Master of Science in Organizational Leadership

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Master of Science in Organizational Leadership Program

I.   Introduction

Welcome to Pima Medical Institute and the Online Master of Science in Organizational Leadership Program

The Master of Science in Organizational Leadership prepares graduate students to lead diverse organizations amidst a rapidly changing global landscape. In-depth examination of traditional and contemporary theories, coupled with research on communication, organizational behavior, and managing change, provides the framework for building advanced leadership skills. Students will cultivate a personal leadership approach that inspires diverse teams to work together and effect positive change for the diverse communities in which they serve and operate. The curriculum is designed to equip students with practical and analytical tools to successfully lead organizations through today's organizational challenges.

Contact Information for Program and Online Administration

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*Faculty Contact Information is posted within each individual course in Black Board

College Ownership, Accreditation, and Mission
PMI is a private, family and employee owned, post-secondary institution accredited by the Accrediting Bureau of Health Education Schools (ABHES) which is recognized by the US Secretary of Education. ABHES is located at 7777 Leesburg Pike, Suite 314 North Falls Church, Virginia, 22043. Contact information; Telephone: 703-917-9503, Fascimilie: 703-917-4109, website: infor@abhes.org. The guiding philosophy of the institute is based in a firm belief in the worth and potential of each student. Following the belief that the seeds for future growth must be planted in the classroom, PMI has become one of the leading medical career colleges in the Western United States and takes pride in its unique programs, quality education, and professional environment that promotes a student's sense of discovery, excellence, and self-worth. PMI is committed to preparing competent medical professionals who can meet the expectations of the 21st century employers. The mission of the institute is to improve the quality of people's lives by providing the best value in medical career education.

II. Master of Science in Organizational Leadership Program

Program Learning Outcomes

Upon completion of the MSOL program, graduates will be able to:

- Effectively utilize communication strategies to create a professional presence appropriate for the intended audience.
- Adapt leadership strategies to maximize performance and teamwork in diverse organizational cultures
- Interpret research and data to guide ethical decision-making that integrate the unique needs, values, culture, and position of an organization
- Develop creative solutions to complex problems by integrating multiple functional and professional perspectives
- Apply strategic innovation to drive organizational change and growth

Core Requirements (7 core leadership courses)

- GRD 501 Introduction to Graduate Writing and Critical Analysis

- LDR 515 Leadership Theory and Practice

- LDR 518 Strategic Communication

- LDR 525 Evidence-Based Management

- LDR 555 Leading Diverse Teams

- LDR 644 Leadership Ethics and Social Responsibility

- LDR 610 Leading Change and Innovation

- LDR 690 Professional Capstone

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HEALTHCARE ADMINISTRATION SPECIALIZATION

The Master of Science in Organizational Leadership, Healthcare Administration Specialization, will prepare students with the leadership skills necessary to work in healthcare administration. Leaders in the healthcare field have unique challenges inherit to a multidisciplinary environment that is often changing. Students will gain an in-depth understanding of strategic management processes, problem solving through quality improvement strategies, financial management, and policies and processes surrounding healthcare administration.

HCA Specialization Requirements (4 specialization courses)

- HCA 570 Emerging Issues in Health Administration

- HCA 630 Health Care Finance

- HCA 655 Strategic Management of Patient-Centered Networks

- HCA 640 Leading Quality Improvement in Healthcare

PUBLIC HEALTH ADMINISTRATION SPECIALIZATION

The Master of Science in Organizational Leadership, Public Health Administration Specialization, will prepare students with the leadership skills necessary to work in the Public Health setting. Leaders in public health promote and protect the health of populations and communities through prevention, action, and education of people and organizations concerning health initiatives. Students will be prepared as professionals in public health leadership roles to understand and analyze the healthcare data of various demographic groups, determine which socioeconomic factors may be contributing to health outcomes and to recognize how to address the needs of communities.

