



**M.S., ORGANIZATIONAL
LEADERSHIP
STUDENT HANDBOOK**

2020-2021

Arizona State University
Faculty of Leadership and Interdisciplinary
Studies
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<https://cisa.asu.edu/ogladmissions>

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INTRODUCTION

Welcome to the Faculty of Leadership and Interdisciplinary Studies at Arizona State University!

The faculty of the Leadership and Interdisciplinary program are excited that you have selected Master of Science in Organizational Leadership program. As graduate students, you will have the opportunity to interact with renowned faculty with divergent backgrounds who are committed to leadership studies. The intellectual diversity of our faculty ensures graduate students will participate in offerings that are unique, nationally recognized, and supported by Arizona State University's commitment to innovation. The graduate faculty is committed to your success and would like to recognize your efforts that brings you to the Organizational Leadership graduate program!

This handbook lays the foundation for your success in Organizational Leadership. It sets shared expectations for us faculty and students. It also outlines the standards and policies set by the College of Integrative Sciences and Arts and ASU's [Office of Graduate Education](#). Please keep this handbook and refer to it often. Let us know if policies seem unclear. As a graduate student it is your responsibility to make sure you are following it in letter and in spirit.

As Director of Graduate Studies, I speak for the graduate faculty in reiterating our commitment to an innovative and rewarding educational journey. I want to ensure students that my door (on campus or virtually!) is open and I join our faculty in looking forward to working with you to achieve your graduate degree in Organizational Leadership and beyond.

A handwritten signature in black ink that reads "Robert Kirsch". The signature is written in a cursive style with a large, sweeping initial "R".

Robert Kirsch
Director of Graduate Studies, Faculty of Leadership and Interdisciplinary Studies

GRADUATE STUDENT PLEDGE

I, _____, commit myself to meeting the highest standards of excellence, ethics and integrity, according to this graduate student handbook.

By signing below, I also affirm the following:

1. I dedicate myself to developing as a leader, scholar, and citizen.
2. I take pride in my professionalism. I am punctual, meet deadlines, and am communicative. I give my work maximum effort.
3. I respect the many and varied contexts of organizational, personal, and professional backgrounds of people. I commit myself to building an inclusive leadership, a diverse environment, and an equitable society.
4. I uphold intellectual principles of fairness and originality in all of my work.
5. I recognize that my classmates, teachers and mentors are critical to my success in this program and the rest of my career. I treat each one with respect and offer support whenever I can.
6. I appreciate that, as a graduate student of Organizational Leadership, I have the opportunity to shape the future of a dynamic and growing field of study through applied projects or original research. I am prepared to experiment, adapt and support my colleagues in doing the same.
7. As a member of the Leadership and Interdisciplinary Studies community, I bring a sense of curiosity and a spirit of collaboration to all that I do.

Name (please print)

Date _____

Signature

MyASU

Your my.asu.edu portal is your go-to place for information about courses, transcripts, transportation, student success and support, finances, university policies and the academic calendar. Please take time to familiarize yourself with these areas:

Profile: Update your address, phone number, email information, or add guests, such as a parent, so they can look FERPA-protected information including grades.

My Classes: Click on the name of each course to access the corresponding Canvas content. This is where you will see the syllabus, find links to readings and submit assignments. Take a few minutes to familiarize yourself with the structure of each course.

Final Transcript: If you sent in a transcript for admission to the program before you graduated, send your final transcript with your degree posted.

Academic Integrity Module: ASU Graduate Education module reviewing academic integrity expectations. Please complete as soon as possible. Please note, this module explains the university-wide policy.

Academic Calendar (bottom right box): This has important dates you need to monitor, including when classes begin, last day to register or drop/add classes, tuition and fee payment deadlines, holidays, withdrawal deadlines, schedule of classes available and when to enroll.

Campus Services: This includes Health and Wellness Resources, such as health insurance, counseling, disability services; Transportation, such as parking permits, METRO Light Rail, U-Pass and campus shuttles; Student Success and Support, such as disability services, tutoring and student success centers; and Job & Career Services. Please note these job resources are university-wide and not specific to a particular program offered by the Faculty of Leadership and Interdisciplinary Studies.

STUDENT CODE OF CONDUCT

All students are expected to adhere to the Arizona Board of Regents Student Code of Conduct and university policies and procedures:

<https://eoss.asu.edu/dos/srr/codeofconduct>

<https://eoss.asu.edu/dos/srr/PoliciesAndProcedures>

Students are responsible for maintaining their ASU email accounts for messages from the university and the Faculty of Leadership and Interdisciplinary Studies. Students also are expected to regularly check their MyASU priority tasks for messages and holds from the university. Students are responsible for managing their tuition payments, finances and tracking university academic calendar deadlines.

