Master of Science in Organizational Development and Leadership

Chair, of the Department of Educational Leadership: Will Place, Ph.D.
Director: Felice Tilin, Ph.D.
Merion Hall, Suite 280, 610-660-1575, ftelin@sju.edu

Program Mission Statement
The mission of the Saint Joseph’s University Masters of Science in Organization Development and Leadership is to educate adult graduate students to create more effective and healthy human systems in an inclusive world community. Students learn to foster sustainable change in individuals, groups and organizational systems by applying theories, principles and research in the fields of organization development, adult learning, organizational psychology and organizational dynamics.
In order to achieve this mission the Master of Science in Organization Development and Leadership has four concentration areas: Concentration in Adult Learning and Training, Concentration in Organizational Psychology and Development, Concentration in Organization Dynamics and Leadership, and Concentration in Organizational Leadership.

ODL Graduate Program
Goal 1: Students will gain knowledge and apply the history, theories, values, ethics, processes and practices of Organization Development to their workplace, communities and/or personal lives.

Objective 1.1: Students will display the ability to conduct assessments, build relationships, and intervene for positive human impact at the individual, group, and organization levels of system

Objective 1.2: Students will practice and assess the use of dialogical models, feedback, coaching, simulations designed to transform individuals and effect change in organizations.

Objective 1.3: Students will examine the influence of organizational culture on behavior change.

Goal 2: Students will develop interpersonal and leadership competencies for lifelong learning in themselves and others.

Objective 2.1: Students will use recommended models of leadership (e.g., emotional intelligence, situational leadership, whole brain theory, neuroscience, etc.) to document growth in self-awareness.

Objective 2.2: Students will demonstrate self-awareness through learning activities, critical reflection and demonstrating knowledge grounded in current research and models of leadership development like emotional intelligence, situational leadership, whole brain theory, neuroscience, etc.

Objective 2.3: Students will be able to describe and/or demonstrate knowledge of the relationships between learning, leadership, and change.

Goal 3: Students will respect, value and demonstrate academic research and writing

Objectives 3.1: The student will complete a thesis or capstone using APA style applicable to the workplace or academic discipline.

Concentration in Adult Learning and Training
Program Objectives
The Adult Learning and Training Concentration (ALT) focuses on talent development and leadership. This enhances career development and is designed for early career leaders, Adult Educators, Talent Managers, Trainers Facilitators, Curriculum Designers, Instructional Designers, Technical Trainers, Consultants, Health Education Professionals, and individuals in career transitions. Students will develop skills and knowledge in designing and facilitating talent development and training programs and utilizing experiential and adult learning methods to lead others and facilitate learning experiences. Learning objectives for the Master’s Degree Concentration in Adult Learning and Training are to:

- Learn how to lead others by developing competencies such as self-awareness, self-management, communication, organizational awareness and managing others.
- Analyze learning and performance needs
- Consult with employers and clients to develop talent by implementing learning strategies, training programs, coaching programs and workshops.
- Design interventions and instructional approaches that meet objectives
- Increase self-awareness about personal learning and professional development
- Facilitate programs based in adult learning principles, methods and techniques
- Measure outcomes and evaluate performance improvement

**Curriculum**

The Master of Science in Organization Development and Leadership with a Concentration in Adult Learning and Training consists of twelve 3-credit courses. The thirty-six credits are distributed as follows:

<table>
<thead>
<tr>
<th>Course Type</th>
<th>Courses</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Foundation Courses</strong></td>
<td>4</td>
<td>12</td>
</tr>
<tr>
<td><strong>Electives</strong></td>
<td>4</td>
<td>12</td>
</tr>
<tr>
<td><strong>Advanced Courses</strong></td>
<td>4</td>
<td>12</td>
</tr>
</tbody>
</table>

**Foundation Courses**
The Foundation Courses are designed to ensure that all students in the program have a common body of knowledge and experience in adult learning, consultation, facilitation and learning designs. All four Foundation courses are required.

