Department of Organizational Leadership and Communication

Mission

The Department of Organizational Leadership and Communication offers interdisciplinary leadership programs to help you further your skills and prepare to help people and organizations flourish. At the core of each program is a focus on Christ-like principles to prepare students to lead with integrity.

GPA Requirement

Any student participating in Department of Organizational Leadership and Communication cocurricular activities, forensics, or media production must maintain a 2.5 cumulative grade-point average.

Programs

Majors

- Communication Management (BA) (http://catalog.apu.edu/academics/school-business-management/organizational-leadership-communication/communication-studies-ba/)

Minors

- Communication Management (http://catalog.apu.edu/academics/school-business-management/organizational-leadership-communication/communication-studies-minor/)
- Leadership (http://catalog.apu.edu/academics/school-business-management/organizational-leadership-communication/leadership-minor/)

Master's

- Master of Arts in Leadership (http://catalog.apu.edu/academics/school-business-management/organizational-leadership-communication/leadership-ma/)
- Master of Science in Organizational Psychology (http://catalog.apu.edu/academics/school-business-management/organizational-leadership-communication/organizational-psychology-ms/)

Courses

COMM 111, Public Communication, 3 Units

This course offers practical instruction in how to speak effectively and introduces the basic principles underlying effective communication. Topics range from the study of theoretical models of interpersonal and public communication to the fundamental skills of research, organization, and delivery of informative and persuasive discourse. *Meets the General Education Requirement: Oral Communication.*

COMM 116, Intercollegiate Forensics, 1-3 Units

Students participate in directed activity in debate and/or individual events, including platform speaking, limited preparation events, and the oral interpretation of literature. Participation in intercollegiate speech competition is required. May be repeated for up to 6 units, but only three count toward the major.

COMM 200, Introduction to Mass Communication, 3 Units

This course provides a study of the forms, content, environments, and strategies of the mass media (e.g., newspaper, magazine, radio, television, film, etc.). Emphasis is given to an historical and critical understanding of media structures and functions.

COMM 201, Introduction to Communication Studies, 3 Units

This introductory course exposes students to the main areas of scholarship and research within the field of communication. Students are introduced to the fundamental issues and concerns involved in the study of rhetorical and communication theory and given an orientation necessary for future study. Emphasis is placed on approaches to communications employed within the field, current developments in scholarship, and the development of proper research techniques.

COMM 211, Professional Communication, 3 Units

Improves students' professional communication skills and develops an understanding of vocational calling necessary to establish a professional identity. The course provides the structural skills necessary to deliver effective professional presentations using innovative technologies in a variety of contexts. **Prerequisite:** COMM 111

COMM 225, Communication and Relationships, 3 Units

This course offers an analysis of interpersonal interactions in personal and professional life, from initial and developing relational sequences to the maintenance and dissolution of relationships. Topics such as attraction, intimacy, trust, and interpersonal influence are discussed, as well as current developments in interpersonal communication theory, research, and consulting.

COMM 230, Small Group Communication, 3 Units

This course gives students a theoretical and applied group participation and leadership. Students examine the antecedents, processes, and outcomes of group communication, including group development, leadership emergence, norms and roles, performance, cohesion, conflict, and decision making.

COMM 260, Intercultural Communication, 3 Units

Students in this course explore the dynamic processes involved in establishing a relationship between culturally diverse individuals. Respecting divergent cultural patterns is promoted, but not at the expense of salient spiritual, moral, and ethical issues involved in intercultural communication. *Meets the General Education Requirement: Intercultural Competence.*

COMM 300, Research Methods in Communication, 3 Units

This course introduces students to the research process. Students learn how research is planned and designed; explore quantitative and qualitative methods, as well as processes of data collection and analysis; and gain experience in conducting original research.
Prerequisite: COMM 201

COMM 302, Rhetorical Theory, 3 Units

Provides a survey of historical and contemporary rhetorical theories beginning with the Greek classical period. Emphasis is on forms of critical and theoretical analysis of human discourse in modern society.
Prerequisite: COMM 201

COMM 305, Writing 3: Writing for Communication, 3 Units

This course prepares students to participate in the discourse community of communication studies. It transitions students from classroom writing tasks, genres, and audiences to those that will be expected of them once they enter an academic field or profession. This includes researching in the Information Age, synthesizing information from sources, upholding communications industries' standards, and building identities as communication specialists. Portfolio-based assignments focus on writing for advanced study, strategic communication, media, businesses, online platforms, and professional contexts. *Meets the General Education Requirement: Writing 3: Writing in the Disciplines.*
Prerequisite: Writing 2

COMM 315, Intercollegiate Forensics, 1-3 Units

Students participate in directed activity in debate and/or individual events, including platform speaking, limited prep events, and the oral interpretation of literature. Participation in intercollegiate speech competition is required. May be repeated for up to 6 units, but only 3 count toward the major.