ACADEMIC INTEGRITY

The Faculty of Leadership and Interdisciplinary Studies has a zero tolerance policy toward academic dishonesty that is enforced within every course and educational activity offered or sanctioned by the school. Any allegation of academic dishonesty will be referred to the College of Integrative Sciences and Arts Standards Committee for review and recommendation to the dean of the school. If any student is found to have engaged in academic dishonesty in any form – including but not limited to cheating, plagiarizing and fabricating – that student shall receive a grade of XE for the class and will be dismissed from the school. There will be no exceptions.

International students who violate academic integrity policies may be dismissed immediately. Being withdrawn from a degree program can have immediate consequences regarding visa status.

PROFESSIONAL ETHIC

In addition to academic integrity commitments, graduate students in Faculty of Leadership and Interdisciplinary Studies programs must abide by the highest levels of academic ethics.

DEGREE OVERVIEWS

Master of Science (MS) in Organizational Leadership

Degree requirements

The MSOGL Degree is a 33-credit-hour program that has two culminating experiences from which students may choose – a thesis or an applied capstone project. This includes 15 credits of required core courses, 3-6 credits of advanced skills electives, and 3-9 credits of culminating experience. (See Appendix A for course specifics)

A *capstone project* builds a connection between the academic components of the program and applies that knowledge to a real-world context. It is an *independently* produced *deliverable* (e.g. technical manual, website, needs assessment study, diversity training seminar curriculum, etc.) that has a function within an organization and can either target an actual workplace need or serve as an exercise in gaining experience. Either way, capstone projects are aimed at two audiences: a client/workplace audience with an established need and the faculty overseeing your project in OGL 593: Applied Project class.

A *thesis* is an academic paper that contributes to the field of organizational leadership. A thesis is generally a good option for students who wish to continue onto doctoral study. It requires assembling a three-person committee of faculty, proposing novel research to push the field forward, and defending that original research. The thesis audience is scholars in organizational leadership or cognate fields to establish the capacity to do original scholarly research. Students will assemble a committee of three faculty members, two of which, including the chair, must be in FLIS. The third may be in FLIS but may also be external. All faculty members, FLIS or external must hold a doctoral degree. Students will confer with their committee and defend in front of their assembled committee for degree conferral.

CONCENTRATIONS

The Faculty of Leadership and Interdisciplinary Studies is actively working with other units, schools, and colleges to build concentrations that reflect specializations of leadership within certain kinds of organizations. When they are officially built they will be listed here. In the meantime, please let your teachers, advisers, or the graduate director know your goals and we

will do our best to facilitate your success.

SATISFACTORY ACADEMIC PROGRESS KEY POLICIES

All graduate students are expected to make systematic progress toward completion of their degrees. Students are responsible for verifying and tracking satisfactory progress policies as required by their degree program and Graduate Education. If a student fails to satisfy the requirements, the student may be dismissed from his/her program based on the academic unit's recommendation to Graduate Education.

These policies are outlined below and detailed on the university's Graduate Education website: <https://graduate.asu.edu/key-policies>.

PLAN OF STUDY

The plan of study (iPOS) functions as a contract between the student, the academic unit, and Graduate Education.

Faculty of Leadership and Interdisciplinary Studies students must submit an iPOS before enrolling for their second term. Please note that this is very early in the program, but this is so students declare their culminating experience and build a curriculum toward that culminating experience. Graduate Education will place an enrollment hold on a student's account if he/she has not submitted an iPOS by this time.

Only coursework applicable towards a student's degree must be listed on the iPOS. Detailed instructions on how to file the iPOS will be sent to students upon enrollment in the program.

COURSES

The Faculty of Leadership and Interdisciplinary Studies offers graduate courses under the OGL subject code. Master's students who are interested in taking courses not listed on their curriculum sheet must contact the graduate adviser for permission to enroll in these courses. The graduate studies adviser will have discretion to issue an approval.

GPA AND COURSE GRADES

Faculty of Leadership and Interdisciplinary Studies students must maintain a minimum 3.0 cumulative Grade Point Average (GPA) overall and in courses included on their plans of study. Courses taken as an undergraduate at ASU and reserved for use in a graduate degree program

are included in the GPA (i.e. a “4+1” program).