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Name</th>
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</thead>
<tbody>
<tr>
<td>ODL 600</td>
<td>Adult Learning: Theory and Application</td>
</tr>
<tr>
<td>ODL 610</td>
<td>Adult Learning Methods</td>
</tr>
<tr>
<td>ODL 605</td>
<td>Performance Consulting</td>
</tr>
<tr>
<td>ODL 615</td>
<td>Learning Design and Implementation</td>
</tr>
</tbody>
</table>

**Electives**
These courses help students develop expertise in a specific area of interest. Students select four elective courses. The courses below are a sample of electives that can be taken. Substitution is permissible with permission of your advisor. (Foundation courses from the Organization Psychology Concentration can be taken as electives.)

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Name</th>
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</thead>
<tbody>
<tr>
<td>ODL 618</td>
<td>e-learning Design and Implementation</td>
</tr>
<tr>
<td>ODL 620</td>
<td>Psychological Assessments</td>
</tr>
<tr>
<td>ODL 625</td>
<td>Psychology of Coaching</td>
</tr>
<tr>
<td>ODL 630</td>
<td>Leadership and Team Development</td>
</tr>
<tr>
<td>ODL 635</td>
<td>Positive Psychology and Scholarship</td>
</tr>
<tr>
<td>ODL 645</td>
<td>Leadership Principles</td>
</tr>
<tr>
<td>ODL 646</td>
<td>Career Development: Theory and Practice</td>
</tr>
<tr>
<td>ODL 647+</td>
<td>Appreciative Inquiry: Theory and Practice of Positive and Whole System Change</td>
</tr>
<tr>
<td>ODL 650</td>
<td>Organizational Leadership</td>
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<tr>
<td>ODL 655</td>
<td>Organizational Change and Culture</td>
</tr>
<tr>
<td>ODL 665</td>
<td>Leading Teams</td>
</tr>
<tr>
<td>ODL 668</td>
<td>Social Media and Learning</td>
</tr>
<tr>
<td>ODL 675</td>
<td>Implementing Change</td>
</tr>
<tr>
<td>ODL 680</td>
<td>The Coaching Leader</td>
</tr>
<tr>
<td>ODL 685</td>
<td>Seminar in Global Issues</td>
</tr>
<tr>
<td>ODL 686*</td>
<td>Study Tour: Seminar in Global Issues</td>
</tr>
<tr>
<td>ODL 690*</td>
<td>Creative Problem Solving and Critical Thinking</td>
</tr>
<tr>
<td>ODL 695*</td>
<td>Organization Consulting: A Gestalt Approach</td>
</tr>
<tr>
<td>ODL 700*</td>
<td>Organization Development: Theory and Application</td>
</tr>
<tr>
<td>HED 575</td>
<td>Stress and Crisis Management</td>
</tr>
<tr>
<td>EDL 655</td>
<td>Interpersonal Relations</td>
</tr>
</tbody>
</table>

* These courses require either pre requisites or permission from the Director

**Advanced Courses**
The Advanced Courses are designed to provide students with advanced facilitation, influence, consulting and intervention skills.

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Name</th>
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</thead>
<tbody>
<tr>
<td>ODL 705</td>
<td>Facilitating Organization Development (Section 1)</td>
</tr>
<tr>
<td>ODL 710</td>
<td>Intervention Skills: Strategy and Design (Section 1)</td>
</tr>
<tr>
<td>ODL 780</td>
<td>Research Design and Evaluation</td>
</tr>
<tr>
<td>ODL 785</td>
<td>Advanced Seminar</td>
</tr>
</tbody>
</table>

**Order of Taking Courses**
Students should take the Foundation Courses at the beginning of their studies and must complete these courses before taking the 700 Level Advanced Courses. Advanced courses are taken as the last series of courses. Refer to course descriptions for specific course prerequisites.

**Degree Requirements**
To earn the Master of Science in Organization Development and Leadership with a concentration in Adult Learning and Training, students must satisfactorily complete 12 courses/36 credits. Two courses (six credits) may be transferred as long as they are in accord with program requirements and university standards. Transcripts must be submitted prior to matriculation.

