Core Organizational Leadership Courses

ORGL 600: Foundations of Leadership
ORGL 605: Imagine, Create, Lead
ORGL 610: Communication and Leadership Ethics
ORGL 615: Organizational Behavior and Theory
ORGL 620: Leadership Seminar

Organizational Leadership Electives

ORGL 510: Renaissance Leadership for the 21st Century in Florence, Italy (3 credits)
ORGL 516: Organizational Development (3 credits)
ORGL 517: Organizational Change and Transformation (3 credits)
3-day on-campus residency, Spokane, WA
ORGL 518: Transforming Leadership (3 credits)
ORGL 520: Negotiation and Conflict Resolution (3 credits)
ORGL 522: Leadership, Community, Empowerment, Collaboration, and Dialogue at St. Andrews Abbey in Valyermo, California (3 credits)
ORGL 524: Leadership in Human Resources (3 credits)
ORGL 530: Servant Leadership (3 credits)
ORGL 532: Leadership, Justice and Forgiveness (3 credits)
ORGL 535: Listen Discern Decide (3 credits)
ORGL 537: Foresight and Strategy (3 credits)
3-day on-campus residency, Spokane, WA
ORGL 550: Team Building and Leadership (3 credits)
3-day on-campus residency, Spokane, WA
ORGL 551: Advanced Team Building and Leadership Intensive (3 credits)
3-day on-campus residency, Spokane, WA
ORGL 660: Reading in Social Systems (1-3 credits)
ORGL 670: Projects in Organizational Leadership (1-3 credits)
ORGL 671: Projects in Group Behavior (1-3 credits)
ORGL 681: Special Topics in Organizational Leadership (3 credits)
ORGL 689: Leadership and Hardiness (3 credits)
3-day residency at Mt. Adams, WA
ORGL 690: Leadership and Accompaniment (3 credits)
14-day residency in Cali, Columbia

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30 semester credits

- 15 credits in ORGL Core courses
- 15 credits in ORGL Elective courses
- Servant-leader Concentration available

REQUIREMENTS

M.A.
ORGANIZATIONAL LEADERSHIP

CURRICULUM

Contact Admissions Toll Free at 866-380-5323
or Email at GUonlineAdmissions@gonzaga.edu
CORE COURSES

ORGL 600: Foundations of Leadership (3 credits)
This course is a foundation for learning and developing the practice of leadership. It includes investigating various theories of leadership and communication strategies leaders use in their practice. Students explore the self through multiple assessments and reflections, in relationship to individuals, groups and organizations. Students explore personal and relational dimensions of leadership in the context of multiple perspectives and develop a personal leadership growth plan including a personal leadership philosophy. Knowledge of the use of different types of written communication and scholarship is fostered in the Leadership discipline. The paradoxes and ambiguities of leadership are examined in various contexts.

ORGL 605: Imagine, Create, Lead (3 credits)
3-day On-campus Residency
This team taught course has a two-fold purpose. It is designed to provide an orientation to the ORGL program and Gonzaga experience during the 3 days on campus. This experiential class provides an environment where students meet and engage with peers as well as with staff, and faculty advisors. During the face to face portion of class students have numerous opportunities to establish relationships that support their success throughout the program and beyond graduation. Throughout the course, students are introduced to the history and key concepts in the field of creativity. Further, through the theme of “seeing and seeing again,” students are challenged to apply and expand their creative and imaginative capacity. Students explore Ignatian imagination and perspectives from the liberal arts (art, history, literature, music, and so on) and are exposed to different techniques for developing and enhancing their own creativity and imagination in the context of leadership practice.

ORGL 610: Communication & Leadership Ethics (3 credits)
Inquiry into the personal, organizational, and social values present in moral dilemmas. Students will develop skills in ethical communication and decision-making, and recognize how to act for the common good as leaders who can acknowledge and consider multiple moral perspectives within a global context.

