## ORG DEVELOPMENT & LEADERSHIP (ODL)

### ODL 200 Career & Personal Development (3 credits)
This course takes the student through a systematic and integrative process of examining eight research-supported "critical factors for success" as they apply to oneself and one's career. This course will be partially didactic, while being primarily small group oriented, experiential and self-reflective. No prerequisites.

**Attributes:** Undergraduate

### ODL 300 Organizational Development (3 credits)
A behavioral science perspective on the causes and outcomes of individual and group behavior in organizations, and of the behavior of organizations. Topics will include motivation, attitudes, interpersonal processes, leadership, and macro-organizational behavior. Prerequisite: PSY 100 or permission of instructor.

**Prerequisites:** (PSY 1005 or PSY 1001 or PSY 100 or PSY 101 or PSY 1011)

**Restrictions:** Enrollment is limited to PLS/HDC level students.

**Attributes:** Undergraduate

### ODL 310 Group & Team Dynamics (3 credits)
Almost all of our behavior takes place in the presence of other people. A number of small group practitioners and researchers have presented explanations for the why and how of individual behavior in group and team settings. Through the vehicle of the class as laboratory students will experientially examine a number of theories and concepts about individual behavior in group/team settings. Students through class discussions will learn to observe, understand, examine and influence team and group development. Prerequisite: PSY 100 or permission of instructor.

**Prerequisites:** PSY 1005 or PSY 1001 or PSY 100 or PSY 101

**Restrictions:** Enrollment is limited to PLS/HDC level students.

**Attributes:** Undergraduate

### ODL 320 Leadership & Development (3 credits)
In this course, participants will review and discuss current applicable social science literature in an attempt to answer some of the following questions: Who is a leader? What is leadership? Does effective leadership originate in a person or in a set of actions or behaviors? What do we know about developing leaders? How do the constraints of organizations inhibit or facilitate leadership development? What is your current leadership style? These and related questions will be examined by class members through lectures, case studies, self-assessments, and experiential activities. Prerequisite: PSY 100.

**Restrictions:** Enrollment is limited to PLS/HDC level students.

**Attributes:** Undergraduate

### ODL 330 Issues in Organizational Develop (3 credits)
Selected issues in the field such as change agentry, emotional intelligence, assessment, group and interpersonal processes, job enrichment, selection, and placement will be discussed. Small groups, role-playing, and other experiential exercises will clarify important concepts in the field. Prerequisite: ODL 300.

**Prerequisites:** ODL 300

**Restrictions:** Enrollment is limited to PLS/HDC level students.

**Attributes:** Undergraduate

### ODL 340 Coaching & Consulting (3 credits)
Roles, functions, tools and settings that define a consulting psychologist will be explored with an emphasis on the corporate world. Small groups, role-playing, videos and other experiential exercises will clarify and supplement readings, research and discussion. Prerequisites: PSY 100 or permission of the instructor.

**Prerequisites:** ODL 300 and ODL 320

**Attributes:** Undergraduate

### ODL 350 Organizational Research (3 credits)
ODL 400 Cap Proj - Org Development (3 credits)
This course serves as a senior-level, research-based capstone in which organizational development students complete a research project typically developed in the Issues in Organizational Development course. Students will present and orally defend their research project to the Organizational Development and Leadership faculty. Prerequisite: ODL 330.

**Prerequisites:** PSY 2725 or ODL 330

**Restrictions:** Enrollment is limited to PLS/HDC level students.

**Attributes:** Undergraduate

### ODL 600 Adult Learning: Theory & App (3 credits)
Course introduces students to adult education theory that focuses on how adults learn, application of adult education theory, skills required in the delivery of adult learning programs and an introduction to group process. Students have an opportunity to develop a professional learning theory and model. Students also discover their learning style and how style impacts their ability to use their theory and model. Use of feedback as a tool for learning allows students to realize how to improve their facilitation approach. ALT Concentration Requirement

**Restrictions:** Enrollment is limited to Graduate level students.

### ODL 605 Performance Consulting (3 credits)
Course presents to the Organization Development and Leadership professional the practical tools necessary to measure and evaluate the effectiveness of learning and change programs. A specific technology is presented in a step-by-step approach, which links the collaborative consulting process with performance assessment. The course focuses on increasing students' ability to communicate and work with leaders in their organizations. ALT and OPD Concentration Requirement

**Restrictions:** Enrollment is limited to Graduate level students.

### ODL 610 Adult Learning Methods (3 credits)
Major delivery methods and techniques that foster adult learning are discussed and demonstrated. Key elements are discussed that allow students to effectively facilitate adult learning methods that enhance individual and group learning. Emphasis is placed on student participation that fosters experiential learning. Impact of communication style on delivery effectiveness is also discussed. Some methods include case studies, role-plays, small groups, games, simulations, questioning techniques and icebreakers. ALT Concentration Requirement