**Admission Requirements**
Students seeking admission to the Organization Development and Leadership Graduate Program with a concentration in Adult Learning and Training must have a baccalaureate degree from an accredited college or university. In addition, applicants must have two or more years of professional work experience. Applicants with an undergraduate GPA below 2.8 may have to submit Graduate Record Examination (GRE) or Miller Analogies Test (MAT) scores and request
provisional status for admission. Applicants should submit and online graduate application form and all required documents outlined in the admissions section for Graduate Arts and Sciences.

Concentration in Organizational Psychology and Development

Program Objectives
The Organizational Psychology and Development Concentration strengthens the ability of Organization Development Practitioners, Human Resource Professionals, Project Leaders, Managers, Change Agents, Internal and External Consultants, Mental Health Professionals and individuals in career transition to develop assessment, planning, facilitation and consulting skills in guiding and implementing change in self, groups and organizations. Learning objectives for the Master’s Degree Concentration in Organizational Psychology and Development are to:

- Collaborate with sponsors/clients by helping to assess their needs
- Collect and act on quantitative and qualitative data that identifies organization and individual strengths and weaknesses.
- Learn new skills to create strategies that align individual and departmental goals with organizational objectives
- Leverage internal/external resources to deliver excellent client services by concentrating on the work issues and problems that matter
- Develop measurements that help clients focus their behaviors on achieving specific outcomes.

Curriculum
The Master of Science in Organization Development and Leadership with a Concentration in Organizational Psychology and Development consists of twelve 3-credit courses. The thirty-six credits are distributed as follows:

<table>
<thead>
<tr>
<th>Category</th>
<th>Courses/credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>Foundation</td>
<td>6 Courses/18 Credits</td>
</tr>
<tr>
<td>Electives</td>
<td>2 Courses/6 Credits</td>
</tr>
<tr>
<td>Advanced</td>
<td>4 Courses/12 Credits</td>
</tr>
</tbody>
</table>

Foundation Courses
The Foundation Courses are designed to ensure that all students in the program have a common body of knowledge in performance consulting, strategic leadership and specific organizational psychology concepts. All six Foundation Courses are required.

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>ODL 605</td>
<td>Performance Consulting</td>
</tr>
<tr>
<td>ODL 660</td>
<td>Strategic Leadership</td>
</tr>
<tr>
<td>ODL 620</td>
<td>Psychological Assessments</td>
</tr>
</tbody>
</table>

Choose one of the following (Coaching Block):

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>ODL 625</td>
<td>Psychology of Executive Coaching</td>
</tr>
<tr>
<td>ODL 680</td>
<td>Coaching and Mentoring</td>
</tr>
</tbody>
</table>

Choose one of the Following (Team Block):

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>ODL 630</td>
<td>Leadership Psychology and Team Development</td>
</tr>
<tr>
<td>ODL 665</td>
<td>Leading Teams</td>
</tr>
</tbody>
</table>

Choose one of the Following (Current Methods Block):

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Name</th>
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</thead>
<tbody>
<tr>
<td>ODL 635</td>
<td>Positive Psychology and Scholarship</td>
</tr>
<tr>
<td>ODL 647</td>
<td>Appreciative Inquiry: Theory and Practice of Positive and Whole System Change</td>
</tr>
<tr>
<td>ODL 695</td>
<td>Organizational Consulting: A Gestalt Approach</td>
</tr>
</tbody>
</table>

Elective Courses
The courses below are a sample of electives that can be taken. Substitution is permissible with permission of your advisor. Foundation courses from the Adult Learning and Training Concentration can be taken as electives. Courses from the Blocks can be taken as electives.

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<thead>
<tr>
<th>Course Code</th>
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<tbody>
<tr>
<td>ODL 600</td>
<td>Adult Learning: Theory and Application</td>
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<tr>
<td>ODL 615</td>
<td>Learning Design and Implementation</td>
</tr>
<tr>
<td>ODL 618</td>
<td>e-learning Design and Implementation</td>
</tr>
<tr>
<td>ODL 625</td>
<td>Psychology of Coaching</td>
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</table>
EDL 655  Interpersonal Relations

* These courses require either pre requisites or permission from the Director

**Advanced Courses**
The Advanced Courses are designed to provide students with advanced facilitation, influence, consulting and intervention skills. All four Advanced Courses are required.

