# STRATEGIC LEADERSHIP (MSL)

**MSL-605 LEADERSHIP AND VALUES (3 Credits)**
Students begin the program with a cornerstone course that introduces them to contemporary leadership principles and practices. Franciscan values related to effective leadership such as servant leadership, respecting each person's dignity, and humility as leaders are explored and self-assessments are used to help students gain insight into their own leadership strengths and areas for improvement. Students will complete a 360 degree evaluation and receive individual coaching on their leadership abilities.
**Restrictions:** RG.STLE

**MSL-610 LEADERSHIP AND DIVERSITY (3 Credits)**
People have intrinsic value beyond their tangible contributions in the workplace and the community. Understanding the unique contributions of diverse individuals makes an organization effective by capitalizing on all of the strengths of each employee. This course investigates the increasingly prominent issues surrounding diversity, dignity and worth. Theories on gender and minorities in the workforce are reviewed so that students gain an understanding and appreciation of the special circumstances they face in modern society. Special emphasis will be placed on the role of the leader in the organizations that are addressing the needs of a diverse workforce.
**Restrictions:** RG.STLE

**MSL-615 HUMAN RESOURCE MANAGEMENT (3 Credits)**
This course provides an overview of labor markets, public manpower policy and other topics in personnel management such as retirement and utilization of human resources. The course also includes a survey of informal and formal approaches to conflict resolution and dispute settlement.
**Corequisite(s):** Take MSL-605.
**Restrictions:** RG.STLE

**MSL-620 GLOBAL LEADERSHIP (3 Credits)**
This course focuses on issues that drive global policies, economics and behavior. As we live in an increasingly global world, this knowledge can help leaders to make far more informed decisions in their own work environments and understand more clearly the impacts of those decisions on people, nations, and global systems. The latest leadership theories, models, concepts, principles and practices regarding leadership issues, within the context of global, international and multicultural organizations are explored.

**MSL-625 ORGANIZATIONAL STRUCTURE & BEHAVIOR (3 Credits)**
This course explores ways to change organizations, ranging from start-up companies to established institutions, to meet the demands of ever-changing environments. Areas of in-depth discussion include the theoretical framework of organization development and change, models of planned organizational change, barriers to implementing change and ways to overcome them, and the roles of the change agent and/or consultant. Students will gain skills in organizational entry and contracting, and will gain better understanding of the challenge of change through analysis of the theory, research, and practice of IMC development.
**Restrictions:** RG.STLE

**MSL-630 LEADING THE DIGITAL WORLD (3 Credits)**
This course provides an in-depth look at how technology and the Internet are impacting the way organizations and individuals lead, communicate, collaborate, share knowledge, and build ever-expanding communities of learning. Course activities focus on the social and ethical questions posed by today's e-world, as well as management best practices that foster effective use of technology. The course also addresses the issues of leading organizations through the process of change as new technologies are implemented and people strive to adapt.
**Restrictions:** RG.STLE

**MSL-635 CONFLICT RESOLUTION (3 Credits)**
This course will look at a history of conflict from organized labor to regional and world conflicts with a focus on peaceful resolution and planning with compassionate and respectful leadership. This class will also emphasize diversity in culture and other factors as an antecedent to conflict. New technologies, globalization, and current event crises will be discussed. Students will be asked to share issues of conflict in the workplace that have had an impact for class discussion and participation.
**Restrictions:** RG.UG.GR

**MSL-640 LEADING CHANGE (3 Credits)**
This course introduces students to change management in organizations mindful of individual self-worth. Using theories, the course will put them into the context of organizational change. Textbook, case study, and student discussion will facilitate learning how to manage organizational change and crises efficiently and effectively in an ever-evolving global environment.

**MSL-645 ORGANIZATIONAL PERFORMANCE (3 Credits)**
Understanding, accessing and sharing data for information and decision-making purposes is critical in a dynamic and rapidly changing business environment. In this class students will develop a basic understanding of statistical representations of data as well as techniques for gathering, organizing and communicating data. Additionally students will develop key performance measures using a case or project of their own choice.