**Prerequisite:** ODL 600.

**Prerequisites:** ODL 600

**Restrictions:** Enrollment is limited to Graduate level students.
ODL 615 Learning Design & Implement (3 credits)
Major steps in creating and designing adult education learning programs are discussed. Students develop a program that demonstrates their understanding of the key components of instructional design. Specific topics include collaborative relationships with customers/management, needs assessment, analyzing data, writing learning objectives, cost effectiveness of programs, selecting and sequencing content, developing learning materials and constructing evaluative instruments. ALT Concentration Requirement.
Restrictions: Enrollment is limited to Graduate level students.

ODL 618 e-Learning Design (3 credits)
Technological innovations are increasingly being used in training and development programs. Through the lens of adult learning theory, students will assess online learning needs, develop online modules, create online communities of learning and become familiar with the language and best practices associated with eLearning program development. (Pre-requisite: ODL 600 or permission from Director).
Prerequisites: ODL 600
Restrictions: Enrollment is limited to Graduate level students.

ODL 620 Psych Assessments (3 credits)
The psychological theories and practices underlying a wide variety of instruments used in assessing individual and group behavior in organizations will be examined. Issues and topics will include employee selection, performance, ability, attitude and development. Participants learn how to critically evaluate measures to answer organizational issues. OPD Concentration Requirement.
Restrictions: Enrollment is limited to Graduate level students.

ODL 625 Psych of Executive Coaching (3 credits)
Executive Coaching has become a staple within many organizations. Executive Coaching is essentially a purposeful, relational intervention based in psychosocial concepts that leads to new and more complex level of functioning in one party. This course primarily assists the student in further development of their coaching skills and models while also examining coaching models, underlying constructs, skills and relevant coaching research. OPD Concentration Requirement, or ODL 680.
Restrictions: Enrollment is limited to Graduate level students.

ODL 630 Ldshp & Team Development (3 credits)
Course focuses on theories and practices required in leading and developing teams. Issues of leadership behavior, interpersonal relations, group roles and stages of development are examined in an experiential laboratory. OPD Concentration Requirement.
Restrictions: Enrollment is limited to Graduate level students.

ODL 635 Positive Org Psych & Scholarship (3 credits)
This course will provide you with a grounding in the theories and applications of positive organizational and organizational psychology. The core premise of this course is that leadership and personal scholarship excellence are fundamentally tied to creating/enabling organizational contexts that build human strengths as well as unlock the positive and generative dynamics of vibrant human communities. This course will help you to create, foster, and develop organizations where people learn to thrive and perform at their best.
Restrictions: Enrollment is limited to Graduate level students.

ODL 640 Talent Dev & Mgt in Modern Org (3 credits)
An overview course that focuses on the emerging trend of talent management with a specific focus on how talent development, learning and training aligns with organizational strategy. Topics include areas like coordinating individual’s goals and organizational goals, positioning the learning function, and positioning yourself for a leadership position through talent development.
Restrictions: Enrollment is limited to Graduate level students.

ODL 642 Facilitating Adult Learning (3 credits)
Adult learning, as it relates to training/organization development, involves a combination of facilitation and presentation skills. Course focuses on strategies that increase students’ ability to interact with individuals and groups in these areas. Impromptu and planned presentations are audio taped and videotaped for students to receive constructive feedback. Facilitation techniques include managing question-and-answer sessions, dealing with resistive participants, and getting stalled sessions/groups going.
Restrictions: Enrollment is limited to Graduate level students.

ODL 644 Ldshp Dev Methods for Training (3 credits)
ODL 645 Leadership Principles (3 credits)
An introductory experiential course that acquaints the learner with the role and activities of being a leader in an organization. Management styles as well as key practices such as planning, decision making, change, conflict, motivation, group dynamics and control are discussed through interactive exercises.
Restrictions: Enrollment is limited to Graduate level students.

ODL 646 Career Dev Theory & Practice (3 credits)
Course provides students with an experiential understanding of the process of career development. Through a primarily experiential approach, where students craft their own career vision, students have an opportunity to engage key concepts in the field of career development.
In addition, topics such as assessment, gender, choice, interventions and career management are experienced and discussed.
Restrictions: Enrollment is limited to Graduate level students.

ODL 647 Appreciative Inquiry (3 credits)
Appreciative Inquiry (AI) is a methodology (and philosophy) for system intervention. Instead of examining what is wrong with a system and devising ways to fix it, AI discovers what is right with a system and engages stakeholders to amplify and build upon that positive core and spurs innovation. Prerequisite: ODL 605 for ALT and OPD Concentrations, No Pre requisites for ODL Concentration
Restrictions: Enrollment is limited to Graduate level students.

