

# ORGANIZATIONAL LEADERSHIP M.A.

## Program Overview

### The Master of Arts (M.A.) in Organizational Leadership

**program** is an applied program that will enhance your leadership, supervisory and administrative skills. You will learn how to be more effective, strategic and creative in complex organizational settings — and graduate with a vision of leadership, values to guide your decisions, and the knowledge to transform vision into a reality. The program recognizes the value of people-oriented leaders who understand individual strengths and leadership styles, group behaviors and motivation. We offer a relevant, real-world education you can apply immediately to your life's work.

While cultivating the ability to ethically lead organizations is the focus of the program, students will also develop and refine their critical thinking and problem-solving skills, approaches to change management, ability to motivate and empower others, and aptitude to communicate effectively and persuasively. Through a concentration of courses, students will apply the concepts of leadership as they pertain to the advanced study of another academic discipline.

### Leadership Competencies Obtained Throughout Program:

- Develop a personal leadership philosophy and approach to ethical leadership practice
- Understand approaches to leadership practice
- Communicate, interact, and engage effectively with a diverse workforce
- Facilitate major leadership processes
- Lead organizations in a changing landscape
- Be proficient in enhancing human and organizational performance

### Program Learning Outcomes:

Students in the M.A. in organizational leadership program will be expected to achieve the following learning outcomes:

1. Examine, evaluate and integrate established and emerging theories related to organizational behavior, organizational design, organizational theory, change management and leadership
2. Analyze problem-solving and decision-making frameworks to lead and drive organizational change
3. Design and conduct research, collect and analyze data to develop innovative strategies to address organizational issues
4. Demonstrate understanding of diversity, equity and cultural difference, and utilize techniques to interrupt bias and create a culture of inclusion
5. Describe and apply theories that promote organizational teamwork, effective communication and collaboration within organizations
6. Engage in self-reflective practices and critical thinking that is relevant to the needs of 21st-century organizational leadership

## Curriculum Overview

The 30-credit M.A. in Organizational Leadership can be earned in just two years of study, although students do have the flexibility to take longer to complete their degree if desired. Each student completes a capstone course (LEAD 598: Capstone in Organizational Leadership), featuring an

action research experience in an organization or an independent research project. Students' broad understanding of leadership and organizations is accomplished through the program's core courses. Developing an effective leadership practice takes self-knowledge, knowledge of others, financial and strategic acumen, a grasp of contextual forces and organizational dynamics, and a rigorous approach to making decisions and solving problems creatively.

### Concentration Options:

- The **Higher Education Leadership** concentration prepares graduates for a variety of institutional roles in higher education, with an emphasis on developing leadership skills for organizational change. A unique graduate program for emerging higher education professionals, our program provides you with the leadership capacity to face organizational challenges in today's colleges and universities.
- The **Talent and Organizational Development** concentration prepares students to be successful, strategic and impactful professionals who are able to work effectively through others. This program concentration offers insight into human and organizational relationships, creates the capacity for sound analytical judgment, and the ability to see the "big picture" as it relates to an organization and its environment.
- The **Counseling-Related Services** concentration prepares graduates with knowledge of mental health and related issues in order to increase their effectiveness as leaders and change agents in organizations that serve individuals with mental health or wellness needs. Coursework studies include focuses on foundations of counseling, legal and ethical issues of concern to those in the counseling arena, and psychopathology. Students also learn from courses in vocational and career development, multicultural counseling, or substance abuse counseling.
- The **Life and Career Coaching** concentration prepares graduates to form mentoring and coaching relationships to aid others in achieving goals in areas such as life transitions, career choices, and work/life balance.

## Forms of Study

The M. A. in Organizational Leadership is a program offered 100% online. All courses are 7-weeks in length with the exception of LEAD 550 (Organizational Research) and LEAD 598 (Capstone), both of which are 14-week courses. In addition, some electives for students who are in the Life and Career Coaching, Talent & Organizational Leadership, and Counseling concentrations are 14-weeks in length.