If a student’s GPA falls below 3.0, the student will be notified in writing and placed on probation. If the student’s GPA is not raised to at least a 3.0 by the end of the next semester, a recommendation will be made to the MSOGL Graduate Committee to remove the student from the program.

To receive their degrees, students also are required to earn at least a B (3.0) in their culminating experience of a thesis or applied capstone.

INCOMPLETE GRADES

Students who receive an “Incomplete” grade in a graduate-level course (500-level or above) must complete the necessary work within one calendar year. If the incomplete is not removed within one calendar year, it will become part of the student’s permanent transcript and cannot be used on a student’s plan of study. To receive credit for the course, the student must repeat the course by re-registering, paying fees and fulfilling all course requirements. This may also delay or prevent a student’s graduation.

Students with more than one “Incomplete” at any time will be considered “failing to make adequate progress,” and will be notified and placed on probation. If the student does not complete the work to remove the incomplete and earn a letter grade by the end of the calendar year, a recommendation may be made to Graduate Education to remove the student from the program.

With 400-level courses taken for graduate credit, students are required to complete the necessary work to remove an “Incomplete” grade within one calendar year. If the “Incomplete” grade is not removed within one calendar year, the “I” will become an “E.” An “E” cannot be used to meet the requirements for a graduate degree, but it is used to calculate the student’s GPA. Students may retake the class to earn a higher grade, however both the “E” and the new grade will be used in calculating the student’s GPA. If this results in the GPA falling below 3.0, a recommendation to withdraw the student from the master’s program will be made to Graduate Education.

CONTINUOUS ENROLLMENT

Once admitted to a graduate degree program, students must be registered for a minimum of one graduate credit hour during all phases of their graduate education.

Graduate students planning to discontinue registration for a semester or more must submit the Maintain Continuous Enrollment request form (<https://graduate.asu.edu/file/maintain->

[continuous-enrollment-masters-and-certificate](#)). This request must be submitted and approved before the anticipated semester of non-registration. Students may request to maintain continuous enrollment without course registration for a maximum of two semesters during their entire program.

Students should contact their adviser as soon as possible if they will not be able to meet continuous enrollment.

Maximum Time Limit

All work toward a master's degree must be completed within six consecutive years per ABOR policy.

TIMELINESS AND PARTICIPATION

Your success as leaders will require you to consistently meet deadlines and scheduled meetings. To this end, the Faculty of Leadership and Interdisciplinary Studies has a strict deadline policy. Please allow enough time to account for potential technical problems submitting work online.

ACADEMIC PROBATION

Students who fail to meet satisfactory academic progress as previously described will be placed on academic probation and notified by mail and email. Details for each situation will be provided in the letter notifying the student that he/she is on academic probation.

Graduate Education will conduct a GPA audit at the end of each semester. Any graduate student with a cumulative GPA below 3.00 will be placed on academic probation. The student will receive a notification on their MyASU and an email from Leadership and Interdisciplinary Studies. Typically, students on academic probation will have one semester to be reinstated to good standing.

Students on academic probation may be withdrawn from their academic program upon recommendation of the Faculty of Leadership and Interdisciplinary Studies to university Graduate Education.

For students placed on probation the previous semester who have met the condition of probation, the Faculty of Leadership and Interdisciplinary Studies will send a letter of reinstatement.

TRANSFER CREDIT

Graduate students in the Faculty of Leadership and Interdisciplinary Studies may request transfer credits for previously completed work. Transfer credits will be approved at the discretion of the director and may only be brought in as elective credits (i.e. no transfer

credits may replace any required course).

GRADUATION AND DEGREE CONFERRAL

Students must apply for graduation at the beginning of the term in which they plan to graduate. You can apply for graduation through your MyASU. You can find that in My Programs, under the graduation tab.

If a student chooses not to attend the graduation or commencement ceremonies, they must still apply for graduation to earn their degree.

Students who do not complete all requirements in the semester they intend to graduate will need to reapply for graduation the next semester; the application will not be automatically renewed.

Students must have their IPOS approved before they can apply for graduation. The application to graduate should be submitted online before the application deadline to avoid late fees. For more information, please visit <https://students.asu.edu/graduation-apply>.

STUDENT SERVICES

The charter of Arizona State University declares that the university is “measured not by whom we exclude, but rather by whom we include and how they succeed.” The university and the Faculty of Leadership and Interdisciplinary Studies are committed to providing every resource possible for students to succeed academically, personally and professionally.