- ODL 705*  Facilitating Organization Development (Section 1)
- ODL 710*  Intervention Skills: Strategy and Design (Section 1)
- ODL 780*  Research Design and Evaluation
- ODL 785*  Advanced Seminar

*These course require prerequisites

**Order of Taking Courses**

Students should take the six Foundation Courses before taking the Advanced Courses. Refer to course descriptions for specific course requirements/prerequisites. Advanced courses are taken as the last series of courses.

**Degree Requirements**
To earn the Master of Science in Organization Development and Leadership with a concentration in Organizational Psychology and Development, students must satisfactorily complete 12 courses/36 credits. Two courses (six credits) may be transferred as long as they are in accord with program requirements and university standards. Transcripts must be submitted prior to matriculation.

**Admission Requirements**

Students seeking admission to the Organization Development and Leadership Graduate Program with a concentration in Organizational Psychology and Development must have a baccalaureate degree from an accredited college or university. In addition, applicants must have four or more years of professional work experience in organizations. Applicants with an undergraduate GPA below 2.8 may have to submit Graduate Record Examination (GRE) or Miller Analogies Test (MAT) scores and request provisional status for admission.

Applicants should submit an online graduate application form and all required documents as outlined in the admission section for Graduate Arts and Sciences.

**Concentration in Organizational Dynamics and Leadership**

**Program Objectives**
The Organizational Dynamics and Leadership Concentration is designed to enhance the capability of executives, middle managers, project managers, sales managers, human service directors and supervisors, educational leaders, government officials, supervisors, military officers, and HR administrators in cultivating their ability to lead. The Concentration is designed for busy professionals who have a clear understanding of their educational objectives. The curriculum of the program focuses on the human side of business with training in organizational behavior, leadership development, and personal growth. A variety of management models and tools are studied: including: Emotional and Social Intelligence, leadership styles, team development, cultural competence, power and authority dynamics and effective communication.

Learning objectives for the Master's Degree Concentration in Organization Dynamics and Leadership are to:

- Emphasize leadership competencies such as self-awareness, inspirational leadership, influence and managing conflict by developing the ability to learn and value others knowledge and experience.
- Enhance students' knowledge of psychology and education to successfully initiate, execute, and implement strategic and operational goals by creating positive work environments.
- Learn skills and knowledge to translate vision, both professional and personal, into reality by broadening the student's comfort zone through self-assessment.

**Curriculum**
The Master of Science in Organizational Development and Leadership with a Concentration in Organization Dynamics and Leadership consists of twelve 3-credit courses. The thirty-six credits are distributed as follow:

**Required Foundation Courses**
- 3 Courses / 9 Credits

**Elective Courses**
- 9 Courses / 27 Credits

**Foundation Courses**
The Foundation Courses are designed to ensure that all students in the program have a common body of knowledge in performance consulting,
strategic leadership and specific organizational psychology concepts. All three Foundation Courses are required.

ODL 705 Facilitating Organization Development (Section 2)
ODL 710* Intervention Skills: Strategy and Design (Section 2)
ODL 660 Strategic Leadership

* Pre requisite ODL 705 is required for the Organizational Dynamics Concentration

Elective Courses
Elective courses explore some of the most important forces that shape organizations today and help students develop expertise in specific areas of interest. Students select nine electives. Substitution is permissible under certain circumstances and advisor approval.

