ORGANIZATIONAL LEADERSHIP – M.S.

Primary Faculty: Dr. Anita Underwood (Director), Dr. Karen Fenton-LeShore (D.C. Campus), Dr. Claire Henry (New York City Campus)

MISSION STATEMENT AND LEARNING GOALS

Mission Statement
The mission of the Master of Science in Organizational Leadership (MSOL) is to educate adult students with a values-based leadership studies program using a dialogue learning methodology, undergirded with a solid foundation in servant leadership principles, theoretical frameworks, and applied research skills that provide a context for enhancing leadership and organizational transformation.

Student Learning Outcomes
Through theoretical models, research and application:

- Socially Relevant
  - Students participation in the Leadership institute, with opportunities to design and facilitate leadership seminars, workshops or conferences for community leaders
  - Opportunity for students to present their thesis research findings to the client organization
  - Understand how to embody and lead from a values-based leadership framework that facilitates human and organizational potential in non-profit, faith-based, business or community settings.

- Academic Excellence
  - Students design and conduct research an action research thesis that contributes to Positive Leadership and Organizational Publication of research project in Proquest – an academic online thesis and dissertation database (optional)
  - Demonstrate information literacy competencies through successful completion of online courses, ability to access articles from scholarly journals via electronic databases and ability to accurately document references using APA Publications guidelines
  - Graduates accepted in Ph.D. programs

- Globally Engaged
  - Global focus and enhanced awareness of requirements to work outside the US, through designing an expatriate portfolio for an international leadership assignment
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- **Intentionally Diverse**
  - Opportunity for current and emerging leaders to enhance their leadership perspectives by engaging in a learning dialogue with professionals from diverse organizational backgrounds

- **Personally Transforming**
  - Provide self assessment tools and process to help leaders have a better self awareness of leadership strengths and weaknesses
  - Demonstrate knowledge, tools, and process that indicate a self-reflective awareness of one’s leadership values, skills, and development needs to enhance leadership potential
  - Offer a holistic approach to leadership, through an integration of Christian and spiritual practices with theories and research on leadership

**MSOL PROGRAM STRUCTURE**

The Master of Science in Organizational Leadership is a graduate studies program offered through the School of Business and Leadership. It is offered in three locations: Nyack, NY; New York City, NY; and Washington, D.C. The 12-month program is comprised of 10 courses, 3 thesis seminar classes, and an action research thesis. To maximize student learning and the quality of the student faculty exchange, students are divided into small cohort groups and remain together throughout the MSOL program. Students enrolled in NYC or DC take classes on two 4-hour weekday evenings. Student enrolled at the Nyack campus take classes on Saturdays for an 8-hour period. Students enrolled in the NYC cohorts must meet a New York state residency requirement by enrolling in the 3-credit “Principles of Research Methods” class on the Nyack campus on Saturdays.

Each cohort has a lead instructor who serves as the student’s academic and thesis advisor.

**Thesis**

The thesis is a major independent action research study that is required for completion of the degree. This research project is designed to provide students with an opportunity to identify a leadership need within an organization, which could benefit from positive organizational change. The academic advisor for the thesis is the cohort Lead Faculty member. This individual is the student’s primary contact and advisor throughout the entire thesis process. The student’s cohort Lead Faculty assigns all feedback and grades.

The thesis is considered an essential component of the MSOL program that helps the student:

- Integrate and apply theoretical knowledge and skills acquired through the course work.
• Integrate theory and practice.
• Understand the policy regarding protection of human subjects in conducting research.
• Develop skills in recognizing, stating and solving problems objectively and systematically.
• Enhance the ability to read and evaluate research articles from scholarly journals.
• Understand the value of database change management strategies.
• Improve skills in evaluating proposals for change as well as their subsequent outcomes.
• Refine oral and written presentation techniques.
• Enhance critical thinking skills.

Finally, the thesis is intended to create a positive change in the organization for which it is designed.

