MASTER OF ORGANIZATIONAL LDRSP (MSL)

MSL 500 INFORMATION SYSTEMS 3 Credit
A comprehensive analysis of the impact of computer-based information systems on decision-making, planning, and control of changes in organizational structures to accommodate information technology.
Grade Mode: Standard Letter, Audit, Pass/Fail
Course Offerings: Hybrid, Web Based

MSL 502 HEALTHCARE SYSTEMS 3 Credit
Health care systems are evolving rapidly based on input from consumers, payors, federal government, regulatory bodies, and clinicians. This course will examine the evolution and structure in the current health care system, discussing the issues that impact social justice, healthcare reform, and equitable health care for all. Students will apply systems and leadership theories to affect change within the healthcare system at both a macro and micro levels. Part of the class will focus on the dynamic relationships between patients, healthcare providers, hospitals, insurers, employers, state/federal government policies, and communities.
Grade Mode: Standard Letter, Audit, Pass/Fail
Course Offerings: Hybrid, Lecture, Web Based

MSL 505 HLTHCR INFRMTCS & DATA MGMNT 3 Credit
More than ever, today's healthcare professionals are called upon to provide personalized patient care safely and efficiently with measureable outcomes and an emphasis on prevention. The field of Health Informatics offers tools and strategies that leaders can use to influence the use of technology, data, and information to improve healthcare safety, quality, efficiency, and the healthcare consumer/patient experience. This course will highlight these approaches and topics will include key concepts, theories, tools, and technologies in the fields of health informatics and data management.
Grade Mode: Standard Letter, Audit, Pass/Fail
Course Offerings: Hybrid, Lecture, Web Based

MSL 508 PERSONNEL MGMT & ADMIN 3 Credit
This course explores extant theories of organization management. Theories are examined within the context of application.
Grade Mode: Standard Letter, Audit, Pass/Fail
Course Offerings: Hybrid, Web Based

MSL 509 HUMAN MOTIVATION & LEARNING 3 Credit
Examines prominent and promising theories of human motivation, the evidence on which they are based, and principles of application in not-for-profit organizations. Also examines theories of human learning and their modes of application. Relates theories to programs for intervention and for personnel training.
Grade Mode: Standard Letter, Audit, Pass/Fail
Course Offerings: Hybrid, Web Based

MSL 510 ORG TRAINING & DVLPMNT 3 Credit
The outcomes will concentrate on successful knowledge and skill in planning, conducting, and evaluating effective training and development programs for employees, volunteers, and board members in not-for-profit organizations. Emphasis will be given to assessment and evaluation research to refine achievable outcomes and productivity improvement.
Grade Mode: Standard Letter, Audit, Pass/Fail
Course Offerings: Hybrid, Web Based

MSL 511 ORGANIZATIONAL LEADERSHIP 3 Credit
Leadership skills are essential for organizational leaders who might serve in multiple roles in the constantly changing organizational environments. This course focuses on the theory, research and practice dimensions of leadership and resource stewardship to effectively lead and manage human and material resources in an organization. The course analyzes change theories, cost containment models, ethical and legal aspects of leadership, budgeting and productivity, staffing and staff development in a complex organizational system.
Grade Mode: Standard Letter, Audit, Pass/Fail
Course Offerings: Hybrid, Web Based

MSL 512 GRANT WRITING & ADMINISTRATION 3 Credit
Introduces the students to the basic tools, knowledge, and skills necessary for success in procuring and administering grant monies for not-for-profit agencies and organizations.
Grade Mode: Standard Letter, Audit, Pass/Fail
Course Offerings: Hybrid, Web Based

MSL 514 ORGANIZATIONAL COMMUNICATION 3 Credit
Workplace communication is a key and fundamental part of any organization. The various approaches, verbal, written, formal and informal, involves every level and area of an organization. How the various components of communications are addressed and applied can potentially change the outcome of a decision. In this course, students will learn the theory and prevalent factors as they apply skills in interpersonal organizational communication.
Grade Mode: Standard Letter, Audit, Pass/Fail
Course Offerings: Hybrid, Web Based

