

# MASTER OF SCIENCE IN ORGANIZATIONAL LEADERSHIP

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The MS in Organizational Leadership guides working professionals through a process of uncovering and evolving their personal leadership style. Specifically developed for prospective and current leaders with at least 3 years of professional work experience, this program helps students strengthen their leadership toolkit through the learning and application of critical skills necessary to thrive in the new economy. The 30-credit program is delivered in a highly supportive, modern online format and can be completed in under 2 years on a part-time basis.

The core courses of the program focus on identifying personal leadership style in all situations with a flexible curriculum that enables students to explore specific areas of interest such as emotional intelligence, ethics and governance, the digital organization, and human resources. Coursework is rounded out with a hands-on consulting project designed to address a business problem relevant to the student's current role or professional/personal interests. Students are challenged to think critically about this issue before developing, building and implementing an appropriate solution.

## MS in Organizational Leadership Program of Study

The program consists of 30 credits, including five required core courses (15 credits) and five elective courses (15 credits).

Code	Title	Credits
<b>Required Core Courses</b>		
OL 601	Foundations of Organizational Behavior and Leadership	3
OL 610	Crucial Conversations as Leaders	3
OL 650	Leading Organizational Change	3
OL 689	Project Management for Leadership Consulting	3
OL 690	Leadership Consulting Capstone	3
<b>Organizational Leadership Electives</b>		
Students may choose specialized electives in organizational leadership, or other graduate business courses. Select five electives from the course list below:		15
OL 607	Insights into Emotions and Emotional Intelligence	
OL 620	Leadership in the Digital Organization	
OL 630	Performance Management and HR Analytics	
OL 662	Ethics and Governance	
OL 681	Strategic Leadership in Human Resources	
OL 682	Policies, Procedures and Employment Law	

OL 683	Talent Management
OL 684	Benefits and Compensation
May take no more than four of the five electives from the following list	
PMBA 612	Contemporary Issues in Business and Society
PMBA 616	Creating Innovation in Organizations
PMBA 626	Data Driven Decisions with Visual Analytics
PMBA 632	Analyzing Financial Information
PMBA 633	Qualitative Accounting
PMBA 634	Budgeting for Planning and Control
PMBA 636	Strategic Thinking Across Business Functions
PMBA 637	Business Dynamics
<b>Total Credits</b>	<b>30</b>

MSOL students may choose to take elective courses within one area, creating a concentration in a specific discipline, or may choose to take electives from the above list.

Electives are available in applied AI and business analytics (<https://catalog.qu.edu/courses-graduate/ban/>), healthcare management (<https://catalog.qu.edu/courses-graduate/hm/>), human resource analytics, marketing (<https://catalog.qu.edu/courses-graduate/mk/>), and leadership (<https://catalog.qu.edu/courses-graduate/ol/>).

Code	Title	Credits
<b>Concentration in Applied AI and Business Analytics</b>		
BAN 674	Generative AI Applications in Business	
	or MBA Artificial Intelligence for Sustainable Development Goals	
Take two other 600-level BAN electives		
Code	Title	Credits
<b>Concentration in Healthcare Management</b>		
HM 600	Foundations of Healthcare Management	
Take two other 600-level HM electives (one HM elective could include BAN 673)		
Code	Title	Credits
<b>Concentration in Human Resources Analytics</b>		
BAN 650	Data Visualization for Managers	
	or PMBA Data Driven Decisions with Visual Analytics	
OL 630	Performance Management and HR Analytics (Take one of the following electives)	
Take one of the following electives		
BAN 663	Business Data Analytics with R	
BAN 668	Python Programming for Data Analysis	
BAN 671	Fundamentals of Blockchain Technology	

HM 660	Human Resource Management in Healthcare Administration
OL 681	Strategic Leadership in Human Resources
OL 683	Talent Management