The format and details for the thesis requirements are distributed by the MSOL Lead Faculty.

ADMISSION REQUIREMENTS
The MSOL program admits students twice a year – January and September. Applicants applying for admission to the MSOL program must provide the following, in addition to the Required Admissions Materials:

1. **Computer software and information literacy knowledge**: Applicants must complete a skill-level assessment on the use of Microsoft Office, PowerPoint, Excel and online research databases.
2. **Resume**: Each applicant is required to submit a current resume detailing academic and professional achievements.

Applicants are requested to attend an information session, an open house, or an advisement conference to facilitate their acceptance into the program.

PROGRAM REQUIREMENTS FOR GRADUATION

1. A total of 33 credits with a minimum GPA of 3.0.
2. Successful completion of a written thesis that meets the requirements of MSOL and APA publication guidelines. The final version must be professionally edited to ensure compliance with APA guidelines, and submitted to and approved by the MSOL lead professor.
3. Successful completion of a scheduled oral thesis defense with a grade of B or above.
4. All tuition and fees paid in full.
All of the above requirements must be completed six weeks prior to the graduation date.

Students who do not meet the requirements for graduation after being enrolled in the 52-week MSOL program have up to one (1) additional year to complete any unfinished course work or thesis requirements. Students working on their thesis must register for LDG 798 (Thesis Continuation) for the duration of time needed. If all academic requirements are not completed following the 1-year extension, students wishing to continue must apply for re-admission, re-take all classes and pay the full tuition costs for the entire program. (Unless a leave of absence has been approved.)

First Trimester
LDG 640 – Foundations of Organizational Leadership .................................. 3
LDG 650 – Ethical Leadership ................................................................. 3
LDG 660 – Principles of Research Methods ............................................. 3
LDG 670 – Thesis Seminar I ................................................................. 1

Second Trimester
LDG 680 – Global Leadership and Diversity ......................................... 3
LDG 690 – Organizational Communication and Leadership ................. 3
LDG 770 – Organizational Culture and Team Building .......................... 3
LDG 710 – Thesis Seminar II .............................................................. 1

Third Trimester
LDG 720 – Organizational Redesign and Innovation ............................... 3
LDG 730 – Transformational Leadership .............................................. 3
LDG 740 – Strategic Planning and Implementation ................................ 3
LDG 750 – Thesis Seminar III ............................................................ 1

LDG 798 – Thesis Continuation ........................................................... 0
LDG 799 – Thesis Completion ............................................................ 3

Course Descriptions

First Trimester
LDG 640 Foundations of Organizational Leadership (3)
This course provides a comprehensive analysis of major leadership theories and research approaches with a specific emphasis on servant leadership. An integral part of the learning involves students assessing their own leadership philosophy and then analyzing the relationship between their philosophy and selected theories of leadership. A final outcome of this course is a leadership journey assessment and development plan for each student.

LDG 650 Ethical Leadership (3) (Online Class)
In this course, students develop an understanding of the theories, practices, and ethics of leadership. This course examines how leaders can evaluate,
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promote and maintain ethical behavior in the work environment. Students examine their own ethical values and determine their own position as ethical leaders. Case studies are used to analyze and review ethical decision-making process and to understand the consequences of unethical behavior in the workplace.

**LDG 660  Principles of Research Methods** *(3) (offered at Nyack campus only)*

This course provides an in-depth review of critical research principles to prepare students to complete a master-level thesis. Specifically, students learn to think critically, to analyze data, identify statistical models, and to examine research methodology, instruments and measures. (This course is offered on Saturdays at the Nyack campus and is a residency requirement for all New York students.)

