

## MSTOD Course Descriptions

### Core Courses

#### TOD 600 Leadership Development

The primary objective of the course is to provide a developmental opportunity for students to be more effective and intentional as leaders. Based on the finding that increased self-awareness is key to leadership effectiveness, students will be exposed to a variety of assessments and experiences including personality assessment, 360-degree feedback, and coaching in order to increase their capacity to lead effectively. Cross-listed with MBA 600. Prerequisite: None. Credit: 3

#### TOD 603 MSTOD Residency

This residency is required to be completed at least one time over the course of one's tenure as an MSTOD student. The purpose of the residency is to provide students with active learning experiences focused on skill development including communication and networking. The course may be repeated up to six times. Prerequisite: None. Credit: 0.

#### TOD 605 Principles of Talent and Organization Development

This course provides an overview of talent and organization development, including its history, ethics, literature, and the principal behavioral theories on which it is based. Analysis of the consultation process includes the skills and techniques involved in entry, contracting, organizational scanning, and preliminary diagnosis, as well as such individual and intra-group interventions as coaching, process consultation, teaming, and behavior modeling. Cross-listed with MBA 681. Prerequisite: None. Credit: 3

#### TOD 615 Business Acumen

This course centers on providing students with business acumen needed to enact successful talent management and organization development careers. Specifically, the course will heighten students' understanding of how to diagnose an organization's strategic landscape, competitors, and positioning, as well as its financial health and operations to identify needed change interventions and to leverage talent. Students will learn to develop a business case for change at various levels, including program return on investment and impacts, and how to measure the effectiveness of interventions. Prerequisite: None. Credit: 3

#### TOD 620 Interpersonal and Group Dynamics

This course focuses on the study of the form, process, and function of small groups, with particular emphasis on work teams in the contemporary organization. A variety of theories and models are explored and applied. Students are expected to explore their use of self in the context of groups as well as groups at a behavioral level. Cross-listed with MBA 686. Prerequisite: None. Credit: 3

#### TOD 630 People Analytics: Optimizing Human Capital with Data

People analytics is a data-driven and evidence-based approach to improve people-related decisions connected to individual and organizational success. The hands-on course design guides understanding of the role of data and technology in talent and human capital management. The course uses a blend of practical examples followed by applications to internal organization topics like recruiting, performance evaluation, leadership, hiring and promotion, job design, workforce planning, compensation, employee engagement, diversity, and

# Master of Science in Talent & Organization Development



collaboration. The course does not equip you to be a data scientist, but rather provides a foundation of the knowledge, skills, and understanding needed to be critical consumers of talent management data. Students understand how and when hard data is used to make organization-based decisions—providing the opportunity to position yourself as a strategic partner in an organization’s talent management decisions. Credit: 3

## TOD 695 Applied Capstone

The course includes both individual and team projects. The individual projects consist of a Professional Whitepaper and a client proposal for a Talent and Organization Development engagement. Also, students will collaborate in small teams on a large-scale integrative project for a not-for-profit organization. Presentations will be made to the nonprofit and other stakeholders at the end of the semester. The course can be completed at the same time as an elective or flexible course, but all core courses must be completed prior to TOD 695.

Prerequisites: TOD 600 or 602, 605, 615, 620 and 630. Credit: 3

## Flexible Core Courses

### TOD 610 Organizational System Change

This advanced graduate seminar explores cutting-edge practices and findings in the field of organization development such as design thinking and organization design. Students participate in an applied OD effort that includes data collection and analysis, and client feedback. Special attention will be paid to the impact of emerging trends such as innovation and complexity theory on best practices in change management. Cross-listed with MBA 682. Prerequisite: TOD 605. Credit: 3

### TOD 625 Introduction to Coaching Theories & Application

This course examines the foundational disciplines on which the practice of coaching is based and the applicable theories and methods. Students will engage with key theories and methods while gaining practical coaching skills, including contracting, active listening, powerful questioning, goal setting, and action design. Additionally, the course includes writing coaching agreements and emphasizes ethical practices in coaching. Cross-listed with MBA 672. Prerequisite: None. Credit: 3

### TOD 635 Talent Management

One of the primary responsibilities of human resources and managers at all levels is managing talent throughout the employee lifecycle. Human resource management spans the employee life-cycle and requires a keen awareness of individual and organizational issues and strategies. Topics covered include recruitment, selection, on-boarding, career planning, job/competency analysis, performance management, development, retention, retirement, voluntary and involuntary separation, downsizing, compensation and reward, and labor-management relations. Cross-listed with MBA 675. Prerequisite: None. Credit: 3