COMM 335, Leadership Communication, 3 Units

This course teaches students the theoretical, empirical, and practical aspects of leadership communication by taking a distinct communication approach to leadership studies. Topics covered include leadership and followership communication styles and practices; various leadership theories and perspectives; power and influence; team/group leadership; organizational, crisis, and public leadership; diversity; ethics in leadership; and leadership development.
Prerequisite: Junior or senior standing

COMM 340, Argumentation and Advocacy, 3 Units

Students in this course analyze argumentation techniques used in formal and informal settings. Course material focuses on understanding and defining argument, and discovering argument in the personal community, the social community, and nontraditional places.
Prerequisite: COMM 203

COMM 341, Media Criticism and Theory, 3 Units

This course examines the origins and development of film criticism and theory through a close analysis of selected writings. Specialized critical approaches such as genre, auteur, feminist, and Marxist will be framed by a cultural studies approach giving an understanding of film as an expression of both art and popular culture.

COMM 345, Nonverbal Communication, 3 Units

This course introduces students to nonverbal communication as a vital factor in human communication by examining the research, practice, and principles underlying nonverbal behavior. The course focuses on several components of nonverbal communication, including touch, proximity, vocal quality, eye contact, facial expression, personal appearance, gesturing, and gender and culture differences in nonverbal behavior. Application of the theories of nonverbal communication is made to workplace, social, and family settings.

COMM 350, Rhetoric and Political Influence, 3 Units

This course provides a survey of the principles and practices of speech communication to examine political dynamics of rhetorical power. Students pursue a deeper understanding of the rich history and context of the unique communication phenomenon that is political rhetoric, as well as its areas of influence in cultural settings.
Prerequisite: COMM 201

COMM 360, Studies in Popular Culture, 3 Units

This course carefully examines popular cultural forms, institutions, rituals, artifacts, icons, communication practices, thought patterns, worldviews, value systems, and ideologies possibly created thereby. Topics range from the private and public experiences of popular culture in movies, television, and recordings to fast food, automobiles, and blue jeans, along with their relationship to wider cultural contexts and Christian faith.

COMM 420, Conflict Management, 3 Units

This course examines the process of communication to create, manage, and resolve conflict situations, and analyzes conflict on intrapersonal, interpersonal, group, and organizational levels.
Prerequisite: Junior or Senior Standing

COMM 430, Organizational Communication, 3 Units

Examines the nature and process of communication in and constitutive of modern organizations. Explores the pragmatic implications of organizational communication theories as they relate to understanding, shaping, and participating in organizations.
Prerequisite: COMM 300 and Junior or Senior standing

COMM 435, Family Communication, 3 Units

Offers an in-depth analysis of various family units and family functioning. Topics include family theories (i.e., systems theory, relational dialectics, and communication privacy management), specific family relationship types (i.e., sibling relationships, blended families, adoption, and parent-child relationships), and communication patterns in families, with emphasis on current development in family communication theory and research.
Prerequisite: Jr/Sr Standing

COMM 440, Persuasion and Attitude Change, 3 Units

Examines the basic theories and techniques of influence, providing the student with a critical awareness of the nature, function, and scope of persuasion. The class covers such concepts as attitudes, credibility, resistance to persuasion, ethics, logic and argumentation, and propaganda.
Prerequisite: Junior or Senior Standing

COMM 490, Communication Internship, 1-3 Units

This course gives students direct experience as they apply the principles and skills of communication theory while performing specific tasks, which may include career training and group leadership. Participants arrange their own internships, under the direct supervision of the instructor. *Meets the General Education Requirement: Integrative and Applied Learning.*
Prerequisite: Junior or senior standing and instructor consent

COMM 491, Classroom Practicum, 1-3 Units

This course gives students practical experience in classroom teaching and tutoring. Students assist in classroom duties as well as complete assignments related to the development of a communication perspective. Three units must be taken for the communication major; an additional 3 units may be taken for credit toward graduation.