PHA Specialization Requirements (4 specialization courses)

- PHA 605 Foundations in Public Health

- PHA 630 Health Informatics

- PHA 650 Social, Behavioral, and Cultural Factors in Public Health

- PHA 655 Epidemiology

III.   Admission, Progression, Graduation, and Program Requirements

Master of Science in Organizational Leadership Program
36 semester credit hours

Admission Requirements:
Applicants to this degree program must have graduated with a minimum of a baccalaureate degree from an accredited program recognized by the US Secretary of Education or the Council for Higher Education Accreditation (CHEA) earning a 2.75 GPA or greater. For applicants with previous graduate level credits, see additional Admissions and Transfer Credit requirements in the Prospective Student section of this catalog.

Academic Progress and Advisement:
Students enrolled in a graduate program who do not maintain a minimum cumulative GPA of 3.0 in a semester are placed on academic progress warning status and must meet with the director to develop an academic recovery plan. Students who achieve a cumulative program GPA of 3.0 after the end of the subsequent semester will be removed from academic progress warning status.

Failed Course/Course Repetition:
Students enrolled in a graduate program may repeat a course that received a C or lower a maximum of one (1) additional attempt, may only repeat two courses within their program of study, and then are subject to termination. Only the highest grade is considered for GPA evaluation, but all attempted credits are included for measurement of maximum time frame. Attendance in a course constitutes an attempt.

Graduation Requirements:
Students in a graduate program are awarded a degree when they have successfully completed the program of study with a minimum cumulative GPA of 3.0 or greater and may only have a maximum of six (6) credits with a grade of C applied towards graduation.

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MSOL-HCA Specialization Program Outline

Semester I

Course #	Course	Theory	Lab	Clinical	Credits
GRD 501	Introduction to Graduate Writing and Critical Analysis	45			3.0
LDR 515	Leadership Theory and Practice	45			3.0
	Sequence I Total	90			6.0

Semester II

Course #	Course	Theory	Lab	Clinical	Credits
LDR 518	Strategic Communication	45			3.0
LDR 525	Evidence-Based Management	45			3.0
	Sequence I Total	90			6.0

Semester III

Course #	Course	Theory	Lab	Clinical	Credits
LDR 555	Leading Diverse Teams	45			3.0
LDR 644	Leadership Ethics and Social Responsibility	45			3.0
	Sequence I Total	90			6.0

Semester IV

Course #	Course	Theory	Lab	Clinical	Credits
LDR 610	Leading Change and Innovation	45			3.0
HCA 570	Emerging Issues in Health Administration	45			3.0
	Sequence I Total	90			6.0

Semester V

Course #	Course	Theory	Lab	Clinical	Credits
HCA 630	Health Care Finance	45			3.0
HCA 655	Strategic Management of Patient-Centered Networks	45			3.0
	Sequence I Total	90			6.0

Semester VI

Course #	Course	Theory	Lab	Clinical	Credits
HCA 640	Leading Quality Improvement in Healthcare	45			3.0
LDR 690	Professional Capstone	45			3.0
	Sequence I Total	90			6.0

	Program Total	540			36.0

MSOL-PHA Specialization Program Outline

Semester I					
Course #	Course	Theory	Lab	Clinical	Credits
GRD 501	Introduction to Graduate Writing and Critical Analysis	45			3.0
LDR 515	Leadership Theory and Practice	45			3.0
	Sequence I Total	90			6.0

Semester II					
Course #	Course	Theory	Lab	Clinical	Credits
LDR518	Strategic Communication	45			3.0
LDR 525	Evidence-Based Management	45			3.0
	Sequence I Total	90			6.0

Semester III					
Course #	Course	Theory	Lab	Clinical	Credits
LDR 555	Leading Diverse Teams	45			3.0
LDR 644	Leadership Ethics and Social Responsibility	45			3.0
	Sequence I Total	90			6.0