Financial Services

The Faculty of Leadership and Interdisciplinary Studies offers a limited number of merit-based assistantships and fellowships for graduate students. As funding opportunities for MS students become available, we will let students know.

For all other financial questions, please contact ASU Financial Aid and Scholarship Services: <https://students.asu.edu/financialaid>

Veterans and Military

The Pat Tillman Veterans Center provides guidance and support for students who are veterans, active-duty military or military dependents. For more information, please call the office at 602 496-0152 or visit: <https://veterans.asu.edu/>

International Students

ASU’s International Student and Scholars Center can provide support and answers to questions about visas, employment, scholarships and travel. To find more information or schedule an appointment with an ISSC adviser, visit the website: <https://issc.asu.edu/>

Health and Fitness

All ASU students enrolled in in-person programs have access to Sun Devil Fitness facilities on all campuses. For more information about facilities, membership and group fitness classes, please visit: <https://fitness.asu.edu>

For information about health insurance and appointments with care providers, please see the ASU Health Services website: <https://eoss.asu.edu/health>

ASU Counseling Services

[ASU Counseling Services](#) provides confidential, time-limited counseling and crisis services for students experiencing emotional concerns or other factors that affect their ability to achieve their goals. Support is available 24/7.

In-person counseling: Monday-Friday 8 a.m. – 5 p.m.

ASU Counseling Services,
Student Services Building 234
Tempe, AZ 85287
480-965-6146

After-hours/weekends

Call EMPACT's 24-hour ASU-dedicated crisis hotline:
480 921-1006

For life threatening emergencies

Call 911

Transportation and Parking

Students may purchase parking and public transit permits through ASU Business and Finance. To learn more, visit: <https://cfo.asu.edu/pts-parking-downtown>

Disability Resources

In compliance with the Rehabilitation Act of 1973, Section 504, and the Americans with Disabilities Act as amended (ADAAA) of 2008, professional disability specialists and support staff at the Disability Resource Center (DRC) facilitate a comprehensive range of academic support services and accommodations for qualified students with disabilities.

[Qualified students with disabilities may be eligible to receive academic support services and accommodations.](#) Eligibility is based on qualifying disability documentation and assessment of individual need. Students who believe they have a current and essential need for disability accommodations are [responsible for requesting accommodations and providing qualifying documentation](#) to the DRC. Every effort is made to provide reasonable accommodations for qualified students with disabilities.

Qualified students who wish to request an accommodation for a disability should contact the DRC by going to <https://eoss.asu.edu/drc>, calling (480) 965-1234 or emailing DRC@asu.edu. To speak with a specific office, please use the following information:

ASU Online and Downtown Phoenix Campus

University Center Building, Suite 160
602-496-4321 (Voice)

West Campus

University Center Building (UCB), Room 130
602-543-8145 (Voice)

Polytechnic Campus

480-727-1165 (Voice)

Tempe Campus

480-965-1234 (Voice)

Title IX

Title IX is a federal law that provides that no person be excluded on the basis of sex from participation in, be denied benefits of, or be subjected to discrimination under any education program or activity. Both Title IX and university policy make clear that sexual violence and harassment based on sex is prohibited. An individual who believes they have been subjected to sexual violence or harassed on the basis of sex can seek support, including counseling and academic support, from the university. If you or someone you know has been harassed on the basis of sex or sexually assaulted, you can find information and resources at <http://sexualviolenceprevention.asu.edu/faqs/students>.

APPENDIX A: MSOGL PLAN OF STUDY

RECOMMENDED PLAN OF STUDY (APPLIED CAPSTONE)

Students must maintain a 3.0 GPA.

Term 1

Required Course	<u>OGL 520</u>	<u>Org. Leadership: Soc. Psych. Perspectives</u>	3 credits
Optional Course	<u>OGL 5--</u>	<u>Elective</u>	3 credits

Term 2

Required Course	<u>OGL 530</u>	<u>Critical Perspectives in Leadership Theory</u>	3 credits
Required Course	<u>OGL 540</u>	<u>Evidence-based Inquiry in Org. Leadership</u>	3 credits

Term 3

Required Course	<u>OGL 550</u>	<u>Leading Strategic Change</u>	3 credits
Required Course	<u>OGL 57-</u>	<u>(Any method course)</u>	3 credits

Term 4

Optional Course	<u>OGL 5--</u>	<u>Elective</u>	3 credits
Optional Course	<u>OGL 5--</u>	<u>Elective</u>	3 credits

Term 5

Optional Course	<u>OGL 5--</u>	<u>Elective</u>	3 credits
Optional Course	<u>OGL 5</u>	<u>Elective</u>	3 credits

Term 6

Required Course	<u>OGL 593</u>	<u>Applied Capstone Project</u>	3 credits
Optional Course	<u>OGL 5--</u>	<u>Elective (if needed)</u>	3 credits

Total: 33 credits minimum

RECOMMENDED PLAN OF STUDY (THESIS)

Students must maintain a 3.0 GPA.