COMM 495, Special Topics, 3 Units

This course allows occasional offerings of diverse topics in communication studies not covered by regular department courses. Performance areas, emerging skills needs, contemporary issues, and trends in the field of communication studies, or special interests of faculty and students, may be targeted under this category. Performance areas such as forensics, as well as subject areas such as leadership communication, urban communication, and health communication, are some topics that may be taught in this course. Course may be repeated, but only 3 units count toward major elective credit. Additional units may be taken for credit toward graduation.
Prerequisite: Junior or Senior Standing

COMM 496, Communication Capstone: Ethics and Communication, 3 Units

This course helps students understand a biblical worldview of communication and the ethical dilemmas facing communicators in a variety of situations. Through the examination of a biblical metanarrative and various communication theories, students come to understand the powerful ways in which communication defines, creates, maintains, and/or changes social reality, and the ethical implications involved in each of these communication functions.
Prerequisite: COMM 300

COMM 497, Readings, 1-4 Units

Consists of a program of study concentrating on assigned readings, discussions, and writing arranged between and designed by a student of upper-division standing and a full-time professor. An independent study fee is assessed for each enrollment in this class.

COMM 498, Directed Research, 1-3 Units

This course provides instruction in research design and technique, and gives students experience in the research process. The 1-unit expectation encompasses no fewer than 30 hours of work with accompanying reading, log writing, and seminar presentation within the department or in a university research symposium. No more than 1 unit may be used to fulfill the preparatory readings requirement. An independent study fee is assessed for each enrollment in this class.

COMM 499, Thesis/Project, 1-4 Units

This is a senior-level, "capstone" type of independent study/research experience involving the student in a unique project with a sophisticated level of research, synthesis, analysis, and communication. The 1-unit expectation encompasses no fewer than 30 hours of work with accompanying readings, log, instructor discussions, and writing of summary analysis and conclusions. The thesis or project may result in formal thesis, published article, electronic media, annotated recital, or artistic creation of a material form. No more than 1 unit may be used to fulfill preparatory readings requirement. An independent study fee is assessed for each enrollment in this class.
Prerequisite: Upper-division writing intensive course or instructor consent; and Junior or Senior standing

COMM 500, Strategic Communication Theory and Practice, 3 Units

This course examines the history, theory, research, trends, tools, and practices of strategic communication, with special attention given to the use and influence of social and digital media. Students analyze realistic case studies as the applied understanding of how they design and execute strategic communication plans, and explore the role of strategic communication in business, government, not-for-profit organizations, and agencies.
Prerequisite: Acceptance into the Master of Arts in Strategic Communication program.

COMM 502, Writing and Media Content Development, 3 Units

This course examines the foundational and essential tools of writing across multimedia platforms, emphasizing effective content development and precision in writing strategically. The course encompasses principles and applications for branding, advertising, integrated marketing communication, public relations, and crisis communication, and the technologies for producing and disseminating effective content and engaging key publics. Students are required to master writing strategy, design fundamentals, typology, research, terminology, production techniques, pitching, digital platform development, and portfolio construction for actual clients and/or community partners.
Prerequisite: Acceptance into the Master of Arts in Strategic Communication program.

COMM 503, Research Methods, 3 Units

This course examines how professionals utilize research and data. Students gather, review, analyze, explain, and apply the methods and practices of popular and academic research in order to learn how to effectively achieve organizational goals and build relationships with publics.

COMM 504, Digital Analytics and Consumer Insights, 3 Units

This course focuses on the understanding and use of social and digital media data analytics. Students take a hands-on approach in utilizing various digital analytic methodologies to address key questions in strategic communication related to such topics as return on investment, audience measurement, and brand management.

COMM 505, Ethics in Strategic Communication, 3 Units

This course helps students better understand the presuppositional thinking and faith-based foundations that guide their motivations and actions related to legal and ethical principles in the profession of strategic communication. Students also explore the role of corporate social responsibility and diversity in various types of organizations in a growing global marketplace.

COMM 506, Reputation Management, 3 Units

Issue management in strategic communication involves scanning the public environment, policy advocacy, media relations, local and global mobilization, coalition management, and organizational reputation maintenance. Students in this course analyze case studies and interact with multiple interpretations, thus gaining the practical skills needed to shape and guide public opinion and advance organizational mission.

COMM 507, Case Studies in Strategic Communication, 3 Units

Students in this course analyze case studies as the applied understanding of how they design and execute strategic communication plans. Students design and produce a case study focusing on a communication aspect of their organization or another actual for-profit or not-for-profit client.

COMM 513, Strategic Branding, 3 Units

This course will guide students in the understanding of brand value through the discovery of how to build and manage a brand. Areas covered in the course include: defining brand, brand equity and the strategic brand management process; the role of the consumer in brand building; identifying brand elements; the relationship between product strategy, pricing strategy, and channel strategy; the function of integrated marketing communication in brand building and expansion; branding strategy in the digital era; brand measurement (e.g. big data and marketing analytics); and the future of branding.