Semester IV					
Course #	Course	Theory	Lab	Clinical	Credits
LDR 610	Leading Change and Innovation	45			3.0
PHA 605	Foundations in Public Health	45			3.0
	Sequence I Total	90			6.0

Semester V					
Course #	Course	Theory	Lab	Clinical	Credits
PHA 630	Health Informatics	45			3.0
PHA 650	Social, Behavioral, and Cultural Factors in Public Health	45			3.0
	Sequence I Total	90			6.0

Semester VI					
Course #	Course	Theory	Lab	Clinical	Credits
PHA 655	Epidemiology	45			3.0
LDR 690	Professional Capstone	45			3.0
	Sequence I Total	90			6.0
	Program Total	**540**			**36.0**

PMI Recognized Holidays

Martin Luther King Jr. Day	3rd Monday in January
Memorial Day	Last Monday in May
Independence Day	July 4th
Labor Day	First Monday in September
Thanksgiving	4th Thursday in November
Veterans Day Observed	4th Friday in November
Winter Break	Weeks of Christmas and New Year's

Program Structure

The MSOL program is presented over a period of 96 weeks. This period is divided into six (6) 16-week semesters consisting of 540 clock hours spent in the online classroom and through experiential learning activities. The individual courses run for an 8-week period within a 16-week semester. Not all courses are offered every term. The MSOL degree program is designed to be taken in sequence as presented in the program outline with a one-course at a time pace. Prior to attending any of the online courses offered in this program of study, the student must participate in a short introductory course designed to orient the student to the online learning platform and technology tools utilized throughout the online program.

CORE PROGRAM COURSE DESCRIPTIONS

GRD 501 Introduction to Graduate Writing and Critical Analysis
Total Course Hours: 45 (45 Theory, 0 Lab, 0 Extern) Semester Credits: 3.0
Critical thinking, expressed through sound research and clear writing, is a foundation of all academic and professional pursuits. This course will establish expectations of graduate level writing and research, including use of American Psychological Association (APA) style and information research practices, in preparation for independent graduate writing tasks. Students will practice writing and research skills as well as self- and peer evaluation of work.

LDR 515 Leadership Theory and Practice
Total Course Hours: 45 (45 Theory, 0 Lab, 0 Extern) Semester Credits: 3.0
This course is designed to deepen student understanding of leadership research, theories, and practices through critical analysis and application. Content examines the process of leadership and the leadership characteristics and skills necessary for guiding organizations. Organizational theory, strategic thinking, decision-making, organizational culture, and change in the context of leadership will be emphasized.

LDR 518 Strategic Communication
Total Course Hours: 45 (45 Theory, 0 Lab, 0 Extern) Semester Credits: 3.0
This course provides analytical approaches for communication in organizational contexts. Content will explore communication processes in multiple contexts and support the ability to adapt communication to meet the needs of various internal and external stakeholders. Communicating in a leadership role will be the primary focus.

LDR 525 Evidence-Based Management
Total Course Hours: 45 (45 Theory, 0 Lab, 0 Extern) Semester Credits: 3.0
Evidence-based management is important in developing skills in using best available evidence for effective planning and decision-making as a leader. This course covers the foundations and evolution of evidence-based thinking in management at the executive leader level. The process of gathering, evaluating, and applying evidence to support decision-making in organizations will be emphasized. Field –based examples will be used to illustrate how leaders critically analyze available research and data in organizational decisions and processes.

LDR 555 Leading Diverse Teams
Total Course Hours: 45 (45 Theory, 0 Lab, 0 Extern) Semester Credits: 3.0
A large part of organizational leadership takes place in groups. This course focuses on exploring group dynamics and fostering an environment of collaboration, interdisciplinary action, and productive teamwork. Topics include relational leadership; developing and facilitating teams; influencing groups; and leveraging diversity to promote organizational effectiveness.

