

MASTER OF ARTS IN ORGANIZATIONAL LEADERSHIP (COMPETENCY-BASED)

Colleges and universities traditionally award credit for classroom hours attended, conferring degrees based on students' completion of a certain set of courses for a given number of credit hours. The focus of a competency-based program is on the mastery of student learning outcomes – what they know and can do – rather than on how many hours, semesters, or years a student spends in school. A competency-based program allows students to demonstrate through assessments that they have acquired the set of competencies (levels of knowledge, skill, or ability) require for a particular degree. Some students may have acquired much of the knowledge and many of the skills and abilities necessary for a degree through their life or previous work experience. University of Massachusetts Global's competency-based Master of Arts in Organizational Leadership program allows students to prove their competency through assessments thereby reducing the time needed to earn a degree.

This self-paced online program of study emphasizes the foundations and application of organizational leadership using a theory to practice approach. Students interested in attaining and advancing in leadership, management and supervisory roles and organizations today, would benefit from this degree program.

The quality focus of this degree program requires students to demonstrate mastery of all competencies required for the competency-based Master of Arts in Organizational Leadership degree program. Students with leadership experience who are self-motivated, goal oriented, and excel at working independently are ideal candidates for the competency-based Master of Arts in Organizational Leadership degree program.

Mission

The mission of the competency-based Master of Arts in Organizational Leadership program is to provide students with an innovative theory to practice-oriented leadership program of study based on excellence and flexibility that creates lasting value and relevance for evolving leaders and their organizations.

Program Learning Outcomes

The focus of the competency-based Master of Arts in Organizational Leadership program is on the development of the people and conceptual skills which are essential to success at all levels of administration through a student-centered competency-based approach to learning. Students in this program will focus on the following Program Learning Outcomes:

- **Leadership:** Assess an organizational issue from multiple leadership perspectives to recommend solutions.
- **Critical Analysis:** Analyze organizational challenges applying individual, group and organizational theories.
- **Globalization and Diversity:** Evaluate leadership strategies that promote organizational diversity and multi-cultural inclusion on a global scale.

- **Ethics:** Create a personal ethical decision-making model.
- **Collaboration:** Evaluate personal competencies in collaboration and teaming.
- **Change:** Apply change management strategies to practical situations in organizations.

Requirements for Admission

The prospective graduate student in the competency-based Master of Arts in Organizational Leadership program must demonstrate his or her readiness to succeed in graduate-level academic coursework by satisfactorily fulfilling one of the following admission options. All graduate admissions options listed below require an earned baccalaureate degree from an institutionally accredited institution.

Admission by GPA

A 2.75 grade point average (GPA) calculated over the most recent 30 graded semester (45 quarter) credits completed in either a bachelor's or post bachelor's program, including credits earned toward a teaching or other credential. All credits used for GPA calculation must be from an institutionally accredited institution. For graduates of institutionally accredited institutions that do not conduct a GPA calculation, an official letter from the University determining grade equivalency will be accepted.

Admission by Prior Graduate Degree

An earned master's degree or higher from an institutionally accredited institution.

Admission by Portfolio

Submission of a portfolio of evidence that shows adequate preparation for graduate studies. The portfolio will contain: writing samples that show graduate level communications and analytical skills; a detailed resume showing professional development and achievements; awards; professional recognition; letters of reference from persons who can attest to the applicant's ability to do graduate level work; and a letter of explanation detailing the reasons the student believes they are a good candidate for graduate study in the field they wish to pursue. If the portfolio meets substantive approval of the committee, the applicant may be invited for an interview. The decision of the School Graduate Admissions Committee will be final.

Transfer Credit Policy

A maximum of 12 credits, which equates to 4 competencies, may be accepted in transfer to the competency-based MAOL degree program.

The seven-year rule for completion of all transfer credits toward the competency-based Master of Organizational Leadership degree applies. (See the Competency-Based Graduate Academic Policies and Procedures section of this catalog.)