ODL 600 Adult Learning: Theory and Application
ODL 615 Learning Design and Implementation
ODL 618 e-learning Design and Implementation
ODL 620 Psychological Assessments
ODL 625 Psychology of Coaching
ODL 630 Leadership and Team Development
ODL 635 Positive Psychology and Scholarship
ODL 645 Leadership Principles
ODL 646 Career Development: Theory and Practice
ODL 647 Appreciative Inquiry: Theory and Practice of Positive and Whole System Change
ODL 650 Organizational Leadership
ODL 655 Organizational Change and Culture
ODL 665 Leading Teams
ODL 668 Social Media and Learning
ODL 675 Implementing Change
ODL 680 The Coaching Leader
ODL 685 Seminar in Global Issues
ODL 686 Study Tour: Seminar in Global Issues
ODL 690 Creative Problem Solving and Critical Thinking Skills
ODL 695 Organization Consulting: A Gestalt Approach
ODL 700 Organization Development: Theory and Application
HED 575 Stress and Crisis Management
EDL 655 Interpersonal Relations

Order of Taking Courses
Refer to course descriptions for specific course requirements/prerequisites.

Degree Requirements
To earn the Master of Science in Organization Development and Leadership with a concentration in Organization Dynamics and Leadership, students must satisfactorily complete 12 courses/36 credits. Two courses (six credits) may be transferred as long as they are in accord with program requirements and university standards. Transcripts must be submitted prior to matriculation.

Admission Requirements
Students seeking admission to the Organization Development and Leadership Graduate Program with a concentration in Organization Dynamics and Leadership must have a baccalaureate degree from an accredited college or university. In addition, applicants must have six or more years of professional work experience in organizations. Applicants with an undergraduate GPA below 2.7 may have to either submit a work resume that shows a substantial post-undergraduate work history or submit Graduate Record Examination (GRE) or Miller Analogies Test (MAT) scores. Applicants should submit or have sent to the Office of Graduate Operations the following:

- Applicants should submit an online graduate application form and all required documents as outlined in the admission section for Graduate Arts and Sciences.

ODL Elective Option: Health Administration
An option exists for selected students working in the health care industry who require more knowledge and skills in the Organizational Development and Leadership field. Students who wish to pursue graduate courses in Health Administration and who enrolled in the Master of Science program in Organizational Development and Leadership may choose the following courses in place of Elective courses offered. Students must meet the admission requirements for Health Administration. All Foundation and Advanced Courses would be required with any four of the following courses taken in place of Elective courses. Course substitution is permissible under certain circumstances and advisor approval.

- HSV 550 Health Services Research
- HAD 552 Health Administration
- HAD 553 Health Care Organization
- HAD 600 Ethics of Health Care
- HSV 551 Managed Health Care
- ODL 650 Organizational Leadership OR
- ODL 660 Strategic Leadership
ODL 655  Organizational Culture and Change
or
ODL 705  Facilitating Organization Development

ODL 665  Leading Teams
OR
ODL 710  Interventions Skills

ODL 605  Performance Consulting OR
OR
ODL 700  Organization Development Theory and Practice

**Academic Advising**

Advising is an important factor in enhancing the quality of each student's experience in his or her concentration. Students who would like to discuss their course of study and/or who have questions on prerequisite courses or degree requirements should contact the Program Director, Dr. Felice Tilin, at the Graduate Organization Development and Leadership Office at 610-660-1575, email her at ftitin@sju.edu. Advising is readily available to counsel participants in the selection of courses and completing program requirements.

**Organization Development and Leadership Course Descriptions**

**ODL 600 Adult Learning: Theory and Application (3 credits)**

Course introduces students to adult education theory that focuses on how adults learn, application of adult education theory, skills required in the delivery of adult learning programs and an introduction to group process. Students have an opportunity to develop a professional learning theory and model. Students also discover their learning style and how style impacts their ability to use their theory and model. Use of feedback as a tool for learning allows students to realize how to improve their facilitation approach.

**ALT Concentration Requirement**

**ODL 605 Performance Consulting (3 credits)**

Course presents to the Organization Development and Leadership professional the practical tools necessary to measure and evaluate the effectiveness of learning and change programs. A specific technology is presented in a step-by-step approach, which links the collaborative consulting process with performance assessment. The course focuses on increasing students’ ability to communicate and work with leaders in their organizations. **ALT and OPD Concentration Requirement**

**ODL 610 Adult Learning Methods (3 credits)**

Major delivery methods and techniques that foster adult learning are discussed and demonstrated. Key elements are discussed that allow students to effectively facilitate adult learning methods that enhance individual and group learning. Emphasis is placed on student participation that fosters experiential learning. Impact of communication style on delivery effectiveness is also discussed. Some methods include case studies, role-plays, small groups, games, simulations, questioning techniques and icebreakers. **ALT Concentration Requirement.**

Prerequisite: ODL 600.