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LDR 644 Leadership Ethics and Social Responsibility
Total Course Hours: 45 (45 Theory, 0 Lab, 0 Extern) Semester Credits: 3.0

This course deepens student understanding of the broader social environment in which organizations operate as well as the ethical and legal responsibilities that leaders owe to a variety of stakeholders. Content includes organizational social responsibility to understand and apply ethics from social, economic, and environmental perspectives.

LDR 610 Leading Change and Innovation
Total Course Hours: 45 (45 Theory, 0 Lab, 0 Extern) Semester Credits: 3.0

This course will focus on leadership practices in change management theory and the methods by which leaders effect change within organizations. Content will include strategies for managing change cycles, developing proactive change initiatives, and generating support for innovative organizational change.

LDR 690 Professional Capstone
Total Course Hours: 45 (45 Theory, 0 Lab, 0 Extern) Semester Credits: 3.0

This course provides an opportunity for students to synthesize theoretical knowledge, practical skills, and current research into a culminating capstone project. The project will address a complex problem, challenge, or issue related to the field of study and propose an innovative solution or practice, with emphasis on action-based leadership. Additional emphasis is placed upon the creation of a professional portfolio to highlight skills and achievements in the respective academic discipline.

HEALTHCARE ADMINISTRATION SPECIALIZATION COURSES

HCA 570 Emerging Issues in Health Administration
Total Course Hours: 45 (45 Theory, 0 Lab, 0 Extern) Semester Credits: 3.0

Health care leadership requires a broad understanding of the complex challenges facing health care organizations today. This course explores current and emerging issues related to policy and political climate, population/disease demographics, reimbursement, workforce, technology, and health disparities that influence decisions made about delivering health care services. Learners will personalize issues at local, regional, and national levels by assessing the impact those issues may have on their own real-world health care role and future leadership roles.

HCA 630 Health Care Finance
Total Course Hours: 45 (45 Theory, 0 Lab, 0 Extern) Semester Credits: 3.0

This course covers both the financial management challenges and best practice solutions in maintaining viability of health organizations. The focus is on financial analysis to direct strategic financial planning and decision-making. Emphasis is placed on the administrator's ability to translate financial information to stakeholders in health organizations.

HCA 655 Strategic Management of Patient-Centered Networks
Total Course Hours: 45 (45 Theory, 0 Lab, 0 Extern) Semester Credits: 3.0
This course explores the logic, structure, and best practices for patient-centered strategic management in health care. Content includes a systematic approach to formulating, implementing, and analyzing strategic initiatives to assist health care organizations in achieving better performance while meeting the needs of their patient consumers.

HCA 640 Leading Quality Improvement in Healthcare
Total Course Hours: 45 (45 Theory, 0 Lab, 0 Extern) Semester Credits: 3.0
Leading quality improvement in healthcare addresses the broad area of risk management, covering key areas of patient safety, governance, and organization risks. Key statutes, standards and regulations that govern health care quality are discussed. This course explores basic claims administration, risk financing, and insurance principles and coverage. Topics include activities in organizational risk assessment, continuous quality improvement, and interpreting key occupational and safety issues.

PUBLIC HEALTH ADMINISTRATION SPECIALIZATION COURSES

PHA 605 Foundations in Public Health
Total Course Hours: 45 (45 Theory, 0 Lab, 0 Extern) Semester Credits: 3.0
This course introduces public health concepts and the skills required of public health leaders in community organizations and community health practice. Students will examine topics related to managing and leading public health enterprise at local, national, and global levels. Building public health competency through investigation of a variety of public health issues will support interdisciplinary skills, knowledge, and critical thinking demanded by today's public health leaders.

PHA 630 Health Informatics
Total Course Hours: 45 (45 Theory, 0 Lab, 0 Extern) Semester Credits: 3.0
This course explores health informatics from a public health and health-related research perspective with an emphasis on health information technology. Public health policy, structure and functions, public health data, surveillance, health communications, and global health informatics will be explored. Content will include the application of informatics to address public health-related problems.