Military Transfer Credit Policy

A Six-Credit Transfer for Military Schooling may be authorized. Eligible Active Duty, Reserve, National Guard, retired, and prior military service members may qualify to transfer six credits into their competency-based MAOL program of study for military schooling.

Qualifications and provisions for the six-credit transfer for military schooling follow:

1. The two competencies approved for this credit transfer to the competency-based MAOL are OLCC 641 Leadership in Military Comm., and OLCC 643 Military Operations Leadership.

2. Active Duty, active reserve, retired, and prior service military members in the following ranks are eligible: Commissioned Officer (any rank), Non-Commissioned Officer (Sergeant First Class/E7 or above), or Chief Warrant Officer 2 (CW2) or above.
3. Commissioned Officers must be graduates of a commissioning program (OCS or equivalent, ROTC, Military Academy) and an officer basic career course. NCOs must have been promoted to the grade of E7 or above. Warrant Officers must be CW2 or above and graduates of a Warrant Officer Candidate School and a Warrant Officer career course.

Requirements for the Competency-Based MAOL Degree

The competency-based Master of Arts in Organizational Leadership program consists of two segments. The first segment is the competency-based MAOL Core consisting of eight competencies (24 equivalent credits). The second segment is the competency-based MAOL Elective competencies which consists of four competencies (12 equivalent credits) of elective credits. Specific program requirements follow.

Core Requirements

OLCC 501: Data-Driven Decision-Making and Planning

Analyze research and scholarly sources to make sound organizational decisions.

OLCC 600: Foundations of Organizational Leadership

Evaluate classical and contemporary leadership theories to refine leadership practices.

OLCC 601: Ethical Leadership and Decision Making

Apply ethical principles to inform decision-making.

HRCC 603: Globalization and Diversity

Assess inclusive leadership strategies as they relate to leadership in a global and diverse organization.

OLCC 613: Organizational Theory and Behavior

Apply motivation and behavioral theories to impact organizational performance.

OLCC 614: Team Leadership and Collaboration

Utilize team-building principles to promote organizational effectiveness.

OLCC 615: Change Management

Evaluate theories and models that leaders implement to effectively lead change.

OLCC 681: Organizational Leadership Capstone

Evaluate a strategic organizational issue from multiple perspectives to recommend effective leadership approaches and an action plan.

Elective Requirements

The competency-based MAOL elective requirements consist of 12 equivalent credits in disciplines related to Business Administration, Human Resources, Organizational Leadership, or Management. Students

may seek Dean approval for their elective choices or select from the following preapproved list of competencies.

Select two from the following:

ACCC 605: Accounting for Business Decisions

Examine the impact of core business functions essential to organizational decision making.

BUSC 600: Leadership and Business Operations

Examine the impact of core business functions essential to organizational decision-making.

BUSC 610: Data Analysis for Decision Making

Utilize various statistical methods to analyze data for improved decision-making.

BUSC 621: Economic Analysis

Apply economic research and analysis to global and contemporary issues to better understand the business climate.

BUSC 683: Strategic Project Management

Create a strategic project management plan that aligns with the organizational mission.

FINU 607: Financial Management

Apply financial theory and concepts to optimize business finance resources in support of the organizational strategy.

HRCC 630: Conflict and Negotiation

Apply conflict resolution strategies within an organizational setting.

MKTC 605: Marketing Management

Adapt a current marketing strategy using innovative concepts and tools to improve target market outreach and profitability in alignment with organizational strategy.

OLCC 632: Leadership and Innovation

Apply innovative frameworks and strategies to address organizational problems.

OLCC 654: Inclusive Leadership

Apply cultural intelligence practices by utilizing strategies and tools to create inclusive workplace environments.

OLCC 641: Leadership in Military Communication *(Available as Transfer Credit to eligible Military only)*

Apply appropriate communication strategies, formats and principles in military scenarios.

OLCC 643: Military Operations Leadership *(Available as Transfer Credit to eligible Military only)*

Apply military operations principles and theories to meet established objectives.