

DEVELOPING PEOPLE AND ORGANIZATIONS CERTIFICATE

Program Overview

This track is aimed at preparing students to be successful, strategic and impactful professionals who are able to work effectively through others. The program will:

- offer insight into human and organizational relationships;
- enhance the capacity for sound analytical judgment; and
- encourage the ability to see the "big picture" as it relates to an organization and its environment.

Curriculum Overview

Coursework focuses on applied action grounded in theory, and embraces principles applicable to administrative issues in the private, public, and nonprofit sectors. The courses enable students to enhance their knowledge and skills in:

- employee recruitment
- leadership development
- group dynamics
- organizational change
- conflict management
- succession planning
- training and development
- adult learning theory

Certificate Offered

- Developing People and Organizations Certificate

Contact

Jamie Gairo, Ph.D.

Assistant Professor and Interim Program Director
jgairo@rider.edu

Program Website: Developing People and Organizations (<https://www.rider.edu/academics/colleges-schools/college-education-human-services/graduate-programs/leadership-programs/graduate-programs-organizational-leaders/developing-people-organizations/>)

Associated Department: Department of Graduate Education, Leadership, and Counseling (<http://www.rider.edu/academics/colleges-schools/college-liberal-arts-education-sciences/school-of-education/graduate-programs/>)

Related Programs

- Organizational Leadership (M.A.) (<http://catalog.rider.edu/graduate/colleges-schools/education/programs-certificates/organizational-leadership/>)

Program Requirements

(15 Credits)

Code	Title	Credits
LEAD 510	Organizations: Design and Dynamics (Pre-Requisite in Core Curriculum)	3

Select four of the following courses:		12
LEAD 511	Facilitating Culture and Process Change in Organizations	
LEAD 512	Forms of Diversity in Organizations	
LEAD 531	Developing The Human Side of Organizations	
LEAD 532	Program Design for Training and Development in Organizations	
LEAD 533	Conflict and Crisis Resolution in Organizations	
LEAD 534	Facilitation and Team Leadership	
Total Credits		15

Courses and Descriptions

LEAD 510 Organizations: Design and Dynamics 3 Credits

This course will provide students with foundational knowledge in the area of organization studies. Students will gain insight into organizational structure and how it affects interdepartmental behaviors, communication and work flow. The course emphasizes how organizational environment and culture generate and reinforce the way organizational systems work and how leaders operate within these organizational contexts.

LEAD 511 Facilitating Culture and Process Change in Organizations 3 Credits

Organizational culture and existing processes can enable productive and effective environments, or they can be barriers to carrying out the central missions of corporations, not-for-profits, governmental or educational institutions. For organizations to thrive and survive in the future they must be able to change and develop rapidly. This course provides a working knowledge of the key theories and practices necessary to be an effective change agent. Students develop skills in diagnosis, design of interventions and strategies for communicating change.

Prerequisite(s): LEAD 510 or concurrent with LEAD 510.

LEAD 512 Forms of Diversity in Organizations 3 Credits

Increasingly, leaders and employees are part of a more diverse, multiethnic and globally influenced workforce. Students will become more conversant with forms of diversity, such as different cultural traditions, as well as differences in generational sensibilities, ableness, gender, and level of adult development. Students will learn about the different "worldviews" which organizational members bring into the organization, and how that affects their ability to work together. The course develops students' knowledge of and skills in practicing: principles for optimizing human performance in organizations, cultural intelligence, human diversity, and leading multicultural organizations.

Prerequisite(s): LEAD 510 or concurrent with LEAD 510.

LEAD 531 Developing The Human Side of Organizations 3 Credits

This course examines Strategic Human Resources Management (SHRM) within today's organizations, and is designed to provide students with a comprehensive understanding of SHRM practices from a systemic and strategic perspective. Students learn approaches leaders use to recruit, select, evaluate, and develop employees and strategies to create a positive work environment.

Prerequisite(s): LEAD 510 or concurrent with LEAD 510.

**LEAD 532 Program Design for Training and Development in Organizations
3 Credits**

This course provides a full circle approach to workforce training and development that is applicable to professionals in human resources, organizational development, or other leaders who see themselves as trainers, mentors and coaches. The course is designed for students to explore “real world” applications for programs, services and operations in a training environment, and covers key principles such as adult learning theory, facilitation skills, curriculum development, needs assessment, training methodology and techniques, resources and constraints, as well as learning how to evaluate and improve the efficacy of training programs.

Prerequisite(s): LEAD 510 or concurrent with LEAD 510.

LEAD 533 Conflict and Crisis Resolution in Organizations 3 Credits

Leaders face conflict and crisis in their organizations. Being effective in their resolution is an important leadership attribute. Skills that support positive and integrative outcomes include mediation, negotiation and crisis resolution skills. This course will use multiple case studies and role-playing assignments to engage students in understanding how individuals and teams handle mediation and negotiation scenarios. The course will also use multiple case studies to enhance students’ understanding of the components of effective and ineffective leadership for crisis.

Prerequisite(s): LEAD 510 or concurrent with LEAD 510.

LEAD 534 Facilitation and Team Leadership 3 Credits

This course examines the characteristics and behaviors of teams that produce good results and/or generate new ideas. The focus of the course is on how to lead high functioning teams and the development of facilitation capabilities, so that students can effectively lead teams and organizations.

Prerequisite(s): LEAD 510 or concurrent with LEAD 510.