

MASTER OF ARTS IN ORGANIZATIONAL LEADERSHIP

Elizabeth G. Beech, Ph.D.
Director, Graduate Studies
ebeech@tfc.edu

PROGRAM MISSION STATEMENT

The Master of Arts in Organizational Leadership develops marketplace professionals with advanced organizational knowledge, skills, and research capabilities for service in leadership roles in business, government, non-profit, or educational settings by integrating the pursuit of truth with godly character.

OUTCOME GOALS

- The graduate will demonstrate in-depth knowledge of theories and scholars of leadership, organizational culture and communications, and an awareness of the application of organizational leadership principles from a biblical worldview perspective. [IDEA 1]
- The graduate will integrate learning from the course materials in critical thinking, problem solving and decision making in their own leadership contexts. [IDEA 3]
- The graduate will evaluate from a biblical perspective the specific skills, competencies, and points of view needed by professionals in organizational leadership in their field. [IDEA 4]
- The graduate will discover, apply, and appraise leader skills, theories and techniques essential for leading efficient and effective teams. (IDEA 5)
- The graduate will identify, investigate, and critically evaluate academic research on leadership and organizational behavior from a biblical worldview perspective. [IDEA 9]
- The graduate will demonstrate, explain, and facilitate ethical reasoning and/or decision-making in organizational leadership based on a biblical worldview, personal ethics and integrity, social responsibility, moral character, and a strong work ethic. [IDEA 10]

CONCENTRATIONS

Concentrations within the Master of Arts in Organizational Leadership allow for advanced training in an area of specialization for leaders in ministry, missions, and business. Students desiring a Concentration designation on their degree should choose three (3) courses from one area of concentration (9 credit hours total).

Students may choose from differing areas of concentration to remain as regular Master of Arts in Organizational Leadership majors, *without* a concentration.

A *Concentration in Ministry* provides courses that specifically address and prepare church, non-profit, and faith-based organizational leaders for the challenges faced in leadership beyond the theological preparation they may have received.

A *Concentration in Intercultural Studies* will add a deeper understanding of the unique skills necessary for mission team and mission organization leadership, as well as preparing broader global leadership skills for all leaders.

A *Concentration in Management* allows students to further explore specific managerial aspects of business leadership while gaining the benefit of the broader Master of Arts in Organizational Leadership.

**MASTER OF ARTS IN ORGANIZATIONAL LEADERSHIP
SUGGESTED COURSE SEQUENCE
1-YEAR TRACK**

FALL SESSION A

TFC 500 Orientation
LED 503 Christian Leadership and Work
LED 613 Organizational Theory and Culture

FALL SESSION B

LED 513 Foundations of Organizational Leadership
LED 643 Leading Change and Transformation

SPRING SESSION (16 WEEKS)

LED 683 Developing Research in Leadership

SPRING SESSION A

LED 623 Organizational Communication
Elective Choice:
ICS 623 International Non-Profit Organizational Development
MIN 613 Spiritual Formation in Leadership
MAN 623 Strategic Management

SPRING SESSION B

LED 633 Leading People and Teams
Elective Choice:
ICS 633 Developing Strategic Partnerships
MIN 633 Critical Issues in Leadership
MAN 633 Knowledge Management

SUMMER SESSION

Elective Choice:
ICS 613 Leading Culturally Diverse Teams
MIN 623 Followership: The Other Side of Leadership
MAN 613 Legal & Ethical Decision Making

LED 693 Organizational Leadership Capstone

TOTAL = 33 Semester Credit Hours

**MASTER OF ARTS IN ORGANIZATIONAL LEADERSHIP
SUGGESTED COURSE SEQUENCE
2-YEAR TRACK**

YEAR ONE

FALL SESSION A

TFC 500 Orientation

LED 503 Christian Leadership and Work

FALL SESSION B

LED 513 Foundations of Organizational Leadership

SPRING SESSION A

LED 623 Organizational Communication

SPRING SESSION B

LED 633 Leading People and Teams

SUMMER (Elective Choice)

ICS 613 Leading Culturally Diverse Teams

MIN 623 Followership: The Other Side of Leadership

MAN 613 Legal & Ethical Decision Making

YEAR TWO

FALL SESSION A

LED 613 Organizational Theory and Culture

FALL SESSION B

LED 643 Leading Change and Transformation

SPRING SESSION (16 Weeks)

LED 683 Developing Research in Leadership

SPRING SESSION A (Elective Choice)

ICS 623 International Non-Profit Organizational Development

MIN 613 Spiritual Formation in Leadership

MAN 623 Strategic Management

SPRING SESSION B (Elective Choice)

ICS 633 Developing Strategic Partnerships

MIN 633 Critical Issues in Leadership

MAN 633 Knowledge Management

SUMMER

LED 693 Organizational Leadership Capstone

TOTAL = 33 Semester Credit Hours

Note: Maximum time for completion of the Master of Arts in Organizational Leadership is four (4) years.

COURSE DESCRIPTIONS

ICS – INTERCULTURAL STUDIES CONCENTRATION (9 hours)

ICS 613 Leading Culturally Diverse Teams (3 hours, summer online)

Leaders encounter many challenges as people from different cultures, social structures, religions, and languages participate in a globalized landscape and workforce. Learners in this course explore the leadership perspectives and skills necessary to develop high-functioning, culturally diverse teams and develop an understanding of the interrelatedness of nations in the global economy. Particular emphasis is placed on discerning the values underlying behaviors, as well as the attitudes, beliefs, skills, knowledge, and self-awareness necessary for leaders to effectively serve in diverse contexts.

ICS 623 International Non-Profit Organizational Development (3 hours, fall online)

Non-profit organizations provide opportunities to meet societal needs when effectively established through a growing number of models, including traditional donor-based, business as mission, social entrepreneurship, and others. In this course, students will explore organizational leadership theory within the framework of non-profit organizations in order to increase mission effectiveness, strategic direction and overall sustainability.