COMM 520, Global Strategic Communication, 3 Units

Students in this course explore the role of strategic communication within the global marketplace. Special emphasis is placed on effective communication within the contexts of cultural, economic, and regulatory distinctions.

COMM 590, Professional Project I, 3 Units

Students work autonomously to demonstrate mastery of core strategic communication concepts through the planning and implementation of primary and secondary research resulting in the written and oral presentation of a strategic communication research report. This course builds the foundation for the development of a data-driven, comprehensive campaign for a real-world client in COMM 596.
Prerequisite: Successful completion of six core courses and two electives.

COMM 595, Special Topics in Strategic Communication, 3 Units

In this course, a topic of current interest to students is examined in depth. Students analyze and evaluate topics/issues to reach and express a position, enhance personal development and/or to develop a particular project. If students elect this course more than once during their program, each such course must address a different topic.

COMM 596, Professional Project II, 3 Units

Students work autonomously to demonstrate mastery of core strategic communication concepts through the development of a data-driven, comprehensive strategic communication campaign for a corporate, nonprofit, or government organization. This course builds upon the research conducted in COMM 590 with the creation of campaign strategy, messaging, and evaluation. The final product contributes to the student's portfolio for current or potential employers.
Prerequisite: Successful completion of COMM 590.

COMM 599, Readings in Communication, 1-3 Units

This course is an independent study vehicle through which students and their sponsoring faculty members may pursue approved investigations beyond those provided within regular course offerings.

LDRS 103, Life Design and Self-Leadership, 3 Units

This course helps students discover their individual calling within the framework of their view of life and work. Students gain a greater understanding of their strengths, values, interests, skills, and personality as they build prototypes of potential careers utilizing a life design process and prepare for life after college with intention and purpose.

LDRS 201, Foundations of Leadership, 3 Units

This course blazes the trail for understanding the concepts of good leadership and followership, identifying oneself as a leader, discovering one's sense of calling, establishing a commitment and plan for whole-person leadership development, seeing leadership through an interdisciplinary lens, and grounding one's "leadership story" in an awareness of current history and the reality of the Kingdom of God. Through creative experiences, meaningful texts, and powerful assignments, students are prepared for further leadership education.

LDRS 303, Career and Life Planning, 3 Units

For students entering the professional world, this course aids in understanding career development options, finance management, and coping with stress. Students gain a greater understanding of their strengths, values, interests, skills, and personality as they seek employment and/or apply to graduate school. Relevant guest presenters spend class time sharing important information that benefits students in planning for careers and life.

LDRS 311, Leadership Values and Virtues, 3 Units

This course views leaders as authentic servants committed to transformation. Students study the leader's motivations, the dreams of followers, conflict resolution, as well as personal, intellectual, and civic virtue. Perspectives for steering clear of bad leadership and toward collaboration with those who share the leader's commitment to the common good are considered. The course focuses on the development of leaders who are responsible, good, humble, and who understand the diverse values of others.
Prerequisite: LDRS 201 (may also be taken concurrently) or junior standing or department consent.

LDRS 322, Leadership Strengths and Skills, 3 Units

This course focuses on a strengths-based approach to leadership and leadership development, as well as the skills necessary for good leadership. Opportunities to understand and practice essential skills such as continual learning, powerful communication, problem solving, managing process, goal achievement, conflict resolution, win-win negotiating, and empowering stewardship are woven throughout the course. Training additional leaders is also a key topic. Effective leadership practice through emphasis on strengths development is the goal of this course.
Prerequisite: LDRS 201 (may also be taken concurrently) or junior standing or department consent.

LDRS 333, Leadership Influence and Impact, 3 Units

This course looks at the leader as agent of change on three levels: personal change, influence on individuals and small groups, and impact on cities, organizations, and cultures. Through historical reflection and developing a systemic vision, students are equipped to make a difference in many social settings. By learning to work as mentors, facilitators, and ambassadors, emerging leaders can leave a dynamic legacy.
Prerequisite: LDRS 201 (may also be taken concurrently) or junior standing or department consent.

LDRS 335, Leadership Communication, 3 Units

This course teaches students the theoretical, empirical, and practical aspects of leadership communication by taking a distinct communication approach to leadership studies. Topics covered include leadership and followership communication styles and practices; various leadership theories and perspectives; power and influence; team/group leadership; organizational, crisis, and public leadership; diversity; ethics in leadership; and leadership development.

