

# ADULT STUDIES/CONTINUING STUDIES

## BACHELOR OF SCIENCE IN ORGANIZATIONAL LEADERSHIP

### Mission Statement

The mission of the Bachelor of Science in Organizational Leadership Program is to deliver an integrated, multi-disciplinary education within a Christian context for adult learners.

### Curriculum

The Department serves all undergraduate non-traditional adult students in degree-completion programs, undergraduate and graduate certificate programs, and continuing education initiatives at the university except those of the School of Nursing. It focuses, as well, on community continuing education efforts.

The Bachelor of Science in Organizational Leadership for Adult Undergraduate Cohorts, *LAUNCH*, is a degree completion program designed to meet the needs of working adults. The program allows the completion of the Bachelor of Science in Organizational Leadership, BSOL, degree in as little as 18 months. The program is for adults with 2 or more years of college credit and at least 2 years of relevant work experience. Each student becomes a member of a cohort that remains together for the 14 courses of the major. The BSOL is designed to enable adult students to become more effective managers and leaders.

The BSOL major may be completed with a concentration in one of four areas: Organizational Management, Health Management, Church Leadership, or Project Management. On occasion, the BSOL major may be modified for a cohort to focus on a particular profession or field of interest. Check with the Continuing Studies Office for details.

For additional information, including direct contact information to program personnel, please check [www.uu.edu/academics/adultstudies/bsol/](http://www.uu.edu/academics/adultstudies/bsol/).

### Program Admission

In addition to university admission requirements the BSOL applicant must provide official transcripts documenting completion of a minimum of 60 semester hours of acceptable college credit including ENG 111 and 18 additional hours applicable to the General Core. All coursework attempted must document a CUM GPA of 2.0 or higher. The applicant must be at least 24 years of age and provide documentation of at least two years of relevant work experience.

### Program Specific Policies

Pre-BSOL Program Admission allows transfer students who have not met Program Admission Requirements to take General Core and Electives by meeting only University Admission requirements. Courses will be offered in the evenings in both full semester and accelerated formats.

Credit for Prior Learning, CPL, may be awarded for experiential learning using portfolio-style documentation

of learning. Students must be fully accepted and registered in the BSOL Program before submitting the portfolio. A maximum of 15 hours may be awarded towards the BSOL through CPL. Check with the CPL Director for application and full details.

Union University participates in several credit by examination programs following the guidelines of the American Council on Education, ACE. A maximum of 32 semester hours of credit by examination, including the maximum of 15 CPL hours, may be applied toward the BSOL degree. See the "Admissions" section of the *Catalogue* for additional information.

Union University awards credit for non-collegiate sponsored education in accordance with ACE guidelines. Transcription of this credit is available to matriculated students. It includes credit for learning experiences in all branches of the military and through participating industry education programs.

### Degree Requirements

#### I. General Education Requirements

A. General Core and transfer policies specific to Adult Studies Programs are detailed in the "Adult Studies" section of the *Catalogue*.

B. Must include MAT 111 or higher

#### II. BSOL Major Requirements—40 hours

A. BSOL Core: BSOL 401, 402, 413, 418, 435, 448, and 451—20 hours

B. Concentration, select one:

1. Organizational Management: BSOL 355, 410, 415, 421, 425, 432, 455—20 hours
2. Health Management: BSOL 323, 325, 341, 356, 421, 432, 456—20 hours
3. Church Leadership: BSOL 336, 415, 420, 428, 432, 443, 457—20 hours
4. Project Management: BSOL 330, 415, 425, 430, 433, 438, 458—20 hours

#### III. Electives to meet 128 minimum hours

IV. Minor: No minor is required but may be met according to requirements stated by the department awarding the minor.

### Academic Calendars

The academic calendars for the B.S.O.L. cohorts do not parallel those shown in the *Catalogue*. The B.S.O.L. students will follow the traditional calendars if needing General Core or elective courses. B.S.O.L. calendars, specific to each cohort, are available for the 18-month program as it begins. Due to the accelerated nature of the cohort program, students must spend 4 hours/week outside class in group study at a site approved by the university. The major/cohort calendars of this program are available at [www.uu.edu/academics/adultstudies/bsol/](http://www.uu.edu/academics/adultstudies/bsol/).

