

OL-ORGANIZATIONAL LEADERSHIP

OL 5013 Interdisciplinary Foundations for Leadership 3 Credit Hours

Prerequisite: Graduate standing. An introduction to the concept of interdisciplinarity as an organizing principle for understanding and interpreting models, theories, and applications of leadership in a variety of organizational settings. Provides selected readings designed to reinforce the interdisciplinary approach to graduate studies in leadership. (F, Sp, Su)

OL 5053 Research Methods in Organizations 3 Credit Hours

Prerequisite: Graduate standing. Theories, techniques, and application of research designed to prepare leadership students to understand and respond to applied research involving organizational leadership and organizational settings. (F, Sp, Su)

OL 5113 Theories of Management and Leadership 3 Credit Hours

Prerequisite: graduate standing. This course explores and analyzes the concept of leadership including such topics as leadership theory, changing leadership roles, power, decision-making, empowerment, vision, communication, diversity, and ethics. (F, Sp, Su)

OL 5133 Cultures of Organizations 3 Credit Hours

Prerequisite: graduate standing. The course looks at the meaning of organizational culture and its significance for leadership behavior, ways of thinking about organizations and the structure of organizations, the implications for leaders, and other relationships between organizations and aspects of leadership. (F, Sp, Su)

OL 5153 Ethics in Leadership 3 Credit Hours

Prerequisite: Graduate standing. Students develop their leadership capacity by analyzing ethical considerations in global organizations. Students examine contemporary ethics cases, learning that many decisions fall into gray areas where the right answers may not be clear. By balancing the concepts of ethical reasoning with the organizational factors that influence ethical decision-making, students learn to make informed strategic decisions that affect global operations. (F, Sp, Su)

OL 5173 The Individual and Leadership 3 Credit Hours

Prerequisite: graduate standing. This course explores the social, psychological, and behavioral characteristics of leadership, personal skills that enhance leadership ability, and strategies for dealing with interpersonal problems in organizations. (F, Sp, Su)

OL 5193 Creating, Leading, and Managing Change 3 Credit Hours

Prerequisite: Graduate standing. An examination of effective leadership skills necessary to create and manage change in a variety of organizational settings. Topics include leadership styles in change management, organizational change strategies, models, and frameworks, and the potential barriers to change in organizations. (F, Sp, Su)

OL 5203 Leadership Issues in Decision Making 3 Credit Hours

Prerequisite: graduate standing, CAS 5003, and OL 5113; or permission of dean. An interdisciplinary inquiry into the nature and attributes of rational and irrational decision making. Content will include research on how decisions must often be made with incomplete evidence, the use of cognitive psychology in decision making from a human intelligence perspective, and how decisions are made from a social and cultural process. Students will learn leadership decision making from individual, small group, and social environment contexts, as well as values of good decisions and the unintended consequences of poor decisions. (F, Sp, Su)

OL 5223 Financial Leadership 3 Credit Hours

Prerequisite: Graduate standing. Introduces foundational accounting principles and financial concepts for non-financial managers. Topics include analysis of financial reports, communication of financial data to organizational leaders and stakeholders, and financial planning. (F, Sp, Su)

OL 5243 Project Management 3 Credit Hours

Prerequisite: graduate standing, CAS 5003 and OL 5113; or permission of dean. An interdisciplinary inquiry to simulate as closely as possible the real-world experience of managing a project for a client; the client participates in the grading for the course. Topics include: project planning, project execution, project control, project communication, client relations, performance oriented design, collecting information in the field, current operations analysis, specifications for a proposed solution, devising and evaluating alternatives, and implementation. (F, Sp, Su)

OL 5283 Building High Performance Teams 3 Credit Hours

Prerequisite: Graduate standing. Provides students with the knowledge needed to identify a group's current functioning and build the necessary conditions to create a high-performance team. Explores components of teams and examines the qualities of one who is capable of leading groups of people effectively. (F, Sp, Su)

OL 5313 Organizational Communications 3 Credit Hours

Prerequisite: graduate standing, CAS 5003 and OL 5113; or permission of dean. An interdisciplinary inquiry in the role information and knowledge management play in making decisions in organizations, fundamental issues in the management of information, how people in organizations exchange information, and ultimately how effective sharing of information leads to effective problem solving. (F, Sp, Su)

OL 5323 Fundraising and Budgeting 3 Credit Hours

Prerequisite: Graduate standing. Provides students with an overview of the history, philosophy, and ethics of fundraising and development. Students will learn about building relationships, goal setting, communication, and how to build strategic fundraising plans to support a non-profit organization's vision. (F, Sp, Su)

OL 5333 Motivation in Work and Leadership 3 Credit Hours

Prerequisite: graduate standing. Exploration of personal and work motivation, including discussion of relevant theories and their application in leadership and the workplace. (F, Sp, Su)

OL 5353 Non-Profit Governance 3 Credit Hours

Prerequisite: Graduate standing. Provides students with an overview of key issues involved in the governance of nonprofit organizations and the role of nonprofit boards. Major governance models are examined and implications of using the different models are discussed. (F, Sp, Su)

OL 5393 Followership 3 Credit Hours

Prerequisite: graduate standing. Introduction to the follower and the dynamics that result from followership in various organizational settings. Topics include theories and definitions of followership, categorization of follower types, and discussion of how followers can be a positive influence against ineffective or bad leadership. (F, Sp, Su)

OL 5403 Leadership in History 3 Credit Hours

Prerequisite: graduate standing. Analysis of leadership principles using prominent examples drawn from history to discern patterns and test categories and theoretical generalizations of leadership. Discussions aim to facilitate the understanding of leadership in different historical contexts. Consideration is given to success and failure, the relative importance of personality vs. circumstances, leadership characteristics and styles. (F, Sp, Su)