Term 1

Required Course	<u>OGL 520</u>	<u>Org. Leadership: Soc. Psych. Perspectives</u>	3 credits
Optional Course	<u>OGL 5--</u>	<u>Elective</u>	3 credits

Term 2

Required Course	<u>OGL 530</u>	<u>Critical Perspectives in Leadership Theory</u>	3 credits
Required Course	<u>OGL 540</u>	<u>Evidence-based Inquiry in Org. Leadership</u>	3 credits

Term 3

Required Course	<u>OGL 574</u>	<u>Qualitative Data Analysis in Leadership Research</u>	3 credits
Required Course	<u>OGL 575</u>	<u>Quantitative Data Analysis in Leadership Research</u>	3 credits

Term 4

Optional Course	<u>OGL 5--</u>	<u>Elective</u>	3 credits
Optional Course	<u>OGL 5--</u>	<u>Elective</u>	3 credits

Term 5

Required Course	<u>OGL 592</u>	<u>Research Hours</u>	3 credits
Optional Course	<u>OGL 5</u>	<u>Elective</u>	3 credits

Term 6

Required Course	<u>OGL 599</u>	<u>Thesis</u>	3 credits
Optional Course	<u>OGL 5--</u>	<u>Elective</u>	3 credits

Total: 33 credits minimum

APPENDIX B: COURSE OFFERINGS

Required Courses (A= Applied for 18 hours, T = Thesis for 21 hours)		
Course	Course Title	Credits
OGL 520	Org. Leadership: Soc. Psych. Perspectives (A, T)	3
OGL 530	Critical Perspectives in Leadership Theory (A, T)	3
OGL 540	Evidenced-based Inquiry in Org. Leadership (A, T)	3
OGL 550	Leading Strategic Change (A)	3
OGL 57-	[Second Methods Class – all methods courses are in the 570s] (A)	3
OGL 574	Qualitative Data Analysis in Leadership Research (T)	3
OGL 575	Quantitative Data Analysis in Leadership Research (T)	3
OGL 593	Applied Capstone Project (A)	3
OGL 592	Research (T)	3
OGL 599	Thesis (T)	3
Elective Courses (15 hours for Applied, 12 hours for Thesis)		
OGL 551	Developing Leadership through Emotional Intelligence	3
OGL 552	Leading Diverse Teams	3
OGL 553	Intercultural Leadership	3
OGL 554	Learning and Development in Organizations	3
OGL 555	Leading Beyond Conflict	3
OGL 556	Leadership for Wicked Environmental Problems	3
OGL 558	Leading Organizational Innovation	3
OGL 559	Organizational Systems and Stakeholders	3
OGL 561	Collaborative Governance: NGOs and Private-Public Partnerships	3
OGL 562	Resource Development in Organizations: A Multiple Capitals Approach	3
OGL 563	Leading Social Change: Community Activism	3
OGL 565	Future of Work	3
OGL 568	Women and Leadership	3
OGL 569	Indigenous Leadership and Diplomacy in a Changing World	3
OGL 570	Analyzing Organizations	3
OGL 571	Advanced Leadership Assessment	3
OGL 576	Advanced Multivariate Data Analysis	3
OGL 577	Structural Equation Modeling in Org. Leadership Research	3
OGL 578	Agent-Based Modeling to Address Complexity in Leadership Research	3
OGL 598	Special Topic Elective	3
NLM 560	Leadership and Ethics in the Nonprofit Sector	3
NLM 570	International Non-Governmental Organizations	3

NLM 610	Executive Leadership and Governance	3
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Total required credit hours – 33 credits