Code	Title	Credits
<b>Concentration in Strategic Leadership</b>		
Take three courses from the following		
IB 623	International Business Negotiation	
MBA 636	Artificial Intelligence for Sustainable Development Goals	
MG 603	Project Management	
OL 607	Insights into Emotions and Emotional Intelligence	
OL 620	Leadership in the Digital Organization	
OL 630	Performance Management and HR Analytics	
OL 683	Talent Management	
OL 684	Benefits and Compensation	
OL 686	Leading Public Service Organizations	
OL 687	Strategic Planning for Public Service Organizations	
PMBA 616	Creating Innovation in Organizations	
PMBA 636	Strategic Thinking Across Business Functions	
PMBA 637	Business Dynamics	

Code	Title	Credits
<b>Concentration in Marketing</b>		
Take three 600-level MK electives		

## Student Learning Outcomes

Upon completion of the MS in Organizational Leadership program, students will demonstrate the following competencies:

- 1. Communication Skills for Leading Individuals and Teams:** Students will demonstrate capabilities with respect to effective communication with varied organizational stakeholders. Additionally, students will develop the ability to analyze group dynamics and practical skills for building and leading effective teams.
- 2. Self Awareness, Growth and Complex Adaptive Leadership:** Students will exhibit an understanding of mechanisms/tools to maintain an ongoing awareness of personal characteristics, how these impact interactions with others and how to re-evaluate these regularly toward continuous improvement as leaders. Students will understand the array of nonmarket forces, including political leaders, NGOs and societal trends, that can have a significant impact on the opportunities and risks faced by business leaders. Students also will be able to evaluate and understand organizational design issues, organizational learning issues and motivation issues toward becoming effective leaders of diverse organizations.
- 3. Digital Literacy and Interpreting Data to Improve Performance:** Students will be exposed to analytical tools applicable to the leadership function in reviewing and enhancing organizational

and individual performance. Students will build awareness of the breadth, depth and velocity of the digital era transformation and its multifaceted impact on organizations.

- 4. Ethics, Negotiation and Strategic Decision-Making:** Students will demonstrate understandings of the formulation of strategy and implications for its implementation within diverse organizations. Students will recognize choices in ethical contexts and effectively use frameworks to make decisions as leaders that are ethical. And, students will acquire knowledge to craft a negotiation strategy that aligns to ethical and mutually beneficial outcomes in professional and personal negotiations.

## Admission

Applicants to the MSOL program must possess three years of professional, post-bachelor's degree experience.

All prospective MSOL students must submit the following:

1. Program application (submitted online). Go to Quinnipiac's Graduate Admissions (<http://www.qu.edu/gradhowtoapply/>) webpage.
2. Official transcripts of all undergraduate and graduate programs/courses completed.
3. A personal statement.
4. A resume demonstrating sufficient work experience.
5. One letter of recommendation from a professional contact.
6. Application fee.

## International Applicants:

Prospective international students must submit certified translations of official transcripts prepared by World Education Services (<https://www.wes.org/>) (WES) or another acceptable organization that is approved by Quinnipiac for this purpose.

All applicants from non-English-speaking countries must indicate that they have the language capability to understand business instruction in English and must provide official Test of English as a Foreign Language (TOEFL) scores. In general, a minimum TOEFL Internet-based score of 90 is required for admission (or 233 for computer-based, or 575 for paper-based).

In lieu of TOEFL, applicants may submit International English Language Testing System (IELTS) scores. A minimum score of 6.5 on this exam, a B or above on the Certificate of Advanced English or a C or above on the Certificate of Proficiency in English is required. TOEFL and IELTS scores are valid for two years.

International applicants are required to submit proof of adequate funds to complete their study at Quinnipiac University before an eligibility form (I-20) can be issued. Complete the Statement of Financial Support and submit along with supporting documentation. In addition, a copy of a passport or national ID is required. The Statement of Financial Support (<https://catalog.qu.edu/graduate-studies/business/organizational-leadership-ms/chrome-extension://efaidnbmnmbpcjpcglclefindmkaj/> <https://www.qu.edu/48f6e4/globalassets/global/media/qu/documents/paying-for-college/undergraduate/international-student-financial-support-form.pdf>) can be found on the Admissions webpage (<https://www.qu.edu/admissions/graduate/apply/international/>).