MSL 516 RSRCH MTHDS & STATS FOR MGMNT 3 Credit
Management students will learn to conduct social science research at the graduate level. Students will advance through (1) framing the research question (2) conducting a relevant literature review (3) formulating hypotheses (4) examining various modes of data collections (5) specifying a methodology and (6) detailing various data analysis techniques. Different types of research designs and methodologies will be presented. There will be emphasis on writing a research proposal and on selecting the appropriate design and methods for a given research problem. By the end of the course, students will have developed a research proposal in management. In addition, the course will provide a thorough grounding in elementary statistical theory and practice. Concepts, principles, and methods of statistics from two perspectives, descriptive and inferential, will be presented. Statistical topics include describing and displaying data, measures of central tendency, correlation, regression, sampling, probability, mean comparisons, analysis of variance, and non-parametric tests.
Grade Mode: Standard Letter, Pass/Fail
Course Offerings: Hybrid, Web Based

MSL 520 SYSTEMS DESIGN & PROJECT MGMT 3 Credit
A comprehensive analysis of the impact of computer-based information systems on decision-making, planning, and control. Topics include organizational structures needed to accommodate information technology, concepts of project management tools for team management, design, of information systems for managing the traditional functional areas of a firm, and use of computer-aided software engineering (CASE) tools in systems development. Experience with spreadsheets recommended
Grade Mode: Standard Letter, Audit, Pass/Fail
Course Offerings: Hybrid, Web Based

MSL 521 ORGANIZATIONAL FINANCE 3 Credit
The course is designed to impart a working knowledge of introductory accounting principles as applied to the management of organizations. The course will provide the skills to understand the financial communications provided by firms and for the student to convey complex financial concepts to laypersons and/or professionals. Students are expected to develop the working vocabulary to clearly communicate with others in the field.
Grade Mode: Standard Letter, Audit, Pass/Fail
Course Offerings: Hybrid, Web Based

MSL 523 ORGANIZATIONAL BUDGETING 3 Credit
This course will cover budgeting principles and tools. The course involves discussion, theoretical understanding, and practical applications of basic budgeting. Managers of public or nonprofit organizations need an understanding the basic concepts of funding streams and budgeting essential to building and maintaining a strong organization.
Grade Mode: Standard Letter
Course Offerings: Hybrid, Web Based

MSL 525 TRANSFORMATIONAL LEADERSHIP 3 Credit
Transformational leadership savviness is one leadership style that multiple organizations in business and healthcare have advocated for in the leaders they hire. How to inspire, motivate, challenge and develop loyal employees has been found by research to be a key component for successful, effective, and high quality-oriented service organizational outcomes. This course focuses on the theory, research and practice dimensions of transformational leadership – how to lead from the heart to transform complex organizational systems.
Grade Mode: Standard Letter, Audit, Pass/Fail
Course Offerings: Hybrid, Lecture, Web Based

MSL 530 MARKETING ORGANIZATIONS 3 Credit
Marketing is well into its maturity as an effective management tool for public and nonprofit organizations. This course will help students develop a philosophy of marketing applicable to nonprofit management, to develop a systematic approach to solving marketing problems for nonprofit organizations, and an awareness of how to apply the latest concepts and techniques from the private sector to the unique marketing needs of the nonprofit sector.
Grade Mode: Standard Letter, Audit, Pass/Fail
Course Offerings: Hybrid, Web Based

MSL 535 HEALTHCARE ETHICS & LAW 3 Credit
This course provides healthcare leaders with an overview of the legal and ethical issues presented in complex, challenging and quickly changing healthcare arenas. Students will be introduced to the legal aspects of healthcare at the local, state and federal levels. Healthcare leaders will be equipped to research and apply legal, ethical and regulatory principles to current issues facing the healthcare industry. Topics include criminal and civil healthcare claims, malpractice, fraud and liability for individuals and corporations. Students will apply leadership and ethics principles in decision-making on course topics that also include labor and employment fundamentals.
Grade Mode: Standard Letter, Audit, Pass/Fail
Course Offerings: Hybrid, Lecture, Web Based

MSL 541 CRIMINAL JUSTICE SYSTEM 3 Credit
An encompassing view of the discrete elements which comprise the criminal justice system and their interrelatedness.
Grade Mode: Standard Letter, Audit, Pass/Fail
Course Offerings: Hybrid, Web Based

MSL 542 CRIMINAL LAW AND THE COURTS 3 Credit
This course explores criminal offenses and the response of society to these offenses.
Grade Mode: Standard Letter, Audit, Pass/Fail
Course Offerings: Hybrid, Web Based

MSL 543 ADMIN OF LAW ENFRCMNT AGENCIES 3 Credit
Managerial theories and management styles pertinent to the management of law enforcement organizations is the subject of this course.
Grade Mode: Standard Letter, Audit, Pass/Fail
Course Offerings: Hybrid, Web Based