ORGL 615: Organizational Behavior and Theory (3 credits)
The purpose of this core course is to provide exposure to theories of organizations, organizational behavior, and systems as well as a variety of strategies and tactics useful to successful leaders and followers. The content includes a traditional macro organizational theory emphasis on structure and culture and then extends to organizational behavior focusing on leading teams and interpersonal relationships.

ORGL 620: Leadership Seminar (3 credits)
The leadership seminar is designed to be a culmination of leadership coursework in the organizational leadership program. The course provides an opportunity for reflection, synthesis, application, analysis, and evaluation. Students will examine the formation of their leadership philosophy and professional development milestones achieved in the ORGL program and will synthesize and evaluate their individual leadership development plan for the future.

ELECTIVE COURSES

ORGL 510: Renaissance Leadership for the 21st Century in Florence, Italy (3 credits)
This course will help emerging leaders develop new perspectives and strategies and bring healthy creativity and energy to their organizations. Drawing upon the creative processes of artists, painters, architects, musicians, and writers, students will apply the same dynamics of creative thinking to the practical work of leaders. An interdisciplinary approach explores the power of Renaissance thinking as it applies to renewal, rediscovery, invention and creativity.

ORGL 513: Renaissance Rhetoric and Contemporary Leadership (3 credits)
Communication and leadership are closely intertwined, whether in our current period of post-modernity or during the European Renaissance. Fifteenth century Italy, Florence in particular, saw a flowering of the arts and scholarship unmatched in history. This can be seen in the rhetoric of art and architecture, religious preaching, political writing and oratory, and in the humanistic philosophy that emerges from it. This course examines this period through readings, discussions and on-site visits to historical settings in Florence and Siena, in order to formulate the critical questions necessary to bring these ideas to our contemporary world. Using the Italian Renaissance as the canvas, students will study multiples examples of rhetoric, both written and visual.
**ORGL 516: Organizational Development** (3 credits)

This course focuses on how OD consultants, internal or external, can support both leaders and all members of an organization in achieving their goals, mission, and vision. Students will explore ways to conduct systematic diagnosis of organizations, consider how to create and implement effective OD interventions, and investigate multiple methods, tools, and technologies used to implement major change effectively. Students will develop an awareness of the nature, application and practice of the profession of Organizational Development.

**ORGL 517: Organizational Change and Transformation** (3 credits) 3-day On-campus Residency

Managing change is a critical skill to support organizations in achieving their goals, mission and vision. Building on theories from the field of change management, the experiential learning in Spokane will introduce multiple interventions, reinforcing that different situations require different approaches. The course is appropriate for people in various levels and types of organizations, providing tools to support leading change effectively.

**ORGL 518: Transforming Leadership** (3 credits)

How do contemporary leaders go beyond the social exchange theory to convert followers into leaders and leaders into moral agents? This course offers a comparison of transactional and transforming leadership by examining past leaders and events. An examination of the dynamics of transformation and how leadership can facilitate it within individuals and organizations will help students develop new insights into the theory and practice of transforming leadership.

**ORGL 520: Negotiation and Conflict Resolution** (3 credits)

This course provides an overview of conflict on different levels, from micros through mezzo, macros to violent international conflict. Using real-life situations and case studies, students will practice skills and strategies for dialogue, decision-making, and ultimately conflict transformation and system change. This application is generic and therefore appropriate for all professions whether formally or informally involved in resolving conflict.

**ORGL 522: Leadership, Community, Empowerment, Collaboration and Dialogue at St. Andrews Abbey in Valyermo, California** (3 credits)

Includes a 5-day residency at St. Andrews Abbey in Valyermo, CA. What is the meaning and purpose of life and activity? How is need for such meaning and purpose encountered in community? How does the leader develop community to facilitate individual growth and collective flourishing?

Through study, experience, and scholarship students explore and practice the leadership processes of empowerment, collaboration, and dialogue in the context of creating structures and processes for sustaining and transforming community. At the Benedictine Abbey students become participant observers in a five day immersion designed to explore, practice, and come to an expanded understanding of the role and purpose of the leader’s involvement and commitment to building and sustaining meaningful and purposeful community.