**LDG 670 Thesis Seminar I** *(1)*

In this course, students are taught research proposal writing and are required to turn in a thesis proposal that includes a draft of Chapter I (Introduction), Chapter III (Methodology), Survey Instrument and IRB form. *(Additional class time will be required)*

**Second Trimester**

**LDG 680  Global Leadership and Diversity** *(3)*

This course provides an understanding of the requirements of doing business outside of the United States in countries of Africa, Asia, Europe, Latin America and Middle East. The course content, discussion and assignments provide valuable insights into understanding and overcoming cross-cultural differences. Students conduct and prepare a research project to understand the requirements to be successful in an expatriate assignment.

**LDG 690  Organizational Communication and Leadership** *(3) *(Online Class)*

This course examines the theoretical and empirical literature addressing the function of communication within the context of complex organizations. Particular emphasis is placed on the evaluation of the roles and responsibilities of leaders as communicators and agents of change, while focusing on a variety of communication problems typically experienced in organizations.

**LDG 770 Organizational Culture and Team Building** *(3)*

Through research, case studies and discussion, students learn the importance of organizational culture and its impact on building teams, shaping behavior and career success in an organization. The critical role that the leader’s management style plays in shaping and changing the culture is explored.
LDG 710 Thesis Seminar II (1)
In this segment of Thesis Seminar, the focus is on researching and writing critical literature reviews and the format for writing research findings. Students are required to turn in Chapter II (Literature Review) and Chapter IV (Results) of their thesis. *(Additional class time will be required)*

**Third Trimester**

LDG 720 Organizational Redesign and Innovation (3)
Through research and case studies, this course examines the core principles for redesign and innovation within an organization. Students learn to identify the conditions that determine when an organizational redesign and innovation are necessary and the criteria for determining the type of organizational structure required to meet business needs.

LDG 730 Transformational Leadership (3) *(Online Class)*
Students examine the theories, research and practice of transformational leadership. In this course, students study best practices for developing effective transformational leadership skills. Using case studies, students learn to identify the conditions when, how and where transformational leadership is most needed. Using a team consultant model, students are provided an opportunity to assess an individual, team or organizational situation that requires transformation, followed by developing a proposal to address those needs.

LDG 740 Strategic Planning and Implementation (3)
An organization is able to compete more effectively when there is a shared understanding between the leaders and employees regarding the strategic direction and the requirements needed to achieve the goals. This course provides a comprehensive understanding of various strategic planning models used in organizations. Case studies are used to demonstrate how strategy is developed and implemented. The critical role of the leader, employees and consultants in the strategic planning process is also examined.

LDG 750 Thesis Seminar III (1)
The third segment of Thesis Seminar is the final submission of Chapters I-V of the master thesis. The chapters must be turned in prior to Thesis Seminar III. In this class, the students receive feedback on the chapters. The feedback determines the content and extent of revisions required for successful completion. Each student is required to prepare a power point presentation of their thesis and participation in a mock defense. Once the revisions are completed, students prepare for thesis oral defense. *(Additional class time will be required)*

LDG 798 Thesis Continuation (0)
Students are required to enroll in thesis continuation if they have not completed the thesis by the time of LDG 750 (Thesis Seminar III). Students are allowed 2 consecutive semester enrollments in LDG 798. Students enrolled in this class pay a thesis continuation fee equal to 1 credit hour of tuition.

**LDG 799 Thesis Completion (3)**
Students receive a grade for thesis completion once they have successfully completed the thesis and passed the oral defense.

**Faculty**
*(Year indicates appointment to faculty)*

**Karen Fenton LeShore**, Director MSOL (D.C. campus); Assistant Professor. B.A., SUNY Stony Brook; M.A., Columbia University; Ph.D., Regent University. 2006.

**Claire P. Henry**, Director MSOL (Manhattan campus); Associate Professor. B.A., University of Guyana; M.A., Wheaton College; Ph.D., Michigan State University. 2002.

**Anita Underwood**, Dean of the School of Business and Leadership; Associate Professor. B.A., Spelman College; M.A., Fisk University; Ph.D., University of Michigan. 2004.