ODL 648 Conflict & Negotiation (3 credits)
ODL 650 Organizational Leadership (3 credits)
This course provides a foundation for leadership competencies and characteristics necessary for guiding organizations. Students will use self-awareness tools grounded emotional intelligence developed especially for organizational leaders. Students will deepen their understanding of traditional and contemporary leadership research, theories and practices; and, explore the organizational contexts where work, management and leadership happen. Students will examine the responsibility that comes with leadership through readings, lectures, small group interactions and an online self-development process. This foundational course provides the framework for other online course work by establishing a community of learners.
Restrictions: Enrollment is limited to Graduate level students.
ODL 655 Org Change & Culture (3 credits)
Studying an organization's culture is essential to any successful change effort. This course will enable students to study organizational theories, systems thinking, and the relationship between cultural issues and successful change implementation. They will experiment with taking on the role of a change agent through simulations, case studies, and studying the culture and changes in their own workplace. Restrictions: Enrollment is limited to Graduate level students.

ODL 660 Strategic Leadership (3 credits)
Consulting, advising, educating and coaching leaders necessitates a knowledge and understanding of the learning process and how that translates into strategy for changing any human social environment. In Strategic Leadership you will get a chance to broaden your knowledge and expand your leadership development toolkit as a leader and an educator of leaders. Specific strategies are considered and students begin to explore new ways of looking at leadership and their own behaviors in order to successfully implement strategies. Students have will have the opportunity to engage with a group of other students in an action research project and participate in a skill weekend where they reflect on the assumptions underlying their leadership actions. Restrictions: Enrollment is limited to Graduate level students.

ODL 665 Leading Teams (3 credits)
A big part of organizational life takes place in groups. This course focuses on theories of group dynamics and development and the application to team membership and leadership. Facilitating teams, assessing the development of a team, influencing groups, group roles and group decision-making processes and the dynamics of creating effective virtual teams will all be explored. Students will work in teams in this class and will integrate class learning with their work experience on teams. Restrictions: Enrollment is limited to Graduate level students.

ODL 668 Social Media & Learning (3 credits)

ODL 670 Strategic Leader Ethics&Values (3 credits)
Thinking strategically about your own development and the development of others is critical to your personal development and your ability to develop others. Leading at the next level requires knowledge and understanding of organizational vision, mission, values, ethics and communication. You will explore the impact of ethics and values on decision-making and organizational effectiveness. Students have the opportunity to focus on a particular area of organizational life and explore the impact of communications, perceptions, behaviors, culture, and current events on the outcomes of projects and initiatives. Pre-Requisites: ODL 650 and ODL 655 or permission from Director. Prerequisites: ODL 655 and ODL 660 Restrictions: Enrollment is limited to Graduate level students.

ODL 675 Implementing Change (3 credits)
Course aids students in designing and effectively implementing change programs and projects while achieving and sustaining performance. Students have an opportunity to create a change model from both experience and research. Major issues impacting change will be discussed including understanding resistance and techniques to overcome resistance to change. Restrictions: Enrollment is limited to Graduate level students.

ODL 680 Coaching & Mentoring Skills (3 credits)
This interactive course provides students with the opportunity to learn coaching skills. Specific topic areas include giving and receiving feedback, identifying and understanding communication style preferences, learning how to listen for the "real issues." This course is aligned with the competencies of the International Coach Federation (ICF) and can be applied to professional coaching portfolio hours. Restrictions: Enrollment is limited to Graduate level students.

ODL 685 Sem in Global Organ Issues (3 credits)
Learning to work across the boundaries of culture, opinions, language, ideas and time zones takes practice, experience, empathy and a sense of adventure. This Seminar in Global Leadership is offered in that spirit to give graduate students the opportunity to do a deep dive into other environments, exposure to multinational organizations like the United Nations, NGO's, Schools, corporations, health systems etc. and to both study and get first hand exposure to training and leadership development functions, and what it takes to manage, facilitate and develop positive human development strategies from a multinational perspective. We will look at global learning and leadership at the individual, organization, national, regional and global levels. Restrictions: Enrollment is limited to Graduate level students.

ODL 686 Global Leadership (3 credits)
There is no better way to learn about cultural diversity and working in a multinational society than to actually travel to another country. The Study Tour Course includes 9 days in another country and pre work to prepare for the trip and post tour projects. This is a deeply experiential program with a focus on cultural diversity in a variety of education, business and social justice settings. The students will get a chance to network and learn from professionals in other countries.