COURSE DESCRIPTIONS

REQUIRED COURSES

Course	Course Title	Credits
OGL 520	<p style="text-align: center;">Org. Leadership: Soc. Psych. Perspectives</p> <p>Social psychology is defined by the social influence that all people have on the beliefs, feelings, and behavior of others. This course is a graduate-level study of social influences, the behavioral ramifications associated with the psychology of social processes and the ramifications for organizations and organizational leadership. The foundations of the field of social psychology, methodological approaches, interdisciplinary perspectives and application-oriented ideas and innovations form the basis for this course that integrates scholarship and applied social psychology to gain an enhanced perspective on the social influences associated with organizational and interpersonal behavior. From a leadership perspective, the course explores ideas as diverse as interpersonal influence, attitude formation and differentiation, stereotyping and prejudice, attraction, persuasion, obedience and aggression.</p>	3
OGL 530	<p style="text-align: center;">Critical Perspectives in Leadership Theory</p> <p>This course engages the normative and epistemological underpinnings of many of the theories of organizational leadership studies. This critical engagement explores how assumptions about leadership and leadership theories may challenge or reinforce, overtly or not, oppressive social relations. It also seeks to place leadership studies as an academic field in a broader social, political, cultural and ethical context to best address the embedded assumptions in leadership relations.</p>	3
OGL 540	<p style="text-align: center;">Evidenced-based Inquiry in Org. Leadership</p> <p>This course focuses on the qualitative and quantitative research methods that are commonly used to assess organizations. The course will explore how best to frame organizational assessments and explore possible methodological choices for assessment design. Both quantitative designs and qualitative approaches to organizational assessment will be discussed. The course focuses on planning assessments, making informed research decisions, understanding the ethical implications of organizational assessment, carrying out research and reporting findings.</p>	3
OGL 550	<p style="text-align: center;">Leading Organizational Change</p> <p>Organizations are a combination of structures, processes, and relationships that bring people together to achieve a common goal. However, organizations do not operate in</p>	3

	isolation—they are embedded in complex social, political, and financial contexts. Leadership requires individuals to discern and balance competing demands and tensions inherent in organizations. This course provides an overview of organizational theories to help leaders understand and be effective in these contexts. By looking at organizations through metaphorical lenses such as machines, brains, and organisms, students will learn how to create new options for organizational success in ever-changing operating environments. Students will also apply theories to case studies to develop insights and innovative approaches to organizational change. A student deliverable of this course will be the creation of a plan to map out the students' capstone project in preparation for OGL 593.	
OGL 57-	Second Methods Class for Capstone Students Any other course in the 570s fulfills this requirement	3
OGL 593	Applied Capstone Students in the applied project culminating experience will complete a project that emphasizes the practices of organizational leadership. It will ask students to draw on the coursework they have taken for a case study of an organization of their choosing, where they will identify the scope of the problem, the intervention to be undertaken, and the results of the intervention.	3
OGL 574	Qualitative Data Analysis in Leadership Research Students learn research design and research methods in leadership using qualitative approaches. (PREREQUISITE: OGL 540)	3
OGL 575	Quantitative Data Analysis in Leadership Research The objectives of this course are to provide a broad understanding of the theoretical and methodological issues involved in basic data analysis in leadership research. As such, this course aims to expose students to the assumptions, principles and applications of basic quantitative research methods and analytical techniques, such as t-test, ANOVA and simple regression. This course uses the SPSS statistical software. (PREREQUISITE: OGL 540)	3
OGL 592	Research and Thesis Hours	3
OGL 599	Thesis	3

COURSE DESCRIPTIONS (continued)

ELECTIVE (551 – 569) & METHODOLOGY (570s) COURSES

Course	Course Title	Credits
OGL 551	<p style="text-align: center;">Developing Leadership Through Emotional Intelligence</p> <p>This course will encourage greater knowledge of yourself through personal reflection, participation in experiential activities and numerous opportunities to make sense of your discoveries. All of this will occur within the context of expanding your knowledge of leadership skills and abilities. You are encouraged to take every opportunity to learn about you and bring your insights to bear in our classroom discussions. The goal of this course is to shape the leader within you so that you are best positioned to lead in all areas of your life. Over the next few weeks, we will explore the essential knowledge, abilities, and values relevant to effective leadership. By the end of this course you will have a greater understanding of your own leadership style and developmental plan for acquiring new leadership related knowledge and abilities throughout your career.</p>	3
OGL 552	<p style="text-align: center;">Leading Diverse Teams</p> <p>This course is designed to help you build more effective working relationships and to improve your ability to lead, influence, cooperate and work effectively with others in today's increasingly team-oriented organizations. This is an experiential course that may differ from previous courses you have taken. At the center of the course is an intensive, unstructured learning group experience. The primary educational tool in this class will be your experience in a group (in this class referred to as a T-Group or Training Group). Other educational resources in this class will be readings, brief theory discussions, personal journals and a personal reflection paper after the class sessions conclude. These will be fundamental for helping you to frame your learning group experience and for facilitating your learning. The emphasis of this course is on learning about oneself in the context of others based on the here-and-now experience of the group.</p>	3
OGL 553	<p style="text-align: center;">Intercultural Leadership</p> <p>In today's increasingly global and interconnected world it is important for leaders to understand the role that culture plays in one's leadership and communication style. Through this course students will obtain the knowledge and skills necessary to lead in culturally diverse environments. Through readings, discussions, video and interactive simulations, this course will help students to gain a concrete understanding of a variety of leadership and communication styles that are found throughout the world. Students will also increase their intercultural competencies and global awareness.</p>	3