LDRS 401, Leadership Studies Capstone, 3 Units

This course deepens students' capacity for leadership based on wisdom, knowledge, and understanding. In addition to concluding the leadership minor by linking leadership practice to leadership theory, students dialogue about leadership issues such as gender, community, temptation, finding one's voice, mission, and the whole-person model. A thoughtful and thorough final project and a high-quality portfolio presentation are crafted to integrate students' learning about leadership and to provide a postgraduation plan for lifelong leadership development.
Prerequisite: LDRS 201, LDRS 311, LDRS 322, LDRS 333

LDRS 495, Special Topics in Leadership, 1-3 Units

This course addresses topics of current interest in leadership studies that are not covered by the core and elective courses. Topics vary from semester to semester. This course may be taken more than once as topics change.

LDRS 497, Readings, 1-3 Units

This is a program of study concentrating on assigned readings, discussions, and writing arranged between, and designed by, a student of upper-division standing and a professor approved by the Program Chair. The course allows the student to identify a specific leadership theme and investigate it further.

LDRS 501, Foundations of Leadership Theory, 3 Units

This course provides a conceptual and practical survey of predominant leadership theories providing students with opportunities for critical reflection and application. A focus is given to transformational theories of leadership and application is made to the M.A. in Leadership core competencies.

LDRS 502, Cornerstones of Christian Leadership, 3 Units

This course utilizes APU's Four Cornerstones to discuss leadership from the Christian tradition. Students look at the example of Jesus, the ultimate servant leader, and how His followers through history have both succeeded and failed in following His example. Through probing into how Christian scholars have written about and understood leadership, as well as seeking to show that the goal of Christian leadership is to serve God and the common good of humanity, students gain a faith-based benchmark for further studies in leadership.

LDRS 503, Organizational Behavior, 3 Units

This course investigates the effective functioning of individuals and groups within organizational settings. Emphasis is placed on how leaders perceive organizations from strategic design, organizational culture, and political environment perspectives. This course applies theoretical concepts to major organizational challenges such as organizational effectiveness, motivation, conflict, job stress and satisfaction, and decision making. The focus of the course includes organizational communication, as well as the attitudinal and behavioral implications for leaders.

LDRS 510, Creative and Collaborative Leadership, 3 Units

This course enables students to integrate the concepts of personality, leadership, and creativity; investigate collaborative leadership; identify and apply creativity and preferred leadership styles; and explore the effects leadership styles can have on given organizational communities.

LDRS 511, Exploration of Leadership Thought, 3 Units

This foundational course provides an overview of the evolution of leadership thought, including a review of the fundamental theories and principles that led to the study of leadership as a discipline, as well as an examination of the story of leadership from a biblical perspective. Students are introduced to a holistic framework for leadership development informed by an understanding of the importance of ethics, values, and spirituality from a Christian worldview.

LDRS 512, EQ I: Self-Leadership, 3 Units

This course focuses on the self-competence elements of emotional intelligence - leader self-awareness and leader self-management - from psychological, spiritual, emotional, and developmental perspectives. Students enhance their self-leadership through the improvement of self-competence and self-development.

LDRS 516, Leadership Development and Practice, 3 Units

This course emphasizes the process of leadership development from a transformational perspective. Students consider both their personal growth and the dynamic mechanisms necessary for facilitating the development of others. Emphasis is on the issues and challenges of creating a lifelong learning mindset individually and organizationally, mentoring strategies, team building, developing effective followers, and designing career development systems. This course provides the opportunity for application through a practicum assignment.

LDRS 520, Understanding Vocation in a Changing World, 3 Units

This course focuses on understanding one's true overarching vocation in life as it connects to the purposes of God in this world to steward the earth and its peoples. One's vocation then influences what one does with his or her life. The concepts of career are continually changing, but work/life planning continues to be important personally and professionally. Students have the opportunity to use various self-assessment tools and diagnostic instruments to evaluate their own working history, interests, skills, values, and career anchors. Students also learn to design career programs for organizational settings.

LDRS 523, EQ 2: Relational Leadership, 3 Units

This course focuses on the social competence elements of emotional intelligence - leader/follower social awareness and leader/follower relationship management - from psychological, spiritual, emotional, and developmental perspectives. Students enhance their relational leadership acumen through the study of motivation, and social skills for leader/follower relational development.
Prerequisite: LDRS 512

LDRS 524, Principles and Practices of Design Thinking, 3 Units

Students in this course explore the fundamental principles and practices of design thinking, in relation to the workplace and in the context of the person as leader. Concepts such as creativity, empathy, failure, risk, and creative confidence are explored. This course also provides the opportunity to practice design thinking on personal and organizational levels.