- OL 5423 Women in Leadership 3 Credit Hours**
Prerequisite: graduate standing, CAS 5003 and OL 5113; or permission of dean. Exploration of women leaders and their influence on their respective societies, as well as contributions on a broader spectrum. Special attention is focused on how women leaders from different eras became change agents and what particular issues made them transformational leaders. (F, Sp, Su)
- OL 5443 Religious Leaders for Social Justice 3 Credit Hours**
Prerequisite: graduate standing, CAS 5003 and OL 5113; or permission of dean. Focuses on the characteristics of leaders as individuals, and in particular as individuals of faith for causes pertaining to social justice. Explores individuals from the major faith traditions including Christianity, Judaism, Islam, Buddhism, and Native American religion and investigates the ways in which faith and the particular constellation of life experiences and social situations have inspired leadership for the cause of social justice. (F, Sp, Su)
- OL 5463 US Military Leadership: Insights and Applications 3 Credit Hours**
Prerequisite: graduate standing, CAS 5003 and OL 5113; or permission of dean. Studies leadership, both uniformed and civilian, in the United States military from 1775 to present within the context of the evolution of American military from a small 18th-century army and wooden ship-and-sail navy to the globe-dominating colossus of the late 20th-century. Includes the impact of technology, maturing military theory, and the changing position of the United States in the world that produced diverse leadership styles which are illustrated in the careers of military leaders such as George Washington, U.S. Grant, Robert E. Lee, David Farragut, John Pershing, Hap Arnold, George C. Marshall, and many others. (F, Sp, Su)
- OL 5483 National Security Leadership 3 Credit Hours**
Prerequisite: graduate standing. Discussion of leadership within the environment of the U.S. national security system. Course addresses the legislation that created the current national security system and examines the structure of the national security community, how it has evolved, and how it operates in practice. (F, Sp, Su)
- OL 5553 Assessment-Based Coaching 3 Credit Hours**
Prerequisite: Graduate standing. An examination of best practices for using assessment results to conduct data-driven leadership and executive coaching and to maximize coaching effectiveness. (F, Sp, Su)
- OL 5593 Development and Grant Writing 3 Credit Hours**
Prerequisite: Graduate standing. An in-depth exploration of the grant attainment process, including practical exercises in proposal writing and the grant review process. (F, Sp, Su)
- OL 5700 Advanced Topics in Administrative Leadership 2-9 Credit Hours**
2 to 9 hours. Prerequisite: graduate standing. May be repeated with change of content; maximum credit 12 hours. Advanced studies in various administrative leadership topics, offered under stated titles determined each semester by the instructor involved. Intensive research on a topic related to the student's program of study; variable topics. (F, Sp, Su)
- OL 5903 Experiential Leadership I 3 Credit Hours**
Prerequisite: Graduate standing, CAS 5003 and OL 5113; departmental permission and permission from graduate advisor. The course equips students with skills critical to developing strategy and maximizing their impact in leadership roles, and develops advanced leadership tools including those designed to increase an organization's leadership capacity. (F, Sp, Su)
- OL 5913 Experiential Leadership II 3 Credit Hours**
Prerequisite: Graduate standing, CAS 5003 and OL 5113; permission from graduate advisor. Corequisite: OL 5903. Students critique personal leadership skills, abilities, and strategies to build a productive team through effective planning, coaching, and decision making. (F, Sp, Su)
- OL 5920 Internship in Administrative Leadership 2-6 Credit Hours**
2 to 6 hours. Prerequisite: graduate standing, CAS 5003, and permission of dean. May be repeated; maximum credit six hours. 2-6 hours. Field experience directly related to study focus in the Administrative Leadership program. Requirements include some combination of journal, progress reports, written summary of experiences, or academic paper, and a possible comprehensive examination over these materials. (F, Sp, Su)
- OL 5953 Graduate Capstone in Organizational Leadership 3 Credit Hours**
Prerequisite: Graduate standing, CAS 5003, OL 5903, OL 5113 and departmental permission. Experiential application of leadership development skills, abilities, and strategies to enhance individual leadership performance, build productive teams and organizations through effective strategic planning, employee selection, succession planning, talent management, and training and development. (F, Sp, Su)
- OL 5960 Directed Readings in Administrative Leadership 2-9 Credit Hours**
2 to 9 hours. Prerequisite: graduate standing, CAS 5003, and completion of first concentration course; or permission of dean. May be repeated with change of content; maximum credit 9 hours. In-depth study of literature on a topic related to the student's program of study; variable content. (F, Sp, Su)
- OL 5970 Special Topics/Seminar 1-3 Credit Hours**
1 to 3 hours. Prerequisite: graduate standing, CAS 5003, and completion of first concentration course; or permission of dean. May be repeated; maximum credit nine hours. Special topics or seminar course for content not currently offered in regularly scheduled courses. May include library and/or laboratory research and field projects. (Irreg.)
- OL 5980 Research for Master's Thesis 2-9 Credit Hours**
2 to 9 hours. Prerequisite: graduate standing, CAS 5003, CAS 5013, and completion of first concentration course; or permission of dean. May be repeated; maximum credit six hours. Research and writing of a thesis for completion of PACS graduate degrees. (F, Sp, Su)
- OL 5990 Independent Study 1-3 Credit Hours**
1 to 3 hours. Prerequisite: graduate standing, CAS 5003, and completion of first concentration course; or permission of dean. May be repeated; maximum credit nine hours. Contracted independent study for a topic not currently offered in regularly scheduled courses. Independent study may include library and/or laboratory research and field projects. (Irreg.)