and the application of course content to organizational settings and further develop leadership competencies. (Offered in Fall and Spring)

**Prerequisite(s):** ORLD 1000

**Restrictions:**

Enrollment limited to students in the Schl for Professional Studies college.

**ORLD 4000 - Global Leadership and Organizational Behavior**  
**Credit(s): 3 Credits**

This course examines the strategies of effective leadership and organizational behavior processes within the global environment, and across a variety of historical and current issues. Students will learn what it means to lead internationally through discussion on cross-cultural communication, managing diverse teams and partnerships, and the structure and strategy of global organizations. Internationally-focused case studies will be analyzed to further apply knowledge and skills using evidence-based problem solving and critical thinking. (Offered in Fall and Spring)

**Prerequisite(s):** ORLD 3800

**Restrictions:**

Enrollment limited to students in the Schl for Professional Studies college.

**Attributes:** UUC:Global Interdependence, UUC:Identities in Context

**ORLD 4800 - Leadership and Organizational Behavior Capstone**  
**Credit(s): 3 Credits**

Through application of previous coursework, students will identify and analyze an organizational problem providing insight and recommendations for improvement to the leadership team. Students will apply leadership competencies related to evidence-based decision making, ethical considerations, effectiveness of teams, and organizational behavior practices, as well as various leadership principles. The course concludes with a formal presentation including a reflective self-assessment, comprehensive overview of programmatic learning outcomes, and evaluation of short and long-term career goals. (Offered in Fall and Spring)

**Restrictions:**

Enrollment limited to students with a classification of Senior.

Enrollment limited to students in the Schl for Professional Studies college.

Students in the Madrid, Spain campus may **not** enroll.

**Attributes:** Prof. Studies Students Only, UUC:Reflection-in-Action, UUC:Writing Intensive

**ORLD 5000 - Organizational Dynamics**  
**Credit(s): 0 or 3 Credits**

This course provides a foundation in organizational theory and practice; and introduces student to the field of organization development. It provides students with a framework for understanding and changing organizations from a micro and macro level. Students will learn how to create an organization that is responsive to environmental forces; and align the organization's structure and culture with strategy. The course is applicable to different types of large and small, private and public entities in the contemporary business environment. As part of the course, students will engage in in-depth case study development and analysis of real world businesses.

**Restrictions:**

Enrollment limited to students in the Schl for Professional Studies college.

**Attributes:** Prof. Studies Students Only

**ORLD 5010 - Contemporary Organizational Leadership**  
**Credit(s): 0 or 3 Credits**

This course provides an introduction to leadership, highlighting historical and contemporary perspectives and research findings. Students will review fundamental leadership approaches and theories and examine the role of leaders in the 21st century. Students will also study leadership development approaches and the impact of effective and ineffective leadership within organizations. Strategic leadership practices will be identified and direct application will be emphasized at the individual, interpersonal/group, and organizational level. Throughout the course, students will create an integrated model of leadership based on credible perspectives, theory, and research findings. Integrated models can be directly applied to an organization that the student studies throughout the course.

**Restrictions:**

Enrollment limited to students in the Schl for Professional Studies college.

**Attributes:** Prof. Studies Students Only

**ORLD 5020 - Applied Research Methods**  
**Credit(s): 0 or 3 Credits**

In this course, students will learn about research methods that commonly applied in conducting research in an organizational setting that fall under the paradigm of action research. Areas of focus include data collection, analysis, and synthesis and dissemination of results. Students will learn the strengths and weaknesses of different types of data (e.g., subjective self-report, bottom-line performance data, market data), forms (or formats) (qualitative vs. quantitative), and methods. Additionally, students will learn how to evaluate the credibility of data and how to use data from multiple sources to make informed decisions.

**Restrictions:**

Enrollment limited to students in the Schl for Professional Studies college.

**Attributes:** Prof. Studies Students Only

**ORLD 5030 - Applied Analytics****Credit(s): 0 or 3 Credits**

This course introduces students to the analytical skills needed to produce evidence-based research results within their organizations. Students will review the foundations of analytics, and they will use these foundations to develop a working knowledge of more advanced analytics (e.g., analysis of variance, regression, and factor analysis). Students will also learn the appropriate ways to report the results of their analyses through the use of text, figures, and tables. In addition, attention will be paid to ways to communicate results to senior leaders and layperson audiences.

**Restrictions:**

Enrollment limited to students in the Schl for Professional Studies college.

**Attributes:** Prof. Studies Students Only

**ORLD 5050 - Ethical, Evidence-Based Decision Making****Credit(s): 0 or 3 Credits**

This course is designed to enhance students' competence in evidence-based decision-making processes with an emphasis on making such decisions in an ethical manner. Students will learn how to rely on appropriate evidence in making decisions, while at the same time applying an intentional ethical dimension to such decisions. Upon completing the course, students will be able to apply more deliberate, valid, and ethical evidence-based decision-making strategies appropriate to a given situation. Offered in fall.

**Restrictions:**

Enrollment limited to students in the Schl for Professional Studies college.