LDRS 532, Leadership Practicum, 3 Units

This course creates a dialogue between previously explored concepts/theories of leadership and the practical experiences of exemplar practitioners. Students are involved in community service and exposed to community leaders for interaction, observation, and analysis. These encounters enable students to assess and activate their leadership journey based on spiritual, mental, educational, and emotional aspects of leadership development.
Prerequisite: LDRS 501, LDRS 502, and LDRS 503

LDRS 533, Systems and Strategic Planning for Leaders, 3 Units

This course focuses on systems thinking from a leadership perspective. By working with stories, scenarios, and strategy, students learn to address complex problems, anticipate consequences, and leverage potential. Attention will be given to the use of narrative for influencing constituent participation. Finally, organizational design is considered as a key concern for leaders in organizations.
Prerequisite: LDRS 501, LDRS 502, and LDRS 503

LDRS 534, Leader as an Agent of Change, 3 Units

This course looks at the leader as an agent of change through three lenses: self examination, change theory, and organizational culture. Each is assessed in light of implications for those involved in the change initiative. Special attention will be given to the transformational change that takes place for leaders and followers when the call for change occurs. Application is made to organizations, informal networks, temporary situations, and other social contexts.

LDRS 535, Leading Dynamic Change, 3 Units

This course focuses on the practice of leading organizational change, as well as the importance of personal change within the life of the leader. Students engage in activities and projects to enhance understanding of the role of the leader as a change agent within the organization.

LDRS 536, Disruptors and Conflict, 3 Units

This course prepares students to manage their responses to conflict in order to leverage disruptive issues in leadership with creative confidence. Through the study of personal and organizational conflict management skills, students become equipped to solve complex issues that are disruptive to personal, team, and organizational functioning.

LDRS 542, Leading Across Cultures, 3 Units

In a pluralistic society, leaders are often tasked with the responsibility of bridging both domestic and international contexts in a convergence of global learning. This seminar will examine the historical, organizational, and interpersonal significance of leading across cultures, with particular emphasis on discerning the underlying values of community behaviors as well as the attitudes, beliefs, values, skills, knowledge, and self-awareness necessary for leaders to effectively serve in diverse contexts. A variety of theoretical, research and applied issues are addressed; in particular, the course aims to explore social location theory as a means of equipping graduates to advance equity and positive change through increased capacity for diversity engagement.

LDRS 547, Navigating Social Climates, 3 Units

This course equips students as leaders in today's globalized organizations and societies who analyze, through multiple lenses, issues of inequity and injustice that exist locally, nationally, and globally. The course utilizes conceptual and experiential learning in which students encounter and reflect on realities of inequity and injustice in the social and natural worlds, in interpersonal, intergroup, and organizational relationships. Students are also expected to begin to develop habits and skills to promote shalom-oriented organizations and communities.

LDRS 548, Strategic Foresight, Thinking, and Planning, 3 Units

This course focuses on engaging the full strategy cycle, which includes strategic foresight, thinking, and planning. Through an applied project, students engage in scanning for trends and developing stories and scenarios; develop strategic thinking skills; and engage in a strategic planning process.

LDRS 559, Curiosity to Inquiry, 3 Units

This pass/fail course underscores curiosity as an innate human capacity and cultivates students' ability to use it toward human-centered inquiry and socially transformative innovations. Students engage in the ideation and inspiration phases of Design Thinking in solving a complex leadership challenge for an organization or a community. Through the process, students are expected to become familiar with traditional as well as innovative data collection techniques and become informed consumers of published research. Successful completion of this course results in a prototype for the leadership experiment, which the student implements in LDRS 560 Leadership Experiment.
Prerequisite: LDRS 511, LDRS 512, LDRS 523, LDRS 524, LDRS 535, LDRS 536, LDRS 547, and LDRS 548.

LDRS 560, Leadership Experiment, 3 Units

As a completion of the M.A. in Leadership program's 4D model of Discover, Design, Develop, and Deliver, this final course helps students continue their leadership experiment started in LDRS 559 and culminates with a TEDx-style presentation. This is a pass/fail course.
Prerequisite: LDRS 559, and enrollment in the M.A. in Leadership program.

LDRS 561, Group and Conflict Issues in Leadership, 3 Units

This course helps the student understand small-group behavior. It uses experience-based methods, case studies, reading material, and simulation. The course examines role behavior, group dynamics, conflict control, leadership, and group development. It also addresses motivation and problem solving as essential elements of organizational behavior.

LDRS 563, Ethical Decision Making, 3 Units

This course investigates the intersection of ethics and effective decision making. Students will explore ethical implications of the decision making process, with particular emphasis on the ways that ethical decision making applies to individuals, groups, and organizational systems. This course applies theoretical concepts to significant organizational problems requiring effective decision making processes. Attention will be given to systematic rational approaches as well as the role of intuition and group dynamics in the decision making process. The course will utilize lecture, case study analysis, group exercises, review of current literature, classroom discussions, and simulations to create an effective learning environment.