**ORGL 524: Leadership in Human Resources** (3 credits)

In this course students will explore the changing role of the human resource leader in organizations. The growing emergence of the human resource leader as an organizational change agent will be examined as well as the skills necessary for success. Topics include policy and practice within organizations; selecting, training, motivating, evaluating, and compensating employees; labor relations; and applicable legislation.

**ORGL 530: Servant Leadership** (3 credits)

An examination of the foundation, principles and practice of servant leadership.

**ORGL 532: Leadership, Justice and Forgiveness** (3 credits)

Emotional discipline based in love calls a person toward meaningful responses to human suffering. Such responses are grounded in discernment regarding human conflict, oppression, power, and harm, and the opportunities—personal, familial, societal, and global—that rise from the crucible of potential that is our humanity. The course engages students toward self-responsibility in the context of reconciliation, and the depth of heart, mind, and spirit that leads to healing and growth in community with others. Students will work to apply the interior leadership necessary for discernment and action within oppressive systems.

**ORGL 535: Listen Discern Decide** (3 credits)

In this class, students will learn more in-depth concepts of Servant-leadership by learning approaches and practices of listening and discernment as a way of enhancing decision-making capacity. The course begins with a focus on interior and exterior listening. Listening and awareness techniques are then integrated with the principles and practices of discernment. The course progresses from a focus on the individual, to group, to listening and discerning and decision making in organizations and communities.

**ORGL 537: Foresight & Strategy** (3 credits)

In this course students will integrate more of the servant-leader characteristics, and further develop the disposition of a servant-leader. The course explores the art, science and methods leaders use to acknowledge, stimulate, and further develop their capacity
ELECTIVE COURSES, CONTINUED

of foresight. Students engage macro-system perspectives applying strategy and stewardship as they consider introducing vision into the reality of complex organizational and community systems (includes a 3 day residency).

**ORGL 550: Team Building and Leadership** (3 credits)
3-day on-campus residency
This course is designed to increase students’ knowledge and understanding of leadership and team development through a combination of information sessions and active participation in cooperative, challenge activities. Challenge activities are designed to enhance students’ critical thinking skills, creativity, problem-solving ability, and ability to work effectively as a team. These activities present opportunities to taking leadership roles, recognize leadership styles, identify what works and what doesn’t work in given situations, and apply lessons to real life situations. Topics include the communication process, leadership models and styles, stages of team development, ethics, diversity, and visionary or principle-centered and creative leadership.

**ORGL 551: Advanced Team Building and Leadership Intensive** (3 credits) 3-day on-campus residency; Prerequisite: ORGL 550
This three-day intensive program is designed to be taken along with ORGL 550, building on key concepts learned. The advanced session shifts the focus from group participation to group facilitating through team building and leadership development activities.

**ORGL 660: Reading in Social Systems** (1-3 credits)
This individualized study course is based on readings in a specific topic designed in consultation with the instructor. Students will discuss the selected readings on a tutorial basis with the instructor and prepares an annotated bibliography or bibliographical essay. Although individualized, this course is treated as a seminar in which students share their work with each other and the faculty member assigned to the course.

**ORGL 661: Reading in Human Behavior** (1-3 credits)
This individualized study course focuses on the investigating of scholarly research findings in an aspect of the behavioral sciences defined by the student and instructor. Students will prepare a written report of findings on the research problem selected. Although individualized, this course is treated as a seminar in which students share their work with each other and the faculty member assigned to the course.

**ORGL 670: Projects in Organizational Leadership** (1-3 credits)
This independent study course consists of a formal research project investigating a problem in applied organizational or social research conducted under the tutelage of the instructor. Although individualized, this course is treated as a seminar in which students share their work with each other and the faculty member assigned to the course.