**MSL-650 LEGAL AND POLITICAL ENVIR. (3 Credits)**
Effective leaders adopt an attitude of serving others first to meet their needs along with those of the organization and the greater society. This course examines the application of law and political environments to managerial decisions and the impact these decisions have on society. The relationships between legal and business strategy are examined as practical areas that a leader must assess. This course also looks at how political and social roles impact organizations, social responsibility in business, and international business transactions.
**Restrictions:** RG.UG.GR

**MSL-655 PROJECT IN STRAT LEADERSHIP (2 Credits)**
The capstone course provides students with an opportunity to synthesize what they have learned about leadership during their graduate degree program and to demonstrate mastery of primary leadership competencies, concepts, principles and practices. Students will complete an in-depth case analysis to demonstrate their competence in identification, analysis and solution of leadership problems in organizations and society today.
**Restrictions:** RG.STLE

**MSL-660 LEADERSHIP PORTFOLIO (1 Credit)**
Students will be expected to prepare a Leadership Portfolio of projects and activities that best demonstrates their professional development throughout the program. Students will be individually advised and coached on the quality and content of their portfolio and the goals achieved in the program
**Restrictions:** RG.UG.GR

**MSL-665 LEADERSHIP IN HEALTH CARE (3 Credits)**
This course explores organizational theory and behavior essential for successful leadership and management in the health care industry. Emphasis will be placed on communication techniques, self-analysis, and strategies for best practices in order to effectively implement key leadership and management concepts in dynamic health care environments. Key values that guide a leader's personal and professional behavior and influence overall effectiveness will be explored, as well as their impact on overall leadership styles. This course also provides an analysis and evaluation of how human resource management is applied in different health care settings such as recruitment, contract/agreement, training/education/support, retention, performance evaluation, and strategic planning.

**MSL-670 PUBLIC HEALTH PRACTICE (3 Credits)**
Designed to provide students with the practice-based knowledge and skills necessary for the functional management of local, state, and federal health agencies. Topics include: administrative structure, governance, management issues, managing of public health programs, and budgetary approval process, political and medial influence on public health programs, intergovernmental relations, public sector-private sector collaboration, application of legislative and regulatory principles, public health program planning, and media relations and risk communication.

**MSL-675 HEALTH CARE COMMUNICATION (3 Credits)**
This course focuses on methods of communication within medical teams and units, across an organization, and among healthcare organizations. Techniques for communicating highly technical medical information to patients, families, and differently trained providers are examined. Foundational technical language of medicine and the basic terminology associated with common disorders and treatments, new techonologies, and regulations will be reviewed. Basic principles involved in leadership skills and change management willbe introduced.

**MSL-680 HEALTH CARE INFORMATICS (3 Credits)**
Participants identify and exploit the leverage available from information technology in improving patient care through the study and use of electronic patient records, electronic personal health records, patient-provider-payer portals security requirements, computerized prescribing, electronic documentation, the use of data for standard reports, scorecards, dashboards, and sharing of information for research. Upon completion of this course, students will be able to recognize the issues that led to the current state of health information technology (HIT) and the barriers that need to be overcome for HIT to be a positive agent for change in healthcare. Students will also be able to apply the knowledge they have gained to provide strategic vision and leadership regarding implementing HIT in their capstone project.

**MSL-685 HEALTH CARE ETHICS (3 Credits)**
Certainly ethics is important in every branch of communication. But when conveying messages about subject matter as sensitive, high-stakes, and emotionally-charged as health care, ethics takes on a new level of significance. In this course, students will examine general principles of responsible communication in the new context of health communication. Through investigation of relevant case studies, students will logically extend and add definition to their existing moral frameworks. The course will emphasize the nuance and complexity of health-related ethical issues, including the impacts of technology on health privacy, stigma surrounding controversial health issues, illnesses, and treatment options, and one's moral responsibility to ensure accuracy in disseminating public health information.

**MSL-698 IND. ST IN STRAT LEADERSHIP (3 Credits)**
Limited opportunities may be available for special study and research projects under the direct supervision of a faculty member.

**MSL-699 SP TOP IN STRAT LEADERSHIP (3 Credits)**
This course will focus on special topics in strategic leadership of interest to faculty and students.