LDRS 571, Leadership for a Learning Environment, 3 Units

This course looks at the leader's role in designing and implementing effective learning strategies and effective methods for educating adults. Emphasis is given to the creation of programs that focus on learning styles, discussion-oriented teaching, inspiring presentation skills, and results-oriented outcomes. During the course, students are given opportunities to demonstrate competency in the principles and practices of materials development, teaching, training, and skill development.

LDRS 592, Research Methods and Design, 3 Units

This course provides an introduction to basic concepts, principles, and methods of evaluation and research in the leadership setting, focusing on research traditions, procedures, theories, and methods. Emphasis is placed on identifying methods appropriate for particular research questions and conducting disciplined inquiry regardless of method selected. Particular emphasis will be placed on identifying a research question and conducting a comprehensive review of relevant literature.

LDRS 593, Applied Research, 3 Units

This course provides an introduction to basic concepts, principles, and methods of evaluation and applied research in leadership settings, focusing on action research methodology. A faculty-student collaborative process, participatory action research allows students to engage in inquiry and action for change in response to organizational or community problems. During the course, students will identify a research question in their personal leadership contexts, review the current research literature, develop a plan to collect initial data, and present their project and findings to the class. At each stage of inquiry, the professor and peer research groups will provide feedback.
Prerequisite: LDRS 592 (May be taken concurrently)

LDRS 595, Capstone Project in Leadership, 3 Units

The capstone course is an opportunity for students to demonstrate that they have achieved the goals for learning established through the M.A. in Leadership program competencies. The course assesses cognitive, affective, and applied learning in a student-centered and student-directed manner which requires the command, analysis, and synthesis of knowledge and skills. The capstone course integrates scholarship and praxis through the development of a literature review and 360-degree assessment and requires application of that learning to professional and personal contexts as evidenced through artifacts demonstrating competence. In culmination of their graduate studies, students will formulate a personal philosophy of leadership and develop a personalized growth plan that synthesizes their academic learning and outlines future professional and intellectual goals.
Prerequisite: Students enrolled in the M.A. in Leadership program

LDRS 597, Current Issues in Leadership, 3 Units

Current topics are chosen for discussion, research, and decision making relevant to the Organizational Leadership emphasis.

LDRS 598, Special Topics, 3 Units

In this course, a topic of current interest or need is examined in depth. Students analyze and evaluate topics/ issues to reach and express a position, provide training for a particular population, or enhance personal development. If students elect this course more than once during their program, each course must address a different topic.

LDRS 599, Readings in Leadership Studies, 1-3 Units

The independent study vehicle allows students and their sponsoring faculty members to pursue approved investigations beyond regular course offerings.

OPSY 501, Introduction to Organizational Psychology, 3 Units

This course is an introduction to the field of industrial/organizational (I/O) psychology, providing an overview of the fundamentals and the various subfields of the discipline. Special consideration is given to topics that integrate the application of psychology to organizational environments. Coursework covers the history of I/O psychology, offers a comparative review of topics within industrial psychology and organizational psychology, and helps students gain a fundamental understanding of employee selection, training, motivation, job satisfaction, communication, group behavior, and stress management. The course also includes a review of the organizational psychology literature as well as ethics guidelines and professional standards governing the practice of organizational psychology.
Prerequisite: Acceptance into the MS in Organizational Psychology program

OPSY 502, Organizational Ethics, 3 Units

Students in this course examine psychological phenomena that help explain why people who want to act ethically in organizations often do not act in accordance with their values. Course material also helps students understand how cognition, affect, and behavior interact, so they can better navigate ethically challenging situations. Ethical issues in organizational contexts are examined in light of biblical values and the American Psychological Association's Ethical Principles of Psychologists and Code of Conduct.
Prerequisite: Acceptance into the MS in Organizational Psychology program

OPSY 503, Group and Organizational Behavior, 3 Units

This course offers a behavioral science approach to organizational life and enables students to investigate the effective functioning of individuals and groups within organizational settings. Emphasis is on the psychology of teams, team dysfunction, group conflict, and organizational culture. This course applies theoretical concepts to challenges such as team dynamics, conflict, decision making, and organizational behavior patterns.
Prerequisite: Acceptance into the M.S. in Organizational Psychology program; successful completion of OPSY 501 is recommended.