**ORGL 671: Projects in Group Behavior** (1-3 credits)
This independent study course consists of a formal project of original research in a topic of group behavior that proceeds from a research design approved and monitored by the instructor. Although individualized, this course is treated as a seminar in which students share their work with each other and the faculty member assigned to the course.

**ORGL 681: Special Topics in Organization Leadership: Leadership & Storytelling** (3 credits)
3-day on-campus residency
With groundwork in narrative, the class focuses on the kind of leadership that is demanded by the current world situation: Leaders who lead from their real selves or, Authentic Leaders. After exploring an understanding of authentic leadership, the course will shift focus to a key tool for leaders: the leadership story.

**ORGL 689: Leadership & Hardiness** (3 credits)
3-day residency at Mt. Adams, WA
This course will introduce students to existential psychology and psychological hardiness in the context of organizational leadership. Students will gain an understanding of existentialism through a personal exploration of meaning and how meaning informs psychological attitudes and existential courage during personal and organizational adversity. Students will engage various sources of feedback related to culture, climate, structure, and workforce and provide the organization a tangible plan for developing and/or sustaining a resilient organization. Students will learn to deconstruct and operationalize psychological hardiness through scholarly literature, classroom exercises, simulations, and a climb at Mt. Adams, WA.

**ORGL 690: Leadership & Accompaniment** (3 credits)
14-day residency experience in Cali, Colombia
In partnership with Javeriana University in Cali, engages directly with local community leaders. Students will gain first-hand experience of asset-based community development models, learn how to conduct a needs assessment, and apply leadership and social responsibility frameworks on the individual, mezzo and macro levels. Strategies for thinking and practicing ethical leadership, an increased self-awareness, and cultural sensitivity are explored through critical reflection and action. This course includes excursions to local historic sites, museums, small cultural events, and a trip to a finca cafetera (coffee farm).
The 12-credit Servant-leader Concentration provides unparalleled learning opportunities for students to affirm, develop, and express their natural inclinations to serve-first. It provides an advanced comprehensive understanding of the philosophy of servant-leadership, and is designed to further develop the most pertinent characteristics within the philosophy.

The Concentration, grounded in the writings of Robert Greenleaf and subsequent research, offers the most advanced graduate study of Servant Leadership available at a University anywhere.

The Servant-leader Concentration consists of two (2) required courses and two (2) elective courses.

**Required:**
- ORGL 530: Servant-leadership (recommended first course)
- ORGL 537: Foresight and Strategy (includes a 3-day residency recommended last class)

**Electives: (choose two)**
- ORGL 535: Listen Discern Decide
- ORGL 522: Leadership & Community Empowerment Collaboration & Dialog
- ORGL 532: Leadership Justice & Forgiveness
- ORGL 690: Leadership & Accompaniment in Cali, Colombia

ORGL students who elect to take the Servant-leader Concentration will have a second required residency to complete their degree.

ORGL requires a 3-day residency for the core curriculum: ORGL 502 Leadership & Imagination.

**BENEFITS AND VALUE**

The concentration is made up of four distinctive and relevant courses designed to enhance the student’s servant-disposition, capacities and skills for servant-leading, and the development of servant-organizations and communities. The concentration provides students the opportunity to:
- Gain an advanced understanding of the philosophy of Servant-leadership at the individual, organizational and macro-community systems level
- Foster the development of serving-first dispositions, capacities and skills
- Advance career advancement opportunities as the need for leaders trained in Servant-leading increases
- Achieve greater marketability as Servant-leader teachers and practitioners
- Receive recognition (a credential) for Servant-leadership Studies from a renowned university—Gonzaga University is THE institution for training world leaders in Servant-leadership
- Develop a systems perspective of Servant-leadership through the integration of three kinds of knowledge

**»** Informational and factual knowledge and skills relevant to servant-leading for individuals, organizations, and the macro-community

**»** Procedural knowledge and processes relevant for interacting with individuals and within organizations and macro-community systems

**»** Strategic knowledge required for self-transformation, institutional transformational processes, and macro-systems transformation.