OGL 554	<p style="text-align: center;">Learning and Development in Organizations</p> <p>The course focuses on adult learning interventions and professional development within the context of a learning organizational setting. Motivation and adult learning, current neuroscience, Bohm dialogue and instructional design are integrated into the course. Students will develop the knowledge and skills needed to plan, design, develop, implement and evaluate adult learning interventions (materials, courses, curricula, programs) within different forms of organizations.</p>	3
OGL 555	<p style="text-align: center;">Leading Beyond Conflict</p> <p>Today’s leaders are increasingly confronted with conflicts that escalate into issues that could result in costly litigation. The course will comprise of a review and analysis of contemporary methods of alternative dispute resolution, including arbitration, negotiation and mediation, with a strong focus on mediation. Through this course, students will learn about the alternatives to costly litigation and develop working strategies to take advantage of these alternatives.</p>	3
OGL 556	<p style="text-align: center;">Leadership for Wicket Environmental Problems</p> <p>The world overwhelmingly needs leaders who understand how human well-being depends on the health and continued existence of the natural world. We need leaders who have the vision, courage and tenacity to create a sustainable future. Environmental leadership promotes a societal change such that we move away from the perspective where economic growth is valued and takes precedence above all to one that recognizes, and appreciates, the limits and value of natural resources in our environment. The environmental challenges that we are faced with today (e.g. changing climate, sustainable food systems, renewable energy systems, deforestation, environmental justice to name a few) are described now as “wicked.” Wicked problems are difficult to explain, plainly define, have no one solution, and are often the result of other indefinable problems. Environmental leadership focuses on influencing followers to jointly and creatively confront these wicked challenges. Addressing these systemic problems requires a significantly different way of relating to the world around us. In this course we will examine how leadership theory and practice can respond to the epidemic of environmental decay. All people at all levels of society have the potential to be environmental leaders and inspire others to engage in collective action to ensure the survival of our planet.</p>	3
OGL 558	<p style="text-align: center;">Leading Organizational Innovation</p> <p>Every modern organization, regardless of sector or mission, must have leaders who understand the impacts of continuous innovation on organizational success and sustainability. Students will develop an understanding of the levels at which innovation occurs in organizations, the impact of various leadership behaviors on organizational innovation, make connections among organizational structures, processes, and procedures that foster innovation in organizations, and develop conceptual models from the literature.</p>	3

OGL 559	<p style="text-align: center;">Organizational Systems and Stakeholders</p> <p>Every modern organization, regardless of sector or mission, must have leaders who understand the impacts of systems and stakeholders on organizational success and sustainability. Students will develop an understanding of complex interactions inherent in systems, an appreciation of the impact of stakeholders on organizations, and develop conceptual models from the literature to analyze and address stakeholder issues.</p>	3
OGL 561	<p style="text-align: center;">Collaborative Governance: NGOs and Private-Public Partnerships</p> <p>This course will expose students to the opportunities and challenges of the non-market, non-state realm of nongovernmental organizations and how they facilitate private-public partnerships. It will assess the realm of action, appropriateness of their missions and where they find their limitations. This course necessarily will require students to think globally and consider the roles of various actors of civil society with a critical eye.</p>	3
OGL 562	<p style="text-align: center;">Resource Development in Orgs: A Multiple Capitals Approach</p> <p>Many types of resources are needed for organizations to achieve long-term sustainability. This course surveys various capital resources firms need to succeed. Students will learn about tools such as the International Integrated Reporting Council’s six capitals framework (financial, manufactured, intellectual, human, social, natural) and theories that undergird these models. Through readings, case studies, and assignments, students will learn about the process of value creation; the relationship between resources and an organization’s business model; how the various forms of capital can be measured and reported; and what leaders can do to intentionally develop multiple forms of capital in a way that creates financial returns for the organization.</p>	3
OGL 563	<p style="text-align: center;">Leading Social Change: Community Activism</p> <p>This course focuses on methods used to reform social, cultural or political norms, beginning at the local level and connecting with movements for broader social change. Grassroots movements arise on all sides of the political spectrum, and local movements can unite activists around common goals despite larger ideological differences. The term “grassroots” is a misnomer, however, in that it implies the lack of leaders or of institutional support, whereas in reality, leaders attempting to change society must learn to network with a variety of stakeholders, from the level of individual neighbors to political leaders and large institutions. Students look critically and creatively at the ways local leaders have worked on a daily basis to promote community-based causes, in order to become more effective local activists, organizers, and civic and community leaders.</p>	3
OGL 565	<p style="text-align: center;">The Future of Work</p> <p>This course focuses on the dynamic nature of work, labor, and occupations related to social and technological change, the impacts on workers, management, and society. New and changing occupations and leadership roles related to new</p>	3