PHA 650 Social, Behavioral, and Cultural Factors in Public Health
Total Course Hours: 45 (45 Theory, 0 Lab, 0 Extern) Semester Credits: 3.0
This course will deepen student understanding of the major social, behavioral, and cultural variables and issues that affect the health of populations. Frameworks and other theories presented in this course will focus on intervention strategies and program initiatives that address current public health problems and reduce health disparities.

PHA 655 Epidemiology

Total Course Hours: 45 (45 Theory, 0 Lab, 0 Extern) Semester Credits: 3.0

Epidemiology, as the basic science of public health, is the study of the distribution and determinants of population health as well as methods to improve disease outcomes. This course will equip students with foundational knowledge of epidemiology, research methods employed in epidemiology, and skills for interpreting existing evidence for the purposes of making public health or policy recommendations. Evaluation of epidemiologic study designs and measures of association for determining relationships will be explored.

Attendance, Evaluation, and Grading Procedures

Course Requirements:

Students are expected to:
1. Regularly log in to their online course.
2. Actively participate in online discussions by contributing ideas and information and responding to others in the class.
3. Work productively in both group and individual activities.
4. Maintain a cumulative GPA $\geq$ 3.0 or B average.

Attendance Policy:

Notice of prolonged absence must be made through communication directly to the Program Director. Students are expected to review the course materials and participate in online discussions each academic week. Students, who have not participated (by submitting gradable coursework) in the online course for fourteen (14) consecutive class days from the last date of academically related activity, will be terminated.

Late Policy:

1. Your courses at PMI are very fast paced. Getting behind on assignments can lead to a snowball effect where you quickly get buried. Pay special attention to due dates and plan your time accordingly. Please note that Blackboard is on Mountain Daylight Time and that time zone may differ from yours.
2. Written assignments and quizzes will be accepted up to 72 hours past a deadline for a 10% per day reduction in grade. Submissions past 72 hours will receive a zero score. Final assignments and discussion board assignments cannot be made up after they have ended, so are exempt from this policy.
3. Late penalties may be waived if the student can provide documentation of dire circumstances, such as a medical emergency or a bereavement of an immediate family member.

Grading:

Grades for all courses completed and attempted are recorded on students' permanent transcripts using the following grading system:

Grade	Standing	Percentage
A	Excellent	93-100%
B	Good	85-92%
C	Average	77-84%
F	Failing	76% or lower
INC	Incomplete	
X	Leave-of-Absence	
W	Withdrawn	
T	Terminated	

Pima Medical Institute does not award pass/fail grades.

Academic Honesty:

Students shall not plagiarize. Plagiarism is defined as presenting someone else's work as one's own, a serious offense in academic and professional environments. Plagiarism includes purchasing or borrowing an entire assignment, having someone else complete an assignment or rewrite an assignment in his/her words, and using source material to complete an assignment without giving proper credit for that source material. Students must comply with the style guide required by the course instructor.

Netiquette:

The same rules apply online as they do in person. Be respectful of other students. Foul discourse or harassment will not be tolerated. Please take a moment and read this information concerning "netiquette".

Grievance Policy:

Please refer to the PMI Catalog p.148 for Institutional Grievance and Discrimination Compaint Procedure

Computer Requirements

Online students must have access to a computer with the following minimum specifications:

Technology Requirements for Online Courses
Windows 7 and up
MAC OS 10.8 and up
4 GB RAM
20 GB free disk space
Internet access- 28.8 kbps speed or above (Broadband connection highly recommended)
Soundcard and speakers
Webcam

There are several requirements that you need to meet in order to successfully take an online course at Pima Medical Institute. Review the System Check

Library

Access to Pima Medical Institute's online library is accessed through Blackboard

Helpdesk

If you have not taken an online course before, there will likely be a learning curve as you familiarize yourself with Blackboard and the online learning environment. Give yourself some time to become comfortable with both, and do not hesitate to reach out to your program director and/or your instructors for course questions or the Online Help Desk for any technical issues.