

ORGANIZATIONAL LEADERSHIP (OL)

OL 601. Foundations of Organizational Behavior and Leadership.

3 Credits.

This course explores foundational concepts of leadership through the exploration of traditional leadership theory cultural, emotional and social intelligence, and power and politics. Contemporary issues in leadership provide opportunity for practical application and personal reflection.

Prerequisites: Can only take 1 from list: OL 601, PMBA 622 or MBA 625.

Offered: Every year, All

OL 607. Insights into Emotions and Emotional Intelligence. **3 Credits.**

Emotions are pervasive in negotiations and organizations and profoundly influence our decisions, relationships, and outcomes. In this course, we integrate theory and research in psychology, behavioral economics, and decision-making to understand the importance of emotions in negotiations, organizations, and interpersonal interactions. In the process, the course will develop your emotional intelligence and teach you how to harness the power of your emotions and those of others.

Prerequisites: None

Offered: Every year

OL 610. Crucial Conversations as Leaders. **3 Credits.**

This course allows for experiential practices of effective communication and conflict management techniques at the corporate and individual levels. Strategic approaches to communication internal and external to the organization and global communication practices are explored.

Prerequisites: Take OL 601.

Offered: Every year

OL 615. Leadership Across Boundaries. **3 Credits.**

This course covers the challenges of interacting, managing and leading across cultural differences and national boundaries. The focus is on coordinating and sustaining cooperative activities across various types of boundaries, including cultural, generational, gender, ethnic and regional. Students explore domestic and international differences as well as evaluate the implications of emerging global actors on business practices.

Prerequisites: Take OL 601.

Offered: As needed

OL 620. Leadership in the Digital Organization. **3 Credits.**

This course examines organizations in a period characterized by emerging technology breakthroughs such as artificial intelligence, robotics, the internet of things, blockchain technologies, biotechnology, nanotechnology, materials science, data science and big data, gig economy, and quantum computing. The course will provide students with pioneering research, theory, and methodology, in addition to issues students will encounter in a time of profound uncertainty surrounding the development and adoption of emerging technologies. At the end of the semester, students are expected to complete a final project on developing a digital strategy for an organization of their choosing.

Prerequisites: None

Offered: As needed

OL 630. Performance Management and HR Analytics. **3 Credits.**

This course focuses on the theoretical and practical application of performance management and HRIS. The importance of an effective performance management system is examined. An effective performance management system includes a continuous process of identifying factors and integrated approaches that align individual and team competencies with organizational goals. Students gain a conceptual understanding of key factors involved in assessing performance management systems in small and large organizations.

Prerequisites: None

Offered: Every year

OL 640. Project Management. **3 Credits.**

This course goes beyond basic project management (PM). Students learn key PM techniques for leading complex projects and programs and assessing performance. Experiential application of these skills allows students to produce business/organizational results that require collaborative relationships and critical thinking. Students can receive credit for only one of the following courses: MG 603, OL 640, BAN 669. Students with PMP certification should discuss with their adviser.

Prerequisites: None

Offered: As needed

OL 650. Leading Organizational Change. **3 Credits.**

This course examines theoretical concepts and practical techniques of organizational design and change. Students gain a conceptual understanding of leadership skills required for organizational change. The study of leading organizational change includes factors relating to the need for organizational change and the strategy-structure relationship to organizational design with a focus on organizational effectiveness.

Prerequisites: Take OL 601.

Offered: As needed

OL 662. Ethics and Governance. **3 Credits.**

This course uses contemporary examples and theoretical perspectives to assess the critical dimensions of ethics in leadership, and explores responsible corporate governance linked to organizational leadership. Students can receive credit for only one of these courses: OL 662 or PMBA 612.

Prerequisites: None

Offered: As needed

OL 681. Strategic Leadership in Human Resources. **3 Credits.**

In this course, students are introduced to the principles of human resource management. This course focuses on an introduction to the complex and complicated realm of human resource management through discussions of the strategic and tactical means of institutionalizing mission and vision through the organization. Course will also address challenges associated with multinational HRM, and offer an exposure to HRIS systems.

Prerequisites: None

Offered: As needed

OL 682. Policies, Procedures and Employment Law. **3 Credits.**

This course provides an introduction to Human Resource policy and procedures, including inclusivity, bias and employment law.

Prerequisites: None

Offered: As needed

OL 683. Talent Management.**3 Credits.**

This course focuses on strategic approaches to the recruiting, selection and retention of talent. Students gain knowledge in the area of training, performance development and talent management principles. Performance appraisal and employee development concepts as well as HRIS systems are explored.

Prerequisites: None**Offered:** As needed**OL 684. Benefits and Compensation.****3 Credits.**

This course is designed to provide students with knowledge of wage and salary administration in private and public organizations. Students will gain an understanding of total compensation systems; the interrelationship between motivation, employee performance, intrinsic and extrinsic rewards, perceived equitable payments, and employee satisfaction; employee benefits; employee incentive programs.

Prerequisites: None**Offered:** As needed**OL 686. Leading Public Service Organizations.****3 Credits.**

This course examines the challenges and opportunities of public sector leadership. Course participants examine the chief executive's role as a policy maker; dealing with other community leaders and the media; discipline and ethical conduct, and leading in unionized environments. Critical leadership competencies including authenticity, trust building, exercise of power, organizational behavior, and learning to influence the work environment are also examined.

Prerequisites: None**Offered:** As needed**OL 687. Strategic Planning for Public Service Organizations.****3 Credits.**

This course develops skills in systematic planning within a variety of public sector organizational settings. Strategic goal setting, mission-driven plans, managing constrained resources and monitoring and modifying strategic plans in a dynamic environment are emphasized. Participants explore the processes of advanced planning through the analysis of an organization's strategic plan.

Prerequisites: None**Offered:** As needed**OL 688. Organizational Leadership Special Topics.****3 Credits.****Prerequisites:** None**Offered:** As needed**OL 689. Project Management for Leadership Consulting.****3 Credits.**

This is part 1 of a two-part capstone sequence. In this course, students will learn key techniques for identifying business issues and designing a project to address these issues. Students will attain expertise in project management techniques, decision-making models, risk analysis and assessment. This capstone course should be taken near the end of the program and immediately prior to OL690. Students can receive credit for only one of the following courses: OL 689, MG 603, BAN 669.

Prerequisites: Take OL 601, OL 610 and OL 650**Offered:** Every year**OL 690. Leadership Consulting Capstone.****3 Credits.**

This second course in a 2-course capstone pathway integrates the knowledge and skills gained throughout the program. Students move from the project design and scope stage in OL689 to the implementation of a consulting case/project, including a comprehensive analysis of organizational issues, data collection/ discovery phase, and a presentation of appropriate recommendations and implementation plans. The result is a professionally written consulting paper and presentation. As a capstone course, students should take this course as the final course in the program, and immediately following OL 689.

Prerequisites: Take OL 689.**Offered:** Every year