### TOD 645 Talent Strategies

This course is focused on understanding global and regional marketplace talent trends, and how those forces inform the design and execution of the talent strategy for an organization. The design of talent strategies are influenced by a large variety of factors. In this course, students will gain insight into some of the most prominent factors such as diversity and inclusion; outsourcing to on- and off-shore entities; the impact AI is having on workforce planning and re-skilling incumbent workers; etc. Learn how to align an organization’s

# Master of Science in Talent & Organization Development



human assets with its overall business strategy and operating model, and develop techniques on the design and implementation of HR programs, such as selection and learning and development initiatives. Credit 3

## Electives

### TOD 610 Organizational System Change

This advanced graduate seminar explores cutting-edge practices and findings in the field of organization development such as design thinking and organization design. Students participate in an applied OD effort that includes data collection and analysis, and client feedback. Special attention will be paid to the impact of emerging trends such as innovation and complexity theory on best practices in change management. Cross-listed with MBA 682. Prerequisite: TOD 605. Credit: 3

### TOD 622 Understanding Social Identities

This course broadly explores definitions of the self and how different social identities develop, change, and overlap with each other across the lifespan. Using both theory and a large body of empirical research, we investigate how our own sense of self as well as our perceptions of other people's identities guide behavior. Guiding questions such as "what does identity mean?" and "how is identity legible?" and "how are national identities formed?" lead to more advanced explorations into the social and cultural influences, uses and ramifications of identities, their performance and their representation. Students explore from a variety of disciplinary perspectives the complex relationships between the formation of group and individual identities and representations of identity within and across categories such as race, class, gender, nation, dis/ability, citizenship, and sexuality in the context of the workplace. Prerequisite: None. Credit: 3

### TOD 624 Cross-Cultural Management

This course provides an overview of opportunities, problems, and techniques involved in managing organizations in a cross-cultural context. Students will utilize frameworks and tools to assess the impact of skills, behaviors and management style on cross-border interactions and operations. Students will develop plans for individuals and organizations in cultivating a global mindset for effective leadership across cultures. Cross-listed with MBA 693. Prerequisites: None. Credit 3

### TOD 625 Introduction to Coaching Theories & Application

This course examines the foundational disciplines on which the practice of coaching is based and the applicable theories and methods. Students will engage with key theories and methods while gaining practical coaching skills, including contracting, active listening, powerful questioning, goal setting, and action design. Additionally, the course includes writing coaching agreements and emphasizes ethical practices in coaching. Cross-listed with MBA 672. Prerequisite: None. Credit: 3

### TOD 632 Conflict and Negotiation

The purpose of this course is to examine the nature of conflict and to better understand the impact that it has on our lives. Starting with the premise that conflict is a natural part of everyday life, the goal of the course is to assist you in identifying and analyzing your conflict management style and in developing an action plan for improving your negotiation skills and for managing conflict. Cross-listed with MBA 683. Prerequisite: None. Credit: 3

# Master of Science in Talent & Organization Development



## TOD 634 Advanced Coaching Theories and Practice

This course is dedicated to the development of advanced coaching skills, allowing students to enhance their expertise through both in-class and practical, real-world practice. Emphasizing the alignment of these skills with the International Coaching Federation (ICF) competencies, this course prepares students for the ICF credentialing assessment. By the end of the course, students will have a deep understanding of advanced coaching techniques and be well-equipped for certification. Cross-listed with MBA 673. Prerequisite: TOD 625. Credit: 3

## TOD 635 Talent Management

One of the primary responsibilities of human resources and managers at all levels is managing talent throughout the employee lifecycle. Human resource management spans the employee life-cycle and requires a keen awareness of individual and organizational issues and strategies. Topics covered include recruitment, selection, on-boarding, career planning, job/competency analysis, performance management, development, retention, retirement, voluntary and involuntary separation, downsizing, compensation and reward, and labor-management relations. Cross-listed with MBA 675. Prerequisite: None. Credit: 3

## TOD 636 Coaching Practicum

This course offers students the opportunity to engage in hands-on coaching experiences in real-world settings. Students will work independently with a client to deliver an intensive coaching consultation, applying their knowledge and skills in a practical context. Additionally, the course will focus on developing group coaching techniques, allowing students to refine their ability to facilitate coaching in both one-on-one and group environments. By the end of the course, students will have gained valuable experience and insights into the dynamics of coaching in various contexts. Students may repeat the course up to three times, if desired. Cross-listed with MBA 674. Prerequisite: TOD 634 with a grade of B or better. Credit: 3