OPSY 505, Individual and Team Assessment, 3 Units

Students receive instruction and training in individual assessment techniques for vocational and business applications, including pre- and postemployment assessment for selection, onboarding training, advancement, developmental or remedial coaching, and succession planning. Students are introduced to qualitative and quantitative assessment methods as key tools for leadership assessment; learn the importance of assessment in organizational and leadership dynamics; and gain competency in the use of several key assessment methods and instruments and learn to apply these instruments to leadership development within work team environments. Students are also introduced to job analyses and use measurement tools relevant for assessing occupational interests, abilities, competency modeling, and work-related personality constructs. Students also complete several individual assessments as part of the experiential, outside-of-class portion of the course.
Prerequisite: Acceptance into the MS in Organizational Psychology program

OPSY 510, Organizational Assessment and Interventions, 3 Units

This course introduces interventional strategies that correspond to the primary issues related to organizational life: change management, organizational culture, and leadership and team dynamics. Students gain competency in focusing on these critical areas of assessment and intervention: qualitative method, conducting needs analysis, proposing consultation projects, and employee assistance programs. Students also become familiar with research methodologies related to existing programs and successful programs within companies.

OPSY 515, Coaching Techniques and Application, 3 Units

Students in this course examine theories and practices within the fields of psychology, organizational behavior, business, and other relevant fields as they relate to the practice of executive coaching. They also explore coaching competencies, professional ethics, and models of executive coaching, and are introduced to a repertoire of basic coaching skills applicable to most executive coaching situations (e.g., self-awareness, empathy, listening, questioning, giving and receiving feedback, confrontation, limit setting, demonstrating leadership, etc.).

OPSY 520, Consultative Applications of Organizational Psychology, 3 Units

This course covers the applied aspects of organizational psychology, providing an overview of the consulting process as it relates to external and internal consultation in industry. Students are introduced to the theoretical and practical aspects of providing organizational consultation, with special consideration given to topics that integrate the competencies needed for applying psychology to organizational environments. Coursework provides an overview of organizational consulting models and frameworks, and focuses on the fundamental steps in the consulting process that lead to high-impact outcomes. The course also includes a review of the organizational psychology literature, as well as ethics guidelines and professional standards governing the practice of organizational psychology.

OPSY 534, Organizational Systems: Theories of Change, 3 Units

This course engages the idea of organizational change from a systems perspective and approaches content through analysis of theory, praxis, and story. Practical application is explored in regard to how students can and will be equipped to serve as change agents in internal and external consultant roles. Special attention is given to the specific steps involved in identifying the need for change, engaging internal and external stakeholders in the change process, and implementing desired change initiatives.

OPSY 542, Organizational Implications of Diversity, 3 Units

This course explores theoretical and practical ideas about diversity in organizations, equipping students to identify and engage individual, societal, and organizational dynamics related to 21st-century workplace diversity and inclusion. Students learn about basic psychological processes - including attitudes toward marginalization, structural inequity, privilege, and prejudice - that affect how members of different social groups perceive and interact with one another in organizational settings. Students also engage critical perspectives on the historical, sociocultural, and psychological factors of organizational diversity, explore the ethical implications of navigating complex organizational cultures, and discuss strategies for fostering and sustaining diversity.

OPSY 590, Statistics for Research in Organizations, 3 Units

This course introduces students to the basic concepts of statistical ideas and methods, equipping them to carry out common statistical procedures and follow statistical reasoning for research in workplace phenomena. Principles of measurement, data summarization, and univariate and bivariate statistics are examined. Emphasis is on the application of fundamental concepts to real-world situations.
Prerequisite: Acceptance into the MS in Organizational Psychology program

OPSY 592, Research Methodology and Survey Applications, 3 Units

Students in this course learn quantitative research techniques of investigation and apply them to psychological activities in organizations. Students also learn principles of survey design. A final project includes developing and administering a psychometrically valid survey for an organization, with students analyzing the data and providing a report of the results.
Prerequisite: OPSY 590

OPSY 595, Introduction to Thesis in Organizational Psychology, 4 Units

This course gives student researchers a directed study focused on preparing a master's thesis in organizational psychology. Students identify a worthy research topic, write a comprehensive literature review, select an appropriate research method, and shape a compelling research proposal.
Prerequisite: OPSY 501, OPSY 502, OPSY 503, OPSY 505, OPSY 510, OPSY 515, OPSY 520, OPSY 534, OPSY 542, OPSY 590, OPSY 592, and permission from the department chair.

OPSY 596, Thesis in Organizational Psychology: Data Collection and Analysis, 4 Units

This course gives student researchers a directed study focused on completing a master's thesis in organizational psychology. Building on the research proposal completed in OPSY 595, students collect and analyze data and present their findings in the form of a completed master's thesis and oral presentation to the thesis committee.
Prerequisite: OPSY 595