ODL 688 Social Media & Learning (3 credits)
The course will examine the relationship between learning and social media. Current trends and use of social media in training, education, marketing, product development, data collection, customer service, and networking are some of the topics that will be covered. Students will discuss and evaluate uses of social media in informal social networking and formal knowledge management learning settings. Students will critique their own organization’s culture and values around learning and social media and the challenges and opportunities they pose.

ODL 690 Creative Problem Solving (3 credits)
Creative problem solving is an essential skill for people working in complex organizations. Creative thinkers reflect on the assumptions underlying actions and consider new ways of looking at and living in the world. They use methods to identify new alternatives. This course is a comprehensive guide for making worthwhile, influential and creative contributions at work. Students have an opportunity to identify and overcome personal and organizational barriers to develop breakthrough thinking. Restrictions: Enrollment is limited to Graduate level students.
ODL 695 Org Change: A Gestalt Approach (3 credits)
This course will focus on the Gestalt Model in organizational change consulting. Students will learn a powerful new perspective that recognizes behavior and interactions of systems, rather than individuals, creating new and dynamic possibilities for intervention. A theoretical and practical framework will be taught for high-impact consulting in organizations, exploring critical dilemmas and offering opportunities to practice new skills. This course will benefit students who wish to understand and develop process consultation skills while learning a new framework for managing change. Approved by International Coaching Federation (ICF) for coach accreditation hours. Prerequisite: ODL 605 for ALT and OPD Concentrations, No Prerequisites for ODL Concentration
Restrictions: Enrollment is limited to Graduate level students.

ODL 700 Org Dev Theory & App (3 credits)
Course presents an overview of the fundamental components of organization development. Case studies are discussed and analyzed to demonstrate the fundamental components of OD. Practical skills and approaches are studied, such as change techniques and strategies, influence methods in dealing with leaders and consulting/learning models. Focus of course helps students implement successful learning or change programs in their organization. Topics of discussion include developing sponsorship, action research methods, survey feedback approaches, and dealing with conflict. Prerequisite: ODL 650 and 655 or Permission from Director.
Prerequisites: ODL 650 and ODL 655
Restrictions: Enrollment is limited to Graduate level students.

ODL 705 Facilitating Org Development (3 credits)
This course includes an overview of how skilled facilitation helps individuals and groups learn and change within organizations. This course is part of a yearlong journey in which students immerse themselves in learning new skills to lead change. Students have an opportunity to practice organization development skills and learn new methods in helping individuals and groups learn to change. Participants learn to effectively use their own behaviors to influence others in creating work environments that foster collaborative, open problem solving, dealing with differences and participative decision making. (Prerequisites for ALT and ORG Psych: All Core Courses).

ODL 710 Interven Skills: Strat & Desgn (3 credits)
Students have an opportunity to complete a project demonstrating action research methodology. Course centers on understanding how to use interventions and the impact that interventions can have within an organizational setting. Students have an opportunity to design and facilitate interventions both in class and in their organization to assure the successful implementation of change and/or that individual learning takes place within their project. Prerequisite: ODL 705
Prerequisites: ODL 705
Restrictions: Enrollment is limited to Graduate level students.

ODL 750 Change Leader:Facilitating Chg (6 credits)
This is a 6-credit Residency specifically required for students signing up for the online ODL program. The course is designed to be a transformative experience that builds on all of the preceding courses. It will provide real-time community interaction, face-to-face feedback, and opportunities to lead change experiments. During this residency, students learn how to close the gap between knowing and doing through specific teaching and learning strategies. The program is organized into a series of clinics focusing on areas like facilitative leadership, team leadership, implementing change, and power and authority dynamics. Prerequisite: ODL 650 or permission form Director.
Prerequisites: ODL 650

ODL 770 Special Topics in ODL (3 credits)

ODL 775 Capstone Seminar (3 credits)

ODL 780 Research Design & Eval (3 credits)
The course helps students design and evaluate research in their respective organization or field of study. Methods are presented for application to work situations. Topics include: the similarities and differences between theoretical and applied research, use of data-gathering techniques, writing of research reports and evaluation methods for change, learning, and research projects. Prerequisite: Completion of Foundation Courses. Required for ALT and OPD concentration.
Restrictions: Enrollment is limited to Graduate level students.

ODL 785 Advanced Seminar (3 credits)
A capstone course and the last course taken in the Organization Development and Leadership Graduate Program. Course provides students the opportunity to complete a professional paper on a topic/issue of their choice utilizing research methods and statistics. Students also complete an independent/group project leading to the design and facilitation of a learning or change project. Prerequisite: ODL 780.
Prerequisites: ODL 780 (may be taken concurrently)
Restrictions: Enrollment is limited to Graduate level students.