## TOD 638 Entrepreneurship: New Venture Creation

This course examines the nature of the entrepreneur and the entrepreneurial process, as well as the critical ingredients in success and failure. The course explores the skills, concepts, and knowledge relevant to creating and funding a new venture. Considerable attention is given to the screening and evaluation of ideas and new business opportunities. The capabilities gained in this course apply to potential entrepreneurs interested in starting a new business, those interested in taking over an existing business, and those interested in incorporating an entrepreneurial approach in established businesses. Cross-listed with MBA 687. Prerequisite: TOD 615. Credit: 3

## TOD 639: Mentor Coaching

Mentor coaching is a collaborative process to enhance coaching skills through feedback, guidance, and support. This course includes both group and individual mentor coaching to identify strengths and areas for improvement based on the ICF core coaching competencies. Participants who complete the mentor coaching will have two recordings to submit for ICF credentialing. This is a pass/fail course. Prerequisite: TOD 625 or approval from the Program Director. Credit: 1.

## TOD 640 Learning and Facilitation

This course will develop and enhance your ability to design effective learning management systems, curriculums and programs, select appropriate learning methodologies (e.g., in-person, blended learning,

# Master of Science in Talent & Organization Development



simulations, gamification, and virtual reality), develop learning programs, facilitate meetings and learning, and evaluate program effectiveness by applying adult learning theory and leading practices. This program will introduce and build on adult development and learning, psychological and change theories, and explore multi-generational and global strategies related to learning and facilitation. Prerequisites: None. Credit: 3

## TOD 642 Applied Assessments/Measurements

This course prepares students to plan, implement, and evaluate the results of psychometric and behavioral assessments. It introduces the variety of assessment methods that are commonly used to understand leaders at all levels and the system in which the leader works from historical, normative, and social perspectives. Methods of structured interviews, standardized surveys, 360degree feedback instruments and interviews, and other organizational assessments are introduced and applied. This course covers administration, scoring, and interpretation of commonly used instruments at the individual and team levels with emphasis on debriefing and feedback techniques, with multi-rater assessments as well as personality, behavioral, cognitive and inventories. Issues considered include: test design and construction, validity and reliability, criteria for choosing a test, face-to-face versus online administration, cross-cultural and translation factors, ethics, and legality. Prerequisites: None. Credit: 3

## TOD 643 Principles of Project Management

This course introduces the principles of project management, examines the core concepts and applied techniques for cost-effective management of projects; the importance of PM, organizational strategy, project selection and prioritization, as well as organizational capability within the context of projects. This course provides in-depth coverage of the project life cycle, PM processes, and management consulting cycle. Traditional and agile life cycles are illustrated and contrasted. In addition, it covers recommended process groups and processes that a project manager can tailor for a specific phase or an entire project. Students learn how to identify and categorize requirements, define the project scope, create a work breakdown structure (WBS), sequence activities, create a schedule, and identify the critical path. Students also learn to estimate costs, assess risks and quality, and produce subsidiary plans for managing stakeholders, human resources, communications, and procurement. And, students learn the broader definition and role of the project plan and all of its components and project integration is introduced. Prerequisites: None. Credit: 3

## TOD 644 Management Consulting

This course introduces the concepts, methods, skills, and attributes required for effective consultation in organizations, both from an internal and external role. Beyond a mere knowledge base, the course is designed to develop skill in dialogue and consulting, with a particular emphasis on attitude development through the application of Action Research and Process Consultation models in an ethical context. Additional focus is on issues of practice development and management such as client identification, marketing, partnering, contracting, and client relationship management. Cross-listed with MBA 685. Prerequisite: TOD 605. Credit: 3

## TOD 645 Talent Strategies

This course is focused on understanding global and regional marketplace talent trends, and how those forces inform the design and execution of the talent strategy for an organization. The design of talent strategies are influenced by a large variety of factors. In this course, students will gain insight into some of the most prominent factors such as diversity and inclusion; outsourcing to on- and off-shore entities; the impact AI is having on workforce planning and re-skilling incumbent workers; etc. Learn how to align an organization's

# Master of Science in Talent & Organization Development



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## TOD 646 Transformational Change