**ODL 615 Learning Design and Implementation (3 credits)**

Major steps in creating and designing adult education learning programs are discussed. Students develop a program that demonstrates their understanding of the key components of instructional design. Specific topics include collaborative relationships with customers/management, needs assessment, analyzing data, writing learning objectives, cost effectiveness of programs, selecting and sequencing content, developing learning materials and constructing evaluative instruments. **ALT Concentration Requirement.**

**ODL 618 eLearning Design and Implementation (3 credits)**

Technological innovations are increasingly being used in training and development programs. Through the lens of adult learning theory, students will assess online learning needs, develop online modules, create online communities of learning and become familiar with the language and best practices associated with eLearning program development. **(Pre-requisite: ODL 600 or permission from Director)**

**ODL 620 Psychological Assessments (3 credits)**

The psychological theories and practices underlying a wide variety of instruments used in assessing individual and group behavior in organizations will be examined. Issues and topics will include employee selection, performance, ability, attitude and development. Participants learn how to critically evaluate measures to answer organizational issues. **OPD Concentration Requirement**
ODL 625 Psychology of Executive Coaching (3 credits)
Executive Coaching has become a staple within many organizations. Executive Coaching is essentially a purposeful, relational intervention based in psychosocial concepts that leads to new and more complex level of functioning in one party. This course primarily assists the student in further development of their coaching skills and models while also examining coaching models, underlying constructs, skills and relevant coaching research. OPD Concentration Requirement, or ODL 680.

ODL 630 Leadership and Team Development (3 credits)
Course focuses on theories and practices required in leading and developing teams. Issues of leadership behavior, interpersonal relations, group roles and stages of development are examined in an experiential laboratory. OPD Concentration Requirement.

ODL 635 Positive Organizational Psychology and Scholarship (3 credits)
This course will provide you with a grounding in the theories and applications of positive organizational and organizational psychology. The core premise of this course is that leadership and personal scholarship excellence are fundamentally tied to creating/enabling organizational contexts that build human strengths as well as unlock the positive and generative dynamics of vibrant human communities. This course will help you to create, foster, and develop organizations where people learn to thrive and perform at their best.

640 Talent Development and Management in Modern Organizations (3 credits)
An overview course that focuses on the emerging trend of talent management with a specific focus on how talent development, learning and training aligns with organizational strategy. Topics include areas like coordinating individual's goals and organizational goals, positioning the learning function, and positioning yourself for a leadership position through talent development.

ODL 642 The Art of Facilitation (3 credits)
Adult learning, as it relates to training/organization development, involves a combination of facilitation and presentation skills. Course focuses on strategies that increase students’ ability to interact with individuals and groups in these areas. Impromptu and planned presentations are audio taped and videotaped for students to receive constructive feedback. Facilitation techniques include managing question-and-answer sessions, dealing with resistive participants, and getting stalled sessions/groups going.

ODL 645 Leadership Principles (3 Credits)
An introductory experiential course that acquaints the learner with the role and activities of being a leader in an organization. Management styles as well as key practices such as planning, decision making, change, conflict, motivation, group dynamics and control are discussed through interactive exercises.

ODL 646 Career Development (3 credits)
Course provides students with an experiential understanding of the process of career development. Through a primarily experiential approach, where students craft their own career vision, students have an opportunity to engage key concepts in the field of career development. In addition, topics such as assessment, gender, choice, interventions and career management are experienced and discussed.