**Attributes:** MPH-Behavior Sci & Health Equi, MPH-Epidemiology

**ORLD 5100 - Prof Leadership Development****Credit(s): 0 or 3 Credits**

This course focuses on professional development. The course is designed to improve personal awareness in the arenas of self-management, professionalism, work attitudes and motivation, personality, innovation and creativity, communication, diversity, and ethical decision making. In addition, students will gain an appreciation and understanding of the diverse individual differences that leaders encounter in global workforce. Students can apply concepts from this class to their own professional development and also use concepts to promote and sustain a diverse working environment. Upon completion of this course, students will recognize their strengths and weaknesses and create and professional development plan that emphasizes self-management practices.

**Restrictions:**

Enrollment limited to students in the Schl for Professional Studies college.

**Attributes:** Prof. Studies Students Only

**ORLD 5150 - Talent Mgmt & Development****Credit(s): 0 or 3 Credits**

This course looks at talent management and development in organizations from a holistic, systems perspective. Talent management begins with the recruiting and staffing process and moves through the entire life-cycle of the employee as an active contributor in the organization. Students will study the major theories and approaches to selecting and developing employees. Topics that will be covered include strategic selection, employee and leadership development, assessment options for selection and development, workforce planning, and employee motivation and retention. We will also discuss contemporary topics such as use of technology to implement talent management and development, multi-media methods for coaching and mentoring, and applied models for talent planning and succession planning.

**Restrictions:**

Enrollment limited to students in the Schl for Professional Studies college.

**Attributes:** Prof. Studies Students Only

**ORLD 5250 - Leading a Healthy Organization****Credit(s): 0 or 3 Credits**

This course focuses on the issue of organizational health. Students will develop a working definition of organizational health, focusing on elements of employees and the organization. Students will also learn how the organizational environment can promote positive or negative health, with a specific emphasis on the critical roles of stress. Specific types of interventions will be discussed as a way to provide a comprehensive framework for discussing organizational health. Students will learn how to design, implement, and evaluate key interventions related to organizational health, such as work-life balance, wellness, and employee involvement initiatives. Students will then develop a plan for designing, implementing, and evaluating an intervention in their organization.

**Restrictions:**

Enrollment limited to students in the Schl for Professional Studies college.

**Attributes:** Prof. Studies Students Only

**ORLD 5350 - Team Leadership****Credit(s): 0 or 3 Credits**

The ability of a group to function as a team to run things, to make things, or to provide recommendations about things is a powerful organizational dynamic. This course addresses teaming as a leadership tool to be used in appropriate situations to maximize individual talent through collective interactions. Students will learn what makes a group a team, how to build and lead a team, and how to facilitate team performance. Structured exercises and assessments carried out both in and outside the classroom will provide students with teaming experiences that develop their team consultation and facilitation skills. The most recent body of research literature will be used to develop a realistic understanding of what teaming can and cannot do as a leadership tool.

**Restrictions:**

Enrollment limited to students in the Schl for Professional Studies college.

**Attributes:** Prof. Studies Students Only

**ORLD 5450 - Leading Organizational Change****Credit(s): 0 or 3 Credits**

This course is designed to prepare students to lead organizational change efforts directed at improving organizational functioning and quality of work life. A general framework of planned change combined with the organizational development perspective of leading change will be used to introduce students to change facilitation tools and techniques. Using case studies, students will design change interventions and change management strategies using group simulations, demonstrating change agent competencies in the areas of systems thinking, action research in consultation skills, project management, and strategic visioning. Awareness of the empirical evidence underlying the strategic, techno-structural, human resource, and human process change strategies will be identified.

**Restrictions:**

Enrollment limited to students in the Schl for Professional Studies college.

**Attributes:** Prof. Studies Students Only

**ORLD 5550 - Consulting and Facilitation Skills****Credit(s): 0 or 3 Credits**

This course focuses on developing effective consultation and facilitation skills. Students will learn key skills for each phase of the consulting process, from entry to termination, as well as strategies to effectively facilitate groups. The course will also focus on working through, and reflecting upon, common issues and assumptions experienced within the client-consultant relationship, and exploring the many different roles of consultants. Students will also integrate other leadership and organizational development competencies as they apply these skills to promote positive change and outcomes. Offered in fall.

**Restrictions:**

Enrollment limited to students in the Schl for Professional Studies college.

**ORLD 5650 - Future-Focused Leadership****Credit(s): 0 or 3 Credits**

This course focuses on the competencies necessary to be a future-focused leader. Students will learn how to think about the future, in terms of visioning, scenario planning, and systems thinking. As a key component of the course, strategic elements will be introduced. In addition, students will learn the value of creativity and innovation in developing a future-focused approach of leadership. As a component of the course, students will be asked to develop a future-focused vision for their work unit or organization.

**Restrictions:**

Enrollment limited to students in the Schl for Professional Studies college.

