Curriculum in Leadership and Organizational Performance

The LOP program curriculum aligns leadership theory with contemporary leadership practices. In the program, students build knowledge and sharpen competencies that can be applied in for-profit, non-profit, government, and educational organizations. The LOP Competencies have been identified from current and leading research, and encompass areas of effectiveness in critical thinking, organizational analysis, talent management, interpersonal skills, research literacy, and leading and managing people and organizations.

**LOP 3100 Leadership Theory and Behavior**
Introduction to the nature of organizational leadership. Focus on the behavior of individuals and small groups in organizations, with special attention to the role of formal and informal leaders. A major goal of the course is to enable students to reflect on themselves as leaders in conjunction with findings from research, theory, and experience.

**LOP 3110 Organizational Theory and Behavior**
Explores both traditional and contemporary theories of organizations. Links organizational theory and behavior to leadership and requires an analysis of the major issues (e.g., change, gender, ethics, effectiveness) that modern complex organizations face.

**LOP 3120 Learning Organizations**
Examines the interacting elements of learning organizations, such as horizontal structure, employee empowerment, information sharing, emergent strategy, and strong culture. Explores the characteristics of organizations with long-term success.

**LOP 3130 Strategy and Analytics I**
This interdisciplinary skill development course is designed to introduce students to the critical accounting, financial, strategic and analytical tools (including Excel) needed to understand how organizations work and to evaluate how well they are performing. It is structured as a hands-on course and students will use start-up organizations and strategies (for-profit, not-for-profit, and public sector) as a microcosm in which to explore the analytics of effective organizational performance.

**LOP 3140 Strategy and Analytics II**
This intermediate level course uses a hands-on approach to study how accounting, financial and analytical tools can be used to enhance the performance of for-profits, not-for-profits, and the public sector. Students will improve their ability to: evaluate quantitative results, identify performance improvement strategies, develop charts and presentations to communicate organizational performance, and make effective decisions. Prerequisite: LOP 3130

**LOP 3150 Evaluation of Org. Performance**
Study of the theory and practice of program evaluation as it is applied to various program or process initiatives in an organizational setting. Special attention to integration of evaluation and performance, evaluation strategies including balanced scorecards, measuring key results and indicators, assessing returns on expectations and investment, and crafting the role of evaluation in providing evidence to
secure, create, and implement any process or change initiative that adds value to the organization's performance. Prerequisite: LOP 3130 and 3140.

**LOP 3200 Learning and Performance in Organizations**
Theories of learning with emphasis on adult learning and development and implications for learning and performance leaders in organizational settings including private sector organizations, colleges, universities, and schools.

**LOP 3210 Design of Performance-Based Interventions**
The performance analysis, design and development of performance improvement interventions in organizations. Topics include planning for organization impact, analysis, types of improvement interventions, design, development, evaluation, and follow-up. Prerequisite: LOP 3200 or instructor permission.

**LOP 3230 Consultation Skills**
A skills-oriented course with focus on consultation skills both internal and external to organizations. Topics include the consulting roles; consulting phases; contracting and scoping a project including a response to RFPs, RFQs, and executing letters of engagement; diagnosing presenting problems; managing resistance; constructing recommendations; managing feedback meetings; project management fundamentals; consulting ethics and; the business of consulting. Students will engage with community partners from various industries and sectors to practice skill development based on the topics of the course.

**LOP 3230 Organization Development**
The study of broad change in organizations as it relates to leading and managing human performance. Course focus is on diagnosis, examination of OD interventions, criteria for selecting interventions, group process consulting design & implementation of interventions, and monitoring of system-wide change issues in organizations.

**LOP 3240 Leading and Facilitating Groups**
Focus on how organizational leaders guide, influence, coach, advise, support, teach and lead groups. Topics include observation and diagnosis of group dynamics and group processes, and design and implementation of group-based interventions, including strategic processes, data reduction, action planning, process reviews, learning and development, decision-making, brainstorming, teams, and structured meetings.

**LOP 3250 HR Planning and Business Processes**
Theory and research in human resource planning. Topics include analyzing the organization's human resource needs under changing conditions and planning activities that will enable the organization to adapt to its environment.

**LOP 3260 Executive Coaching**
This course provides an understanding of the main roles, applications, and specializations of executive coaching. It includes a variety of behavioral theories and explores their implications for appropriate assessment techniques, goal-setting activities, well-designed individual interventions, and feedback processes. Students develop the tools necessary to develop an effective executive coaching process.
**LOP 3270 Leading Globally Diverse Organizations**
The goal of this course is to enable students to improve an organization's ability to work effectively across potential barriers imposed by culture, race, gender, and other dimensions of diversity. Students will explore the political, financial, and organization-specific issues with a focus on developing strategies to enhance inclusivity.

**LOP 3280 Corp. and Prof. Communications**
This course examines the ways in which communication/public relations theories and principles are applied to specific organizational situations. For those planning a career in public relations, this course will serve as an introduction and foundation. For those interested in leadership positions, the theories, tools, and processes are integral to broad organizational success.

**LOP 3290 Talent Management**
This course examines the processes an organization uses to attract, retain, motivate and develop the best people for their jobs. Students will study organizational recruitment, retention, engagement, succession planning, and employee development from two perspectives: the organization’s leader and the organization’s talent management professionals.

**LOP ______ Professional and Corporate Ethics**

**LOP ______ Strategic Workforce Planning**

**LOP ______ Evidence-based Practices in Organizations**

**EDP 3150 Public Leadership**
This course is designed as a broad introduction to the field of public leadership, and is tailored to students who desire to lead within the public sector. It is intended to foster learning that is relevant to current and future leaders in federal, state, local government and those organizations that benefit the common good.

**LPO 3200 Grants, Policy and Administration**
Grants from government and private sources provide crucial funding to universities, K-12 schools, hospitals, law enforcement agencies, social service agencies, and non-profit organizations. There is a constant demand for grant funding and for grant personnel who understand the range and complexity of grant funding sources. This course will ensure participants gain a practical understanding of grant theory, grant policy, grant funding research methods, and effective application of that knowledge in order to secure and/or disseminate appropriate grant funding for their organization or project. Since this course is designed to focus on grant policy development and grant administration, a primary focus will be placed on developing skills related to organizational internal and external strategic planning, capacity building and the creative and disciplined execution of grant funds.