## Assessment of Majors

Students will be tested to determine if program learning outcomes have been met. The ability to analyze data, solve problems, think critically and communicate effectively in oral and written form will be evaluated in BSOL 418 and the capstone course for each concentration (BSOL 455, 456, 457, 458).

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## Course Offerings in Organizational Leadership (BSOL)

### 323. Medical Legal Concepts (2)

Overview of legal issues confronting healthcare administrators, designed to examine laws, rules, regulations, statutes and legal liabilities faced on a day-to-day basis.

### 325. Medical Ethics (3)

Theories, principles and relevant case studies giving application of Christian ethical principles to values clarification and decision-making in the medical field.

### 330. Engineering Economy (3)

Presents basic principles of economic analysis related specifically to the realm of engineering and construction; covers methods of developing engineering alternatives to capital investment projects using economic and financial principles.

### 336. Leadership and Change for Church Leaders (2)

Study of change and its impact on a church culture. The development and implementation of cultural needs assessment and the process of building cultural bridges to meet the changing needs of church communities will be discussed.

### 341. Healthcare Finance (3)

Introduction to fundamental financial concepts and skills necessary to success as managers in an increasingly competitive healthcare environment.

### 350. Personal and Managerial Finance (2)

Financial planning and management techniques, procedures, laws and assessment tools principally relating to one's personal finances but with significant overlap with corporate financial matters. Topics include personal accounting and budgeting, time value of money, credit and housing decisions, insurance products, investment vehicles, and retirement and estate planning.

### 355. Quality Management (3)

The concepts of Total Quality as they relate to the manufacturing and service environment. The uniqueness of quality is analyzed in relation to a systematic management process that improves customer satisfaction. The principles of quality management are integrated with the phases of a continuous improvement process. An assessment tool is presented to evaluate how well a company is doing in pursuing a quality improvement process.

## Credit by Testing

CLEP and DAN TES credit by testing may be applicable to the student's program as detailed in the Advanced Placement section of the catalogue. CLEP and DAN TES attempts can be made no later than six weeks prior to graduation. This deadline also applies to exams taken at other institutions that are to be applied toward graduation from Union. Registration for testing is limited; therefore, students are encouraged to make plans and register for testing as early in their program of study as possible.

**356. Quality Improvement in Health Care Settings (3)**  
History and theory of quality management as well as TQM principles applied to physician services, hospitals, medical staffs and the utilization management function. Interpretation and analysis of data as it relates to improving organization performance is examined and practiced.

### 401. Personal Assessment and Development (3)

Group interaction skills and the management of individual and professional priorities. Includes behavioral style analysis, communication processes within groups, versatility in dealing with supervisors and subordinates, goal setting, setting priorities and time management.

### 402. Leadership Principles and Practices (3)

Techniques of management and leadership and their application to the development of improved managerial effectiveness.

### 410. Information Systems for the Workplace (2)

An integrated approach to develop understanding of essential information system, principles and common software applications while emphasizing the use of technology and practical applications within the organization.

### 413. Diversity in the Workplace (2)

An introductory sociological analysis of the workplace realities present in the contemporary American context through which the student will gain knowledge about the changing society and workforce, as well as the various benefits and challenges of diversity. Topics include: valuing diversity, barriers to diversity, affirmative action, managing diversity, and future trends.

### 415. Accounting for Managers (3)

Financial and managerial accounting related to business and non-profit entities. This user-oriented, rather than accountant-oriented, course will focus on the accounting process, financial statements, reports and control techniques to give perspective and skill necessary to read, analyze and interpret reports created by accountants. The course is aimed at understanding control techniques, and operational budgeting, used by firms to assess and improve efficiency in the firm's operations and use of assets.