## Degree Offered

- M.A. in Organizational Leadership

## Contact

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**Program Website:** Organizational Leadership (<https://www.rider.edu/academics/colleges-schools/college-education-human-services/graduate-programs/leadership-programs/graduate-programs-organizational-leaders/>)

**Associated Department:** Department of Graduate Education, Leadership, and Counseling (<https://www.rider.edu/academics/colleges-schools/college-education-human-services/graduate-programs/>)

## Related Programs

- Talent and Organizational Development Certificate (<http://catalog.rider.edu/graduate/colleges-schools/education/programs-certificates/talent-and-organizational-development/>)
- Higher Education Leadership Certificate ([http://catalog.rider.edu/graduate/colleges-schools/education/programs-certificates/higher\\_ed\\_cert/](http://catalog.rider.edu/graduate/colleges-schools/education/programs-certificates/higher_ed_cert/))

## Organizational Leadership Program Requirements

(30 credits)

Group I - Core Courses (p. ) (15-18 credits)

Group II - Concentration Courses (p. 2) (12 credits)

### Organizational Leadership (M.A.)

- Comply with the general requirements concerning graduate study at the master's degree level.
- Enroll in graduate study at Rider for no fewer than two academic semesters or the equivalent thereof.
- Complete at least 30 credits of graduate study.
- Successfully pass a culminating research experience and related written requirements.
- Maintain a GPA of "B" (3.0) or better for work submitted for the master's degree.
- Complete the program within six years of the date the student enrolled in his/her first course unless an extension is approved by the Department of Graduate Education, Leadership, and Counseling.

## Group I - Core Courses - Required

Code	Title	Credits
LEAD 500	The Practice of Leadership	3
LEAD 510	Organizations: Design and Dynamics	3
LEAD 531	Developing The Human Side of Organizations	3
LEAD 540	Strategic and Financial Decision-Making in Organizations <sup>1</sup>	0-3
LEAD 550	Organizational Research	3
LEAD 598	Capstone in Organizational Leadership	3
<b>Total Credits</b>		<b>15-18</b>

<sup>1</sup> LEAD 540 is not a requirement for the concentration in Higher Education Leadership.

### Group II - Concentration Courses

Students will be expected to meet the requirements for any one of the four concentrations outlined below.

#### Talent and Organizational Development

Program Goal: Prepare graduates to be strategic professionals who work effectively through others, particularly in the area of organization and human development. This concentration helps students to

understand broad organizational concepts that apply to private and non-profit sectors. Students build conceptual understanding and explore connections to applied settings.

Code	Title	Credits
<b>Required courses:</b>		
LEAD 511	Facilitating Culture and Process Change in Organizations	3
LEAD 512	Forms of Diversity in Organizations	3
LEAD 532	Program Design for Training and Development in Organizations	3
<b>Select one of the following:</b>		<b>3</b>
LEAD 533	Conflict and Crisis Resolution in Organizations	
LEAD 534	Facilitation and Team Leadership	
COUN 505	Vocational/Career Development	
<b>Total Credits</b>		<b>12</b>

### Leadership in Higher Education

Program Goal: Prepare graduates for a variety of institutional roles in higher education, with emphasis on developing leadership skills for organizational change.

Code	Title	Credits
<b>Required courses:</b>		
EDUC 525	The Higher Education Organization	3
EDUC 535	Legal and Ethical Issues in Higher Education	3
EDUC 540	Leading Operations, Change and Assessment in Higher Education	3
<b>Select two electives from the following:</b>		<b>6</b>
EDUC 530	Student Affairs & Experiences in Higher Education	
EDUC 541	Assessing Organizational Performance in Higher Education	
EDUC 542	Assessment of Student Learning in Higher Education	
EDUC 543	Communicating Educational Data	
LEAD 512	Forms of Diversity in Organizations	
<b>Total Credits</b>		<b>15</b>

### Leadership in Counseling-Related Services

Program Goal: Prepare graduates with knowledge of mental health issues in order to increase their effectiveness as leaders and change agents in the organizations that serve consumers with mental health needs.

Code	Title	Credits
<b>Required courses:</b>		
COUN 500	Introduction to Counseling and Helping Professions	3
COUN 530	Legal and Ethical Issues in Counseling and Psychotherapy	3
<b>Select two electives from the following:</b>		<b>6</b>
COUN 505	Vocational/Career Development	
COUN 515	Substance Abuse Counseling	

COUN 520	Multicultural Counseling and Relationship Development	
COUN 508	Foundations of Clinical Mental Health Counseling	
COUN 535	Holistic Wellness Counseling	
CNPY 514	Psychopathology	
CNPY 502	Theories of Counseling and Helping Professions	
<b>Total Credits</b>		<b>12</b>

## Life and Career Coaching

Program Goal: Prepare graduates to form mentoring and coaching relationships in order to aid others in achieving goals in areas such as life transitions, career choices and work/life balance.

