

2015 – 2016 Course Descriptions for M.S., Organizational and Strategic Leadership – 3 credits/course

OSL 500 The Challenges of Leadership

The purpose of this course is to introduce students to theories of leadership, grounded on extant literature and research, which will inform and guide students in their personal lives and professional practice as leaders. The course will examine primary styles of leadership and the best practices and principles who have utilized strategic planning for identifying and evaluating contemporary challenges and developing effective and innovative solutions for further research in a Capstone project. Students will also learn the process for reflective-leadership practice through the creation of an individual reflective portfolio and leadership practice plan, which will help them to identify applicable theories and assess their potential for leadership development skills, which will be further developed during the course of the curriculum.

OSL 510 Leadership Research and Evaluation

The purpose of this course is to introduce students to the critical concepts and requirements of graduate-level academic research, writing, presentation, and communication skills. Students will learn: 1) the essential elements of academic writing and format of APA style 2) how to produce proper citations and references for copyrighted material; 3) the correct use of spelling, grammar, and punctuation; 4) how to properly format a Master's thesis or Capstone research paper; 5) how to utilize academic resources, digital and online learning technologies; 6) proper etiquette of interpersonal and online communications in an organizational setting; and 7) effective boardroom style presentation skills necessary for the successful completion of the Master's thesis or Capstone research project.

OSL 520: Change Management

The purpose of this course is to impart the theories, concepts, and more important, the practical applications necessary for leaders to guide individuals, work units, and organizations to the achievement of goals. In broad terms, effective leaders need to be able to 1) motivate the growth and productivity of individuals, work groups, teams and organizations; and 2) create, recognize, and act upon opportunities and situations consistent with the mission and goals of their respective organizations. Concepts, models, and current theories in organizational development will be explained. Personal integrative leadership development will be stressed. The role of emotional intelligence in effective leadership will be explored. A Capstone project proposal must be completed and approved by the Program Director by the conclusion of this course, and will be reflected in the student's final grade.

OSL 530 Strategic Planning and Systems Thinking

This course introduces students to the concepts, varied procedures, and tools used in organizational strategic planning. It addresses the fundamentals of the strategic alignment of people, resources and processes to the business vision, mission, and purpose of the organization. Students will select their organization/industry strategic planning project that will be used for the Capstone Seminar.

OSL 540 Social and Ethical Responsibility of Leadership

Students will analyze social responsibility, ethical, and philosophical thought processes that guide the practice of leadership. The moral development of social responsibility and ethical practices will be discussed in depth through an introduction of challenging examples of ethical dilemmas. Students will keep a journal (an Individual Reflective Portfolio, or IRB) of their reactions to discussions and develop their own code of ethics for their individual practice settings. A research paper or project regarding related issues is an integral part of the course.

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OSL 550 Fiscal Planning for Effective Leadership

This course begins with the foundational concept that effective and ethical fiscal planning stems from responsible stewardship. After examining an organization's mission, students learn the process of identifying the "business of the business." Students learn about its organization's market fit and prospects for the future. Students are introduced to the major managerial accounting and financial management markers that assess the fiscal health of the organization. Macroeconomic forces are explored. A company's business and budgeting cycles are discussed with a continuing focus on stewardship.

OSL560 Public Policy and Administrative Law

Students will learn the relevance of public policy and administrative law to leaders of organizations and to students who are developing themselves as leaders. Specific policies and laws relating to leaders will be emphasized. Case studies involving legal issues will be used for class discussion. The interrelationships between what is legal and what is ethical will be explored.

OSL 570 Group Leadership

This course will clarify the meaning of strategic group leadership by helping students to learn to be leaders in designing their own careers, as well as leaders for their own organizations. The strategic group leadership process will empower students to recognize a problem, intervene, and apply a solution or resolution. The students will identify their own strengths and weaknesses in leading groups. The mental constructs and paradigms of groups will be studied in conjunction with an in-depth study of the theories and practical applications of dynamics to both small and large groups. The role of emotional intelligence in effective leadership will also be considered. A research project related to the course content is an integral part of the course.

OSL 580 Knowledge Management

This course will enable students to utilize information, data, and the intellectual assets of employees to implement critical functions. Through the evaluation of the critical function processes, knowledge within the organization will be evaluated for present, short, and long term usage and future applications. The impact on decision making, services, and product development will be studied to sustain the organization's competitive edge. A research project related to course content is an integral part of the course.

OSL 600 Capstone Seminar and Master's Project

This course is a culminating experience designed to provide students with an opportunity to demonstrate mastery in the field of organizational and strategic leadership. The Capstone Project will be based on rigorous independent research and reflect the integration of theory and practice. The "deliverable" for this course can be: the creation of a new business model, a strategic plan or analysis, or a new program or service for a local nonprofit; but it must have socially or ecologically redeeming value in the Franciscan tradition. Students will meet with the instructor weekly in this seminar to discuss the progress of their projects and seek additional guidance. In addition to writing a scholarly paper that clearly documents their research, students will present their findings in the form of an oral presentation and defense of the project's major conclusions and recommendations to faculty and peers at the end of the semester. Project sponsors, representatives of partnering organizations, or family members of students are welcome to attend this presentation. Written documentation of the project will be filed in the Division of Continuing Adult and Professional Studies.