

AS.485 (ORGANIZATIONAL LEADERSHIP)

AS.485.605. Ethics, Integrity and the Responsibility of Leaders. 3 Credits.

The first part of this course introduces students to the classical literature in philosophical ethics, including consequentialist, regularian, deontological, and virtue approaches. The second part of the course explores the ethical responsibilities professionals have toward themselves, corporations, the government, and the public. In the third part of the course, students apply an appropriate decision-making framework and gain experience in decision-making surrounding ethical issues. Course discussions will center on issues involving research, research designs and populations, privacy and confidential or sensitive information. During their final project, students will codify an individual code of ethics in relation to professional codes of conduct.

AS.485.615. Leading and Managing Change. 3 Credits.

Leading and managing organizational change requires knowledge and skills for analysis, development and the reengineering of processes. This course provides an overview of organizational change management theories and aligns specific strategies to organizational processes. Using the case study method, students will examine examples of organizational change across industries and the leadership characteristics that contribute to organizational dynamics and facilitate sustainability.

AS.485.620. Managerial Economics. 3 Credits.

The field of managerial economics integrates the concepts of microeconomics and logical decisionmaking to facilitate the development of organizational policies and strategies. These organizational policies and strategies in turn, provide leaders with an effective cost-benefit analysis for implementing change. In this course, students study the principles governing managerial economics and apply them to guide the allocation of limited resources to competing entities within the organization. The goal is to optimize spending to maximize value and output. This course recognizes the impact of markets and the challenges of managing production and performance costs. Students then have the opportunity to build skills for distinguishing between business decisions that provide an immediate benefit return, and those decisions designed for longer term investment. The course also addresses optimization tools and techniques to strengthen decision-making during times of uncertainty.

AS.485.635. Leadership and Organizational Behavior. 3 Credits.

The study of leadership and organizational behavior increases our understanding of the complex nature of employees and how their individual interactions impact corporations, government agencies, academic institutions and other working environments. Leadership, on the one hand, involves making sound judgments to inspire others to perform well while working toward a common goal. Organizational behaviors, on the other hand, reflect the impact of environmental characteristics and job duties on the health, safety and wellbeing of employees. Therefore, leadership and organizational behavior are inextricably linked. To understand this connection, this course presents the primary theories of leadership which drive interaction and the key elements of organizational behavior. The course helps students build knowledge and skills to develop protocols for leadership and organizational behavior that result in increased efficiency and productivity in the workplace.

AS.485.700. Team Building: Individual and Group Dynamics. 3 Credits.

Individual and group dynamics are at the core of evidence-based practices. Leaders direct individuals and groups and also the interaction that occurs among multiple groups toward accomplishment of a mission or purpose. Additionally, leaders must come to terms with the concept of self-leadership-which involves personal resilience and methods for building cultures of resilience. The knowledge of how groups and followers function is essential to sound decision making, implementing new concepts, changing direction, solving problems, and motivating others. To acquire this knowledge, students will dissect modern theories and research in individual and group dynamics, identify 'fit' and apply accepted principles of dynamics to a work environment. Students will also differentiate between small and large group dynamics, evaluate the role of a group leader, by focusing on issues such as boundaries, group identity, cohesion, conflict, power, group recognition, and intergroup alliances.

AS.485.717. Organizational Development and Innovation. 3 Credits.

This course explores the historically rich field of organizational development (OD). The goal of organizational development is to increase efficiency and productivity of organizational processes through planned intervention. To do so effectively, organizational development as an approach will encompass the analysis, development and implementation of planned efforts, often organization-wide and managed from the top. Students will examine common OD efforts that may include diagnostic activities, systems realignment, team-building, sensitivity training, or technology innovation. The outcomes of OD are rich with reward: organizations which embrace this approach also foster a learning culture and incorporate related behaviors that are dynamic, flexible, innovative and creative.

AS.485.718. Strategic Planning for Leaders. 3 Credits.

This course explores models and principles of strategic planning and the leadership characteristics that promote effective strategic planning, including setting priorities, allocating resources to support priorities, and focusing energies to strengthen operations and employee engagement. The outputs of strategic planning, which include documentation and communication that guide achievement of an organization's identified goals. Students learn to recognize the degree of alignment between these goals and actual outcomes from execution of the strategic plan, as a measure of the organization's strategic advantage. Students will extract a set of practical principles useful in any future leadership role.