	economies of scale are also addressed.	
OGL 568	<p style="text-align: center;">Women and Leadership</p> <p>This course is designed for students who want to increase their understanding of how gender is produced, operationalized, and reified in the workplace. The content of the course is specific to the role of women at work and in leadership. An emphasis is placed on understanding the reproduction of gender inequality with a focus on how commonly shared beliefs about gender and other social categories operate through interaction to differentially affect the experiences of men and women in ways that often disadvantage women. Despite majority representation across a range of public and private sectors, women continue to be visibly absent from leadership roles. Although some purport that progress has been made to narrow the existing leadership gap for women, more men than women achieve leadership roles and assume these positions at a faster pace than their female counterparts.</p>	3
OGL 569	<p style="text-align: center;">Indigenous Leadership and Diplomacy in a Changing World</p> <p>This course offers critical insights into how indigenous peoples around the world have responded to challenging issues in both historical and contemporary contexts. By drawing from case studies, primary source materials, and emerging scholarship on indigenous leadership and diplomacy, we will examine the diverse strategies and approaches employed by indigenous communities at the local, national, and international levels in order to protect (or reclaim) their cultures, political autonomy, land rights, natural resources, economic self-determination, and public discourse and heritage management.</p>	3
OGL 598	<p style="text-align: center;">Special Topic Omnibus</p> <p>These one-time special topics electives will be offered periodically based on instructor interest and student demand.</p>	3
OGL 570	<p style="text-align: center;">Analyzing Organizations</p> <p>This course focuses on the qualitative and quantitative research methods that are commonly used to assess organizations. The course will explore how best to frame organizational assessments and explore possible methodological choices for assessment design. Both quantitative designs and qualitative approaches to organizational assessment will be discussed. The course focuses on planning assessments, making informed research decisions, understanding the ethical implications of organizational assessment, carrying out research and reporting finding.</p>	3
OGL 571	<p style="text-align: center;">Advanced Leadership Assessment</p> <p>In this course students will reflect on and assess their advancement as leaders, while also critiquing and assisting with the development of leadership abilities in colleagues. Leadership effectiveness and social dynamics are analyzed in contexts ranging from students' own experiences to narratives in historical, literary,</p>	3

	anthropological, political, and sociological contexts. Hands-on practice with leadership assessment surveys is central to the course, and students are trained in creating their own versions of qualitative and quantitative questions on 360-degree surveys.	
OGL 576	<p style="text-align: center;">Advanced Multivariate Data Analysis</p> <p>The objectives of the course are to provide a broad understanding of the theoretical and methodological issues involved in applied multivariate data analysis in leadership research. As such, this course aims to expose students to the assumptions, principles and applications of a selected set of multivariate techniques, from multiple regression to mediation, moderation, and conditional process analysis. This course uses the SPSS statistical software.</p>	3
OGL 577	<p style="text-align: center;">Structural Equation Modeling</p> <p>The objectives of the course are to provide a broad understanding of the theoretical and methodological issues involved in structural equation modeling in leadership research. As such, this course aims to expose students to the assumptions, principles and applications of structural equation modeling. This course uses SPSS and AMOS statistical packages.</p>	3
OGL 578	<p style="text-align: center;">Using Agent-Based Modeling</p> <p>The objectives of the course are to provide a broad understanding of the theoretical and methodological issues involved in structural equation modeling in leadership research. As such, this course aims to expose students to the assumptions, principles and applications of structural equation modeling. This course uses SPSS and AMOS statistical packages.</p>	3