ODL 647 Appreciative Inquiry: Theory and Practice of Positive Whole System Change (3 credits)
Appreciative Inquiry (Ai) is a methodology (and philosophy) for system intervention. Instead of examining what is wrong with a system and devising ways to fix it, Ai discovers what is right with a system and engages stakeholders to amplify and build upon that positive core and spurs innovation. 
Prerequisite: ODL 605 for ALT and OPD Concentrations, No Pre requisites for ODL Concentration

ODL 650 Organizational Leadership (3 Credits)
This course provides a foundation for leadership competencies and characteristics necessary for guiding organizations. Students will use self-awareness tools grounded emotional intelligence developed especially for organizational leaders. Students will deepen their understanding of traditional and contemporary leadership research, theories and practices; and, explore the organizational contexts where work, management and leadership happen. Students will examine the responsibility that comes with leadership through readings, lectures, small group interactions and an online self-development process. This foundational course provides the framework for
other online course work by establishing a community of learners.

ODL 655 Organization Change and Culture (3 credits)
Studying an organization’s culture is essential to any successful change effort. This course will enable students to study organizational theories, systems thinking, and the relationship between cultural issues and successful change implementation. They will experiment with taking on the role of a change agent through simulations, case studies, and studying the culture and changes in their own workplace.

ODL 660 Strategic Leadership (3 credits)
Consulting, advising, educating and coaching leaders necessitates a knowledge and understanding of the learning process and how that translates into strategy for changing any human social environment. In Strategic Leadership you will get a chance to broaden your knowledge and expand your leadership development toolkit as a leader and an educator of leaders. Specific strategies are considered and students begin to explore new ways of looking at leadership and their own behaviors in order to successfully implement strategies. Students have the opportunity to engage with a group of other students in an action research project and participate in a skill weekend where they reflect on the assumptions underlying their leadership actions.

ODL 665 Leading Teams (3 credits)
A big part of organizational life takes place in groups. This course focuses on theories of group dynamics and development and the application to team membership and leadership. Facilitating teams, assessing the development of a team, influencing groups, group roles and group decision-making processes and the dynamics of creating effective virtual teams will all be explored. Students will work in teams in this class and will integrate class learning with their work experience on teams.

ODL 670 Strategic Leadership, Ethics and Values
Thinking strategically about your own development and the development of others is critical to your personal development and your ability to develop others. Leading at the next level requires knowledge and understanding of organizational vision, mission, values, ethics and communication. You will explore the impact of ethics and values on decision-making and organizational effectiveness. Students have the opportunity to focus on a particular area of organizational life and explore the impact of communications, perceptions, behaviors, culture, and current events on the outcomes of projects and initiatives. Pre-Requisites ODL 650 and ODL 655 or permission from Director.

ODL 675 Implementing Change (3 credits)
Course aids students in designing and effectively implementing change programs and projects while achieving and sustaining performance. Students have an opportunity to create a change model from both experience and research. Major issues impacting change will be discussed including understanding resistance and techniques to overcome resistance to change.

ODL 680 The Coaching Leader (3 credits)
This interactive course provides students with the opportunity to learn coaching skills. Specific topic areas include giving and receiving feedback, identifying and understanding communication style preferences, learning how to listen for the "real issues." This course is aligned with the competencies of the International Coach Federation (ICF) and can be applied to professional coaching portfolio hours.

ODL 685 Seminar in Global Issues
Learning to work across the boundaries of culture, opinions, language, ideas and time zones takes practice, experience, empathy and a sense of adventure. This Seminar in Global Leadership is offered in that spirit to give graduate students the opportunity to do a deep dive into other environments, exposure to multinational organizations like the United Nations, NGO's, Schools, corporations, health systems etc. and to both study and get first hand exposure to training and leadership development functions, and what it takes to manage, facilitate and develop positive human development strategies from a multinational perspective. We will look at global learning and leadership at the individual, organization, national, regional and global levels.

ODL 686 Seminar in Global Issues Study Tour
There is no better way to learn about cultural diversity and working in a multinational society than to actually travel to another country. The Study Tour Course includes 9 days in another country and pre work to prepare for the trip and post tour projects. This is a deeply experiential program with a focus on cultural diversity in a variety of education, business and social justice
settings. The students will get a chance to network and learn from professionals in other countries.