### 418. The Art of Communication (3)

Drawing on communication theory, students will learn to develop effective organization communication systems. Emphasis on diagnosing information needs and communication patterns. Students will learn the positive and negative aspects of all types of information storage, retrieval, manipulation and transmission methods.

**420. Church Finance and Budgeting (3)**

Budgeting for churches: process, challenges, tax implications, and ramifications will be discussed.

**421. Principles of Marketing (3)**

An integrated analysis of the role of marketing within an organization. An examination will be made of the factors affecting consumer behavior, the development of marketing strategies, and the cognition of marketing variables.

**425. Ethical Leadership (3)**

A study of representative ethical theories as they relate to various contemporary problems in management. Special consideration will be given to the application of Christian ethical principles to values clarification and decision-making in the business world.

**428. Ministry Marketing and Church Growth (3)**

Integrated analysis of the role of marketing within a church and an examination of factors affecting members, the development of marketing strategies, and the understanding of marketing variables to enable church growth and evangelism.

**430. Project Management (3)**

Fundamental principles of project management including customers, planning, scheduling, cost estimation, human resources, communications systems, risk management and change management. Current challenges, strategies and innovations of project management will be identified and discussed.

**432. Organizational Theory (3)**

A study of organizational theory and application. The managerial functions of planning, controlling, staffing, directing and motivating are explored in the contexts of both individual and group behavior.

**433. Work Design and Measurement (2)**

Teaches method improvement, work measurement and work design as they are applied to manufacturing and service industries to increase productivity and improve worker health and safety. Topics will include Pareto analysis, fish diagram, Gantt chart, process chart, worker machine relationship, lean manufacturing, plant layout, motion analysis, NIOSH, OSHA, and time study.

**435. Human Resource Management (3)**

The development of policies and techniques necessary to ensure effective management within complex organizations. Civil Service regulations, unions in the public and private sectors, and organizational training and development will be examined.

**438. Environmental Management (3)**

Rules and regulations as they apply to the workplace, among them Resource Conservation and Recovery Act, Clear Air Act, Clean Water Act, Safe Drinking Water Act, Comprehensive Environmental Response, Compensation and Liability Act, Emergency Planning and Right to Know Act. Requirements for compliance will be discussed.

**443. Issues in Christian Ethics (3)**

Examination of the moral dimensions of Christian ministry and moral issues facing ministers daily. Attention is given to the minister's personal, professional and collegial relationships and moral responsibilities.

**448. Organizational Research and Planning (3)**

Develop or improve skills in the critical areas of applied organizational research and managing the planning process with a focus on strategic and operational planning.

**451. Interpersonal Conflict Resolution (3)**

Using simulation, case studies and field work assignments, this course focuses on the development of the communication and management skills essential for successfully resolving conflict situations involving both labor and management practices and the structural dysfunctions of organizations.

**455. Current Issues in Organizational Leadership (3)**

This capstone course in business administration is designed to integrate the content of the core courses into an applied management framework. Elements of this course include decision-making in a wide variety of areas on advanced level case analyses. Substantial reading of various managerial perspectives and applications of those perspectives to the student's work setting is required.

**456. Current Issues in Healthcare Leadership (3)**

Comprehensive course to allow synthesis and application of concepts to a variety of healthcare topics related to organization and administration in health services.

**457. Current Issues in Church Leadership (3)**

Capstone course providing opportunities to synthesize and apply elements from a variety of related topics to the organization and administration of the local church, in particular to globalization.

**458. Current Issues in Project Management (3)**

This comprehensive capstone course provides opportunities to synthesize and apply elements from a variety of related topics to project management. Elements of this course include decision-making in a wide variety of areas on advanced level case analyses. Substantial reading of various leadership and managerial perspectives and applications of those perspectives to the student's work setting is required.

**195-6-7. Special Studies (1-4) On Demand****295-6-7. Special Studies (1-4) On Demand**

Lower-level group studies which do not appear in the regular departmental offerings.

**395-6-7. Special Studies (1-4) On Demand**

Upper-level group studies which do not appear in the regular departmental offerings.