Transformational Change provides an experience of an intensive leadership development process focused on the individual becoming a more fully integrated person. Using a highly experiential approach, the course utilizes personality and leadership assessments, reflective paper and journaling to create a platform for transformational change. Special emphasis is placed on building personal resiliency with a focus on moving towards self-actualization and growth by identifying and managing an individual's unique leadership "shadow." This experience is an intensive process to promote transformational growth and breakthrough leadership development. Cross-listed with MBA 684. Prerequisite: None. Credit: 3

## TOD 648 Creative Connections

This hands-on course will draw on community resources to explore the nature and universality of creativity, methods for cultivating individual creativity, and organizational frameworks for creative problem-solving. Everyone is creative, but not everyone has explored his/her creativity or made connections between individual creative interests and a business career. In an environment of rapid change, leaders must be able to find connections between seemingly disparate fields and functions and to critically assess options. Cross-listed with MBA 689. Prerequisite: None. Credit: 3

## TOD 649 Inclusion and Engagement in Organizations

This course is designed to provide business professionals with the skills required to effectively develop, manage and lead an inclusive and engaged workforce in the 21st century. A review of human differences provides a basis for understanding the causes of prejudice, stereotypes, discrimination, unconscious bias, privilege, inequity, intersectionality, etc. An analysis of the different eras of workplace diversity (early years, value diversity era and the third era) illustrates the developments which have taken place. The course utilizes applied activities to evaluate current practices and develop the skills required to design inclusive work environments, facilitate constructive dialogue, address microaggressions, promote psychological safety and adapt communication styles to foster engagement. Last, the course will explore inclusive leadership strategies that promote a sense of belonging, enhance employee satisfaction, improve employee retention, engagement and organizational effectiveness. Students are advised to complete Understanding Social Identities (TOD 622/MBA 622) and/or Cross-Cultural Management (MBA 693/TOD 624) prior to enrolling in this course. Cross-listed with MBA 649. Prerequisites: None

## TOD 650 Leadership Skills and Techniques

This course provides knowledge and skills to be effective leaders and managers in the evolution of successful organizations. Students examine a wide-range of leadership theories and practices to analyze and lead today's successful companies and teams, such as political acumen, crisis management, leadership styles, strategic planning and conflict resolution and negotiation. Additionally, students determine key factors involved in sustaining organizations. Cross-listed with MBA 680. Credit: 3

## TOD 651 Stakeholder, Client, and Relationship Management

The Stakeholder, Client, and Relationship Management course is designed to provide professionals with the knowledge, skills, and tools to effectively work with others, both inside and outside of their organization.



# Master of Science in Talent & Organization Development



Students will engage in a host of micro and macro business processes, including stakeholder identification, persona analysis, stakeholder management, and stakeholder engagement. The course topics include emotional intelligence, communication styles, interpersonal skills, and an audience-focused approach. Cross-listed with MBA 651. Prerequisites: None. Credit: 3.

## TOD 652 International Experience

During this course, students participate "hands-on" learning experiences related to culture and business operations in non-USA locations. Areas of focus may include multiple functional aspects of diverse businesses such as financial services, logistics, technology, healthcare, and education in a global-context. Travel experiences are typically 7-9 days and may occur in one or more countries in Europe, Asia, Africa, Latin America, or North America. Course requirements include attendance at pre-trip seminars and completion of all course assignments after the conclusion of the travel experience. Cross-listed with MBA 691. Prerequisite: None. Credit: 3

## TOD 654 Independent Study in Talent & Organizational Development

This course requires independent reading and investigation of literature relevant to a specific topic or area of business. Students must meet the faculty member supervising the study prior to registration for the course to complete the proposal for an independent study. The form is available from the student's advisor. This course may be repeated for up to 6 credits. Credit: 1-3

## TOD 665 Internship

Students participate in in-depth academic coursework and onsite internship work in order to further connections between the workplace, industry trends and professional development. Students are expected to complete 43 onsite internship hours per credit hour in addition to coursework. The supervising faculty member and the director of the graduate programs must approve a course plan. This course may be repeated for up to 6 credits. The internship may not exceed 20 hours per week and may not be completed in the eight-week format. No more than 3 credits may be applied to the elective requirements for the degree. Prerequisites: Completed at least 6 credits in the degree and maintained a 3.0 or higher GPA. Credit: 1-3

## TOD 670 Topics in Talent and Organization Development

Topics courses are offered on a regular basis and will vary by term. Possible topics include Challenges in Talent Acquisition, Employee Engagement, Organization Design, Organizational Resiliency, Business Continuity and Organizational Responses to Disruptive Change. This course may be repeated for up to 9 credits. Credit: 3