**ODL 688 Social Media and Learning (3 credits)**
The course will examine the relationship between learning and social media. Current trends and use of social media in training, education, marketing, product development, data collection, customer service, and networking are some of the topics that will be covered. Students will discuss and evaluate uses of social media in informal social networking and formal knowledge management learning settings. Students will critique their own organization’s culture and values around learning and social media and the challenges and opportunities they pose.

**ODL 690 Creative Problem Solving 3 credits**
Creative problem solving is an essential skill for people working in complex organizations. Creative thinkers reflect on the assumptions underlying actions and consider new ways of looking at and living in the world. They use methods to identify new alternatives. This course is a comprehensive guide for making worthwhile, influential and creative contributions at work. Students have an opportunity to identify and overcome personal and organizational barriers to develop breakthrough thinking.

**ODL 695 Organization Consulting: A Gestalt Approach (3 credits)**
This course will focus on the Gestalt Model in organizational change consulting. Students will learn a powerful new perspective that recognizes behavior and interactions of systems, rather than individuals, creating new and dynamic possibilities for intervention. A theoretical and practical framework will be taught for high-impact consulting in organizations, exploring critical dilemmas and offering opportunities to practice new skills. This course will benefit students who wish to understand and develop process consultation skills while learning a new framework for managing change. Approved by International Coaching Federation (ICF) for coach accreditation hours.

Prerequisite: ODL 605 for ALT and OPD Concentrations, No Pre requisites for ODL Concentration

**ODL 700 Organizational Development: Theory & Application (3 credits)**
Course presents an overview of the fundamental components of organization development. Case studies are discussed and analyzed to demonstrate the fundamental components of OD. Practical skills and approaches are studied, such as change techniques and strategies, influence methods in dealing with leaders and consulting/learning models. Focus of course helps students implement successful learning or change programs in their organization. Topics of discussion include developing sponsorship, action research methods, survey feedback approaches, and dealing with conflict. Prerequisite: ODL 650 and 655 or Permission from Director.

**ODL 705 Facilitating Organization Development**
This course includes an overview of how skilled facilitation helps individuals and groups learn and change within organizations. This course is part of a yearlong journey in which students immerse themselves in learning new skills to lead change. Students have an opportunity to practice organization development skills and learn new methods in helping individuals and groups learn to change. Participants learn to effectively use their own behaviors to influence others in creating work environments that foster collaborative, open problem solving, dealing with differences and participative decision making. (Prerequisites for ALT and ORG Psych: All Core Courses)

**ODL 710 Intervention Skills: Strategy and Design (3 credits)**
Students have an opportunity to complete a project demonstrating action research methodology. Course centers on understanding how to use interventions and the impact that interventions can have within an organizational setting. Students have an opportunity to design and facilitate interventions both in class and in their organization to assure the successful implementation of change and/or that individual learning takes place within their project.

Prerequisite: ODL 705

**ODL 750 Residency: The Change Leader, Facilitating Change (6 credits)**
This is a 6-credit Residency specifically required for students signing up for the online ODL program. The course is designed to be a transformative experience that builds on all of the preceding courses. It will provide real-time community interaction, face-to-face feedback, and opportunities to lead change experiments. During this residency, students learn how to close the gap between knowing and doing through specific teaching and learning strategies. The program is organized into a series of clinics focusing on areas
like facilitative leadership, team leadership, implementing change, and power and authority dynamics.

Prerequisite: ODL 650 or permission from Director

**ODL 780 Research Design and Evaluation (3 credits)**

The course helps students design and evaluate research in their respective organization or field of study. Methods are presented for application to work situations. Topics include: the similarities and differences between theoretical and applied research, use of data-gathering techniques, writing of research reports and evaluation methods for change, learning, and research projects.

Prerequisite: Completion of Foundation Courses. Required for ALT and OPD concentration.

**ODL 785 Advanced Seminar (3 credits)**

A capstone course and the last course taken in the Organization Development and Leadership Graduate Program. Course provides students the opportunity to complete a professional paper on a topic/issue of their choice utilizing research methods and statistics. Students also complete an independent/group project leading to the design and facilitation of a learning or change project.

Prerequisite: ODL 780