ICS 633 Developing Strategic Partnerships (3 hours, spring online)

This course will explore the many facets of leadership in the development of strategic partnerships across a wide range of organizational, cultural and missional contexts. Within this unprecedented globalized world, it is more important than ever to consider the complexities of inter-cultural relationships, leadership theory and practice, and biblical approaches to the development of healthy networks that birth successful partnerships.

LED – LEADERSHIP

LED 503 Christian Leadership and Work (3 hours, fall online)

Learners will consider the relationship between faith, work, and thought, specifically informed by biblical analysis, to be equipped to develop a uniquely Christian approach to organizational leadership.

LED 513 Foundations of Organizational Leadership (3 hours, fall online)

A foundational survey of predominant leadership theories, their underlying worldview perspectives and prominent scholars in the field. Case studies, biblical exegesis, and questionnaires will help students analyze their own leadership style in light of current research, theory, and the Bible.

LED 613 Organizational Theory and Culture (3 hours, fall online)

Understanding the theories behind organizations and organizational culture is essential for any leader. This course provides an understanding of organizational culture and structure as well as organizational lifecycle development. Learners examine the role of the leader as an organizational architect evaluating both the social and technical systems of organizations.

LED 623 Organizational Communication (3 hours, spring online)

A look at organizational leadership from a communications perspective. This course offers learners an opportunity to develop their communication competencies and techniques as well as their negotiation and conflict resolution skills for improving relationships within an organization. This is accomplished by expanding the learner's repertoire of communication styles to more effectively and efficiently handle routine and crisis situations.

LED 633 Leading People and Teams (3 hours, spring online)

Understanding the organizational behavior theories, concepts, and skills needed to lead and motivate individuals and groups is essential. This course explores the psychological contract between leader and follower that takes a variety of forms between two people or between the leader and small groups. Learners study group formation and group development, as well as the intricacies of coaching and mentoring.

LED 643 Leading Change and Transformation (3 hours, spring online)

Organizations are constantly in a state of change. Leaders must be able to exercise strategic foresight in planning and making decisions that will bring about positive transformation not only for the organization but also for the individuals within it. This course will look at the processes of change, current best practices and case studies, and will give leaders the necessary tools to bring about effective change in a biblically informed manner.

LED 683 Developing Research in Leadership (3 hours, spring online, 16 weeks)

In preparation for possible doctoral studies, it is essential to introduce master's students to basic research methodology and analysis. Learners will engage with current peer-reviewed literature to become familiar with various approaches to social research in leadership studies. Both quantitative and qualitative methods will be briefly examined throughout this course. This course is extended over the complete spring semester for greater flexibility and comprehension.

LED 693 Organizational Leadership Capstone (3 hours, summer online)

The Capstone is an opportunity to showcase the learning that has occurred over the course of the Master of Arts in Organizational Leadership program. The course is designed to be both retrospective and integrative as students synthesize leadership theories, concepts, and experiences, along with biblical exegesis and worldview analysis, in a practical inquiry project within their own organizational setting. The course requires background research, the development of a viable project design, and an oral presentation with supporting multimedia to be presented to faculty and peer-reviewers as the highlight of this final course.

MAN – MANAGEMENT CONCENTRATION (9 hours)

MAN 613 Legal & Ethical Decision Making (3 hours, fall online)

Utilizing TFC's motto to discuss leadership from the perspective of developing Christian character, this course is an inquiry into the personal, organizational, and social values present in legal issues and moral dilemmas. Learners will develop skills in ethical decision-making, and recognize how to act with biblical integrity as organizational leaders within a global context.

MAN 623 Strategic Management (3 hours, summer online)

This course provides students with a pragmatic approach to strategic management that will guide the formulation and implementation of corporate, business, and functional strategies. Strategic management explores the basic direction and goals of an organization and analyzes the environment, industry, and market structure, along with organizational strengths and weaknesses to develop the resources and capabilities needed to gain and sustain a competitive advantage. Students are expected to integrate and apply their learning and Christian ethics to consider modern analytical approaches and enduring successful strategic management practices.

MAN 633 Knowledge Management (3 hours, spring online)

Knowledge is critical to the success of an organization. This course focuses on how knowledge is created, captured, represented, stored, and reused in the context of managing the design, development, and operation of information technologies to fully leverage the intellectual assets of an organization.

MIN – MINISTRY CONCENTRATION (9 hours)

MIN 613 Spiritual Formation in Leadership (3 hours, summer online)

This course examines the nature and practices of spiritual formation as indispensable for ministry leaders. Creating an integrated biblical and theological framework for spiritual formation will lead to an exploration of spiritual formation practices that will affect the whole of a ministry leader's life in ways that will also assist them in discipling others.

MIN 623 Followership: The Other Side of Leadership (3 hours, fall online)

This course will analyze an often overlooked variable of leadership, without which there is no leadership. Content will include definition and typologies of followership, consideration of the leader as a follower, as well as effective and ethical followership.

MIN 633 Critical Issues in Leadership (3 hours, spring online)

This course will consider the biblical and philosophical approaches to determining a Christian approach to ongoing critical cultural issues. Students will be able to identify multiple and conflicting perspectives on the issue and identify uniquely Christian approaches.

TFC – TOCCOA FALLS COLLEGE

TFC 500 Orientation (0 hours, either semester)

The Toccoa Falls College Orientation is designed for students who are new to graduate studies at TFC. The course equips students with knowledge, skills, and resources necessary for a positive experience as a graduate student at TFC. The College does not charge tuition for this course since it is a non-credit course; however, a passing grade in the course is a requirement to continue in the program.