Code	Title	Credits
<b>Required courses:</b>		
COUN 500	Introduction to Counseling and Helping Professions	3
CNPY 502	Theories of Counseling and Helping Professions	3
COUN 505	Vocational/Career Development	3
LEAD 512	Forms of Diversity in Organizations	3
<b>Total Credits</b>		<b>12</b>

## Courses and Descriptions

### CNPY 502 Theories of Counseling and Helping Professions 3 Credits

Introduces the theoretical constructs of the primary theories being used in counseling and other helping professions, such as coaching. The theoretical constructs will be explored for use in self-reflection and self-development and to serve as the basis for development of psychological maps for understanding purposes of clients' behaviors.

**Prerequisite(s):** COUN 500 with a minimum grade of D or concurrent enrollment.

### CNPY 514 Psychopathology 3 Credits

A survey of the study of abnormal psychology. Includes classification, assessment, and treatment and prevention of psychopathology. Characteristics of healthy psychological functioning are examined. Biological, psychological, and sociocultural bases of well-adjusted and maladjusted behavior patterns are considered. Stress, anxiety, and milder forms of psychopathology are considered, as are more severe psychopathological conditions.

### COUN 500 Introduction to Counseling and Helping Professions 3 Credits

Educational, social, and psychological foundations of counseling services. Basic theories, principles, and techniques of counseling and related helping professions, such as coaching, and their applications to professional services. Emphasizes self-awareness as related to becoming a facilitator of helping skills. The team approach to counseling services and the contribution of the various specialties within the total counseling services program are stressed.

### COUN 505 Vocational/Career Development 3 Credits

Includes organizational change and vocational development theories, research, and literature in the field to inform practice with clients with vocational/career concern. The problems and techniques of using occupational and career information, assessment tools, educational and vocational goal setting, conflict management strategies, and individual and group processes are stressed. Includes concepts of career/life planning and counseling and coaching techniques, lifespan transitions, and the interrelationships among work, family, and other life roles.

### COUN 508 Foundations of Clinical Mental Health Counseling 3 Credits

This course will provide the foundation of clinical mental health counseling, including discussion of roles, policies, history, diversity, systems, programs, interventions, fiscal issues, community resources, consultation, advocacy, and assessment issues that are unique to clinical mental health counselors. Projects include searching for government and foundation funding, writing a grant proposal, developing a resource directory, and visiting and writing reports on clinical mental health agencies.

**Prerequisite(s):** COUN 550, CNPY 502, COUN 530, CNPY 514, COUN 503.

### COUN 515 Counseling for Addiction: Practices and Principles 3 Credits

This course focuses on counseling prevention and intervention strategies for clients facing addiction, in addition to reviewing factors pertinent to the etiology and maintenance of addiction. Topics include biology and addiction, the brain and addiction, comorbidity of mental health disorders and addiction, and sociocultural issues pertinent to addiction. The course also attends to the impact that addiction has on clients, including developmental, physical, social, and academic and/or career effects, and reviews the influence of addiction on the client's family and others in relationship with the individual facing addiction. The course emphasizes approaches for counseling prevention and intervention, including assessment, psychoeducation, mutual help groups, and various counseling strategies for client care.

### COUN 520 Multicultural Counseling and Relationship Development 3 Credits

Introduces, examines, and critically analyzes and reflects upon major origins and dimensions of human similarities and differences. Explores and personalizes the social-psychological and behavioral implications of these similarities and differences. Examines issues of race, ethnicity, class, disability, age, gender identity, sexual identity, etc., in the light of theories of individual and group identity development and the impact of these on, between and within group relationships. Each student is expected to utilize this knowledge for the development of healthy multicultural skills. A semester-long engagement in a multicultural interaction and a presentation of a multicultural discovery project are required.

### COUN 530 Legal and Ethical Issues in Counseling and Psychotherapy 3 Credits

Examines and analyzes the legal, ethical, and professional parameters of counseling and psychotherapy. Discusses legal liabilities and malpractice cases arising from constitutional, tort, contract, family, privacy, and criminal laws. Examines client rights and counselor duties and responsibilities. Explores legal, ethical, and professional implications of third party payment, informed consent, medication, case documentation, client termination and abandonment. Advertisement of counseling services, crisis and case management, consultation and supervision, "duty-to-warn" and court appearances of an expert witness will be explored. Special attention will be given to child abuse reporting issues, dual relationships and to regional legal and ethical developments.