MSL 544 CORRECTIONS: HST, MGT, ALTERN 3 Credit
This course is a constructive exploration of the field of corrections, emphasizing the historical development of corrections, correctional management and critical analysis of the use of alternatives to incarceration.
Grade Mode: Standard Letter, Audit, Pass/Fail
Course Offerings: Hybrid, Web Based

MSL 545 JUVENILE JUSTICE SYSTEM 3 Credit
Explores the various agencies and organizations which make up the juvenile justice system. These agencies are charged with intervening in the lives of the offender. Topics include historical background, definitions, system development and other areas of interest.
Grade Mode: Standard Letter, Audit, Pass/Fail
Course Offerings: Hybrid, Web Based

MSL 546 AT RISK YOUTH 3 Credit
Constructive exploration of the dysfunctional behavior of young people and the factors that cause this behavior. Dysfunctional behavior includes, but is not limited to, teenage violence, risky sexual behavior, and drug and alcohol abuse.
Grade Mode: Standard Letter, Audit, Pass/Fail
Course Offerings: Hybrid, Web Based

MSL 547 PSYCH OF CRIMINAL BEHAVIOR 3 Credit
This course explores the current and prevailing theories of human criminal behavior. Topics range from the possibility of genetically based behavior to the various models of social and personal deprivation.
Grade Mode: Standard Letter, Audit, Pass/Fail
Course Offerings: Hybrid, Web Based

MSL 562 PEOPLE & EXPERIENCE 3 Credit
This course is an introduction to providing strategy and best practice principles for healthcare leaders on the topic of people and experience. Students will be exposed to practical situations and problem solving approaches based on innovative practices and legal compliance to enhance the overall employee experience in an organization. Course topics include staffing and workforce planning, organizational strategy and design, compensation, employee engagement, change management, reducing lateral violence, and employee relations.
Grade Mode: Standard Letter, Audit, Pass/Fail
Course Offerings: Hybrid, Lecture, Web Based

MSL 565 HLTHCR BUDGET & FINCL PLANNING 3 Credit
The course is designed to impart a working knowledge of introductory accounting and financial management concepts, techniques, and vocabulary as they apply to health care organizations. The student will first focus on understanding the principles and practices of financial accounting, and the methods for analyzing and using financial accounting information for decision#making. Then the student will explore managerial accounting concepts, and apply these concepts to organizational planning and control. Finally, the student will develop skills in the valuation of cash flows, and discuss ways that health care organizations use financial markets to raise funds and invest in projects.
Grade Mode: Standard Letter, Audit, Pass/Fail
Course Offerings: Hybrid, Lecture, Web Based

MSL 592 SPECIAL TOPICS 3 Credit
Special Topics offers one of two opportunities. A faculty member or invited distinguished scholar to prepare and present a course on a professional topic. The course may be organized similar to a regular course or with a non-traditional format that best supports the course outcomes. The second enables the student and advisor may structure a unique experience to enhance the student degree plan. Prerequisite: Permission of the Advisor
Grade Mode: Standard Letter, Audit, Pass/Fail
Course Offerings: Hybrid, Web Based

MSL 600 PRO DEVELOPMENT SEMINAR 3 Credit
Students may attend with approval a professional conference related to their field of study and complete further research on an approved topic. Approval of an MSL instructor and internet access required
Grade Mode: Standard Letter, Pass/Fail
Course Offerings: Hybrid, Web Based

MSL 610 LEADERSHIP/INNOVATION IN ORGS 3 Credit
The outcomes will concentrate on motivating and empowering managers to reason, act, and reflect on the principles and practices of inspiring and effective leaders in not-for-profit organizations. Review of the literature on leadership practices and outcomes for the improvement of organizations. Each student will complete a leadership self-assessment and advancement plan.
Grade Mode: Standard Letter, Audit, Pass/Fail
Course Offerings: Hybrid, Web Based

MSL 695 INTERNSHIP/PROJECT 1-6 Credit
The experience of an internship in a public service or not-for-profit organization, or completing a project relevant to the student and his/her employer is a vital component of the MSL program. Students determine the project or internship which would be most useful to them or their career goals. The specific course requirements are arranged through and coordinated with a faculty member of the graduate program. Students may enroll in from one to six credits per semester, with a maximum of six credits for the degree. Arrangements for the specific placement or project are the result of student initiative and must be made with an instructor (and host organization if appropriate) prior to the term of enrollment. All grades will be either pass or fail.
Grade Mode: Standard Letter, Audit, Pass/Fail
Course Offerings: Internship, IN/FE/Rsrch/Thsis/Prjct/Capstn
Equivalencies: MHA 695