**Attributes:** Prof. Studies Students Only

**ORLD 5700 - Advanced Evidence-Based Decision Making****Credit(s): 0 or 3 Credits**

This course is designed to expand students' competence in evidence-based decision making. Students will learn techniques of critical appraisal and apply those skills to an area of professional and/or personal interest, such as leadership, health, or education. In addition, students will have an opportunity to practice development and analysis of arguments through peer critique and debate. Upon completing the course, students will possess a greater capability to (1) critically appraise evidence surrounding a topic, (2) develop an effective argument in support of a position, and (3) develop logically sound rebuttals to counter positions while avoiding avoid fallacious argumentation.

**Prerequisite(s):** ORLD 5050 with a grade of B or higher; AA 5221 with a grade of B or higher; 0 Course from 5000-6999 with a grade of B or higher

**ORLD 5750 - Contemporary Issues in Leadership****Credit(s): 0 or 3 Credits**

This course will be focused on contemporary issues in leadership. Students will use cases and recent scholarly and popular press media to explore some of the issues at the forefront of leadership, such as ethics, followership, and leadership assessment. This course will be designed as a way to spark advanced discussion on the topic of leadership, allowing students to go more in depth into contemporary leadership topics and paradigms. Students will produce a reflection paper focuses more in depth on one of the topics covered in the course.

**Restrictions:**

Enrollment limited to students in the Schl for Professional Studies college.

**Attributes:** Prof. Studies Students Only

**ORLD 5900 - Action Research I****Credit(s): 3 Credits**

This course serves as the first capstone experience for SPS graduate students. Students will revisit program competencies emphasized by the program and critically reflect on the ways in which they have developed themselves within those competency areas and within the 5 dimensions of the SLU experience. Specific attention will be paid to strengths and weaknesses of the student, as well as opportunities for programmatic improvement. This will culminate in a formal development plan for the student. Lastly, during this course, students will be assigned a faculty mentor, who will work with the student to develop a proposal for an action research project. The project will be implemented and summarized in ORLD 595: Action Research II.

**Restrictions:**

Enrollment limited to students in the Schl for Professional Studies college.

**Attributes:** Prof. Studies Students Only

**ORLD 5910 - Internship Experience in Organizational Leadership****Credit(s): 1-3 Credits**

This course provides students with an opportunity to complete an internship that requires them to apply the concepts and skills learned in their specific program of study. Prior to registration, students intending to complete this course are expected to have a formal letter from the organization providing details of the work expected from the student during the 8-weeks that constitute the length of the internship. The letter must be signed by an individual with appropriate authority from the organization sponsoring the internship. In addition, the internship is subject to approval by the program director who will assess the alignment between.

**ORLD 5930 - Special Topics****Credit(s): 0 or 3 Credits** (Repeatable for credit)**ORLD 5950 - Action Research II****Credit(s): 3 Credits**

This course serves to complete the capstone requirement for SPS Graduate students. Students will conduct their action research project and produce a summary of synthesis of their results. The capstone project will include evidence that the student has successfully applied the competencies taught within the program.

**Restrictions:**

Enrollment limited to students in the Schl for Professional Studies college.

**Attributes:** Prof. Studies Students Only**ORLD 5960 - Continuing Degree Completion****Credit(s): 0 Credits** (Repeatable for credit)**Attributes:** Prof. Studies Students Only**ORLD 5961 - Master's Research Project I****Credit(s): 1 Credit**

This is the first course in a three-part sequence of courses that together require students to design and implement a Master's Research Project, demonstrating their mastery of the knowledge and skills they have acquired over their course of study in the MA Leadership and Organizational Development program. At the end of this credit hour, students will have identified the purpose and scope of an organizational problem. Offered occasionally. Permission must be granted by the program director.

**Restrictions:**

Enrollment limited to students in the Schl for Professional Studies college.

**ORLD 5962 - Master's Research Project II****Credit(s): 1 Credit** (Repeatable for credit)

This is the second course in a three-part sequence of courses that together require students to design and implement a Master's Research Project, demonstrating their mastery of the knowledge and skills they have acquired over their course of study in the MA Leadership and Organizational Development program. At the end of this credit hour, students will have created an applied research design that includes a proposal for addressing the organizational problem that was identified and described in ORLD 5961.

**Restrictions:**

Enrollment limited to students in the Schl for Professional Studies college.

**ORLD 5963 - Master's Research Project III****Credit(s): 1 Credit** (Repeatable for credit)

This is the third course in a three-part sequence of courses that together require students to design and implement a Master's Research Project, demonstrating their mastery of the knowledge and skills they have acquired over their course of study in the MA Leadership and Organizational Development program. At the end of this credit hour, students will have implemented an applied research project to inform an organizational problem, written a formal report of findings and recommendations, and produced a reflection of their experiences and its implications for their future.

**Restrictions:**

Enrollment limited to students in the Schl for Professional Studies college.

**ORLD 5980 - Graduate Reading Course****Credit(s): 1-4 Credits** (Repeatable up to 6 credits)

The graduate reading course provides opportunities through selected readings and/or a practicum component to apply substantive, research-based instruction that effectively enhances a candidate in the overall learning experience.

**Restrictions:**

Enrollment limited to students in the Schl for Professional Studies college.

**Attributes:** Prof. Studies Students Only