**EDUC 525 The Higher Education Organization 3 Credits**

This course allows students to gain perspective on the historical and societal context of higher education in America and the organizational structures, functions, behaviors, and cultures that exist within institutions.

**EDUC 530 Student Affairs & Experiences in Higher Education 3 Credits**

This course will highlight how individuals access higher education and how that education affects students' development via programs, services and interventions designed to promote student growth. The course will explore multiple dimensions of the student experience and how student development theory is used to understand and enhance those experiences. Students will also explore student affairs organizational structures and functions common in colleges and universities.

**EDUC 535 Legal and Ethical Issues in Higher Education 3 Credits**

This course discusses the fundamentals of American law that directly and indirectly affect the environment of higher-education. Students will use diverse sources of law to understand the many different ways laws, code and common law affect the life of an higher education administrator. Ethical issues will be explored in relationship to critical issues in higher education such as admissions, affirmative action, dismissal procedures, academic honesty, and student loans.

**EDUC 540 Leading Operations, Change and Assessment in Higher Education 3 Credits**

In this course, students will gain an understanding of the daily and long-term operational challenges colleges and universities face. The course intends to cultivate a strategic mindset about higher education organizations and a recognition that institutions exist in a competitive environment that require them to change in order to survive.

**EDUC 541 Assessing Organizational Performance in Higher Education 3 Credits**

Through this course, students will be introduced to the concept of institutional effectiveness which focuses on an institution's ability to use planning strategies and evaluation information to assess current performance and plan for improvements. Students will understand the importance of a performance assessment culture including the presence of clear performance goals and measures, collaborative decision-making, and engaged leadership. A focus on determining what should be assessed in academic and administrative units and strategies for initiating performance assessment programs is reviewed.

**EDUC 542 Assessment of Student Learning in Higher Education 3 Credits**

This course examines institutional effectiveness matters focusing on assessment processes in higher education. It explores topics such as the evaluation of academic programs, assessment of student learning outcomes, and involvement in accreditation and accountability demands in higher education. Here, the focus is on how colleges and universities are doing assessment, at the classroom, program, and institutional levels. The course covers the pragmatic planning skills and decision-support tools relevant to assessing student learning. Just as businesses are expected to adhere to compliance and ethics standards, this course provides an in-depth look at how universities' adherence to standards pertaining to academic success can and will lead to an assurance that accredited universities are achieving their institutional goals, meeting the public's expectations, and realizing their greater societal mission.

**EDUC 543 Communicating Educational Data 3 Credits**

Through this course, students will develop skills in statistical communication, incorporating data into delivery methods such as writing, public speaking, teaching, informal conversation and collaboration, programming, and graphic visualizations. Students will understand the importance of creating a data-informed culture and how it contributes to an organization's success. They will also learn methods and strategies of how to communicate to a non-technical audience.

**LEAD 500 The Practice of Leadership 3 Credits**

This course allows students to gain an understanding of the practice of leadership and how they can develop as leaders. Students will explore leadership models, creativity in organizations, and approaches to decision making as they begin to form their own leadership philosophy.

**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.

**LEAD 540 Strategic and Financial Decision-Making in Organizations 3 Credits**

This course explores the importance of information and financial resources within the culture of organizations, and the necessary relationship that exists between the two. The course draws on current literature and student experience to explore resource management and focuses on the effective use of information resources within the boundaries defined by financial realities. The relationship between data analyses and effective decision-making will be explored.

**Prerequisite(s):** LEAD 500 or concurrent with LEAD 500.

**LEAD 550 Organizational Research 3 Credits**

The purpose of this course is to prepare future organizational leaders to read professional journal articles, plan research, and critique research. The course covers basic research methods, such as experimental, ex post facto, correlational, case study, time series, interviews, surveys, and basic statistics in terms of understanding and selecting statistics. These concepts are taught within the framework of organizational leadership. This course should be taken at the end of your program.

**Prerequisite(s):** LEAD 500, LEAD 510. Permission of Program Director required.

**LEAD 598 Capstone in Organizational Leadership 3 Credits**

All MA candidates complete a capstone research project to demonstrate the application of core program competencies to a specific organizational or leadership problem. Reflecting upon their own leadership philosophy developed throughout the program, students will formulate, research, and write a leadership capstone paper that integrates the skills and concepts from the core courses as students use quantitative and qualitative methods to analyze a problem. Core and concentration courses should be completed before taking this course.

**Prerequisite(s):** Must be taken in last semester of study. Permission of Instructor required.