2015-2016
GRADUATE
COURSE SCHEDULE
NEW COURSE FORMAT FOR 2015-2016

Peirce College is pleased to announce that all 2015-16 graduate courses will be offered in the intracourse flexible delivery model.

**INTRACOURSE FLEXIBLE DELIVERY COURSES** allow students to choose on a week-by-week basis whether to take their class online or on campus. While activities and instruction will not be identical, learning outcomes will be the same for both delivery methods. Instructors will teach the course in the online learning environment as well as conducting weekly on campus classes at the time designated in this schedule. Students are not required to participate in both formats but may move freely between online and on campus participation throughout the course. This innovative delivery model provides unprecedented flexibility for Peirce students as they balance their many responsibilities while earning their graduate degree.

To learn more about these new course delivery formats, please contact your Advisor or the Office of Graduate Studies at masters@peirce.edu.
LEGEND FOR CODES

Each course at Peirce College is identified by a specific course code. The name of the course is followed by a section code to identify whether the course is being offered on campus, online, or in the intracourse flexible delivery, and then a session or term code to identify when the course will begin. The following legend information is provided to assist with course selection.

ALL PEIRCE COLLEGE GRADUATE COURSES ARE NOW OFFERED IN THE INTRACOURSE FLEXIBLE DELIVERY MODEL

Courses are offered in 7/8-week formats.

7/8-week intracourse flexible delivery classes are coded as follows:

<table>
<thead>
<tr>
<th>Times</th>
<th>Monday</th>
<th>Tuesday</th>
<th>Wednesday</th>
<th>Thursday</th>
<th>Friday</th>
<th>Saturday</th>
</tr>
</thead>
<tbody>
<tr>
<td>8:45 am–12:45 pm</td>
<td>HMA</td>
<td>HTA</td>
<td>HWA</td>
<td>HRA</td>
<td>HFA</td>
<td>HSA</td>
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<tr>
<td>1:00 pm–5:00 pm</td>
<td>HMB</td>
<td>HTB</td>
<td>HWB</td>
<td>HRB</td>
<td>HFB</td>
<td>HSB</td>
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<tr>
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<td>HT</td>
<td>HW</td>
<td>HR</td>
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14/15-week intracourse flexible delivery classes are coded as follows:

<table>
<thead>
<tr>
<th>Times</th>
<th>Monday</th>
<th>Tuesday</th>
<th>Wednesday</th>
<th>Thursday</th>
<th>Friday</th>
<th>Saturday</th>
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</thead>
<tbody>
<tr>
<td>9:30 am–12:30 pm</td>
<td>HDA</td>
<td>HDC</td>
<td>HDE</td>
<td>HDG</td>
<td>HDI</td>
<td>HK</td>
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<tr>
<td>1:00 pm–4:00 pm</td>
<td>HDB</td>
<td>HDD</td>
<td>HDF</td>
<td>HDH</td>
<td>HDJ</td>
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<tr>
<td>5:30 pm–8:30 pm</td>
<td>HEM</td>
<td>HET</td>
<td>HEW</td>
<td>HER</td>
<td>HEF</td>
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</tbody>
</table>

SESSION CODES

All course codes end with a session code number to reflect the session start.

Example: OLM501HF1 is an OLM501 course in the flexible delivery format, with on campus meetings on Friday evenings in Session 1

TERM CODES

Capstone project courses are 14-weeks with codes that end in F for Fall, S for Spring, or U for Summer.

Example: OLM590HFS is a 15-week OLM590 course in the flexible delivery format, with on campus meetings on Friday for 15 weeks in the Spring

ADDITIONAL EXAMPLE

OLM523HA2 is an OLM5323 course in the flexible delivery format, with on campus meetings on Saturdays in Session 2
The academic year begins with the fall term and ends with the summer term of the following year. Classes in the fall term typically begin in August, spring typically begins in January, and summer typically begins in May.

<table>
<thead>
<tr>
<th>Session</th>
<th>Class Days</th>
<th>First Class</th>
<th>Other Class Meeting Dates</th>
<th>Last Class</th>
<th>Drop By</th>
<th>Withdraw By</th>
<th>Grades Posted</th>
<th>Holidays</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Sat</td>
<td>8/29/15</td>
<td>9/12/15 9/19/15 9/26/15 10/3/15 10/10/15 10/17/15</td>
<td>9/4/15 10/1/15 10/19/15</td>
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<tr>
<td>Online</td>
<td></td>
<td></td>
<td>8/31/15-10/22/15</td>
<td>9/6/15 10/1/15 10/25/15</td>
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<td></td>
<td>Sat</td>
<td>10/24/15</td>
<td>10/31/15 11/7/15 11/14/15 11/21/15 Holiday* 12/5/15 12/12/15 10/30/15 11/26/15 12/20/15</td>
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<tr>
<td>Online</td>
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<td></td>
<td>10/26/15-12/17/15</td>
<td>11/1/15 11/26/15 12/20/15</td>
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<tr>
<td>Sess 3</td>
<td>Fri</td>
<td>1/8/16</td>
<td>1/15/16 1/22/16 1/29/16 2/5/16 2/12/16 2/19/16 2/26/16 1/14/16 2/11/16 3/6/16</td>
<td>Martin Luther King Day Jan. 18, 2016</td>
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<td></td>
<td>Sat</td>
<td>1/9/16</td>
<td>1/16/16 1/23/16 1/30/16 2/6/16 2/13/16 2/20/16 2/27/16 1/15/16 2/11/16 3/6/16</td>
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<tr>
<td>Online</td>
<td></td>
<td></td>
<td>1/11/16-2/28/16</td>
<td>1/17/16 2/11/16 3/6/16</td>
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<td>Spring Break: Monday, March 7 through Sunday, March 13, 2016</td>
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<td>Sat</td>
<td>3/12/16</td>
<td>3/19/16 3/26/16 4/2/16 4/9/16 4/16/16 4/23/16 4/30/16 3/18/16 4/14/16 5/8/16</td>
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<tr>
<td>Online</td>
<td></td>
<td></td>
<td>3/14/16-5/1/16</td>
<td>3/20/16 4/14/16 5/8/16</td>
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<tr>
<td>Online</td>
<td></td>
<td></td>
<td>5/16/16-6/27/16</td>
<td>5/22/16 6/6/16 6/30/16</td>
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<tr>
<td>Sess 6</td>
<td>Fri</td>
<td>7/8/16</td>
<td>7/15/16 7/22/16 7/29/16 8/5/16 8/12/16 8/19/16 7/14/16 8/1/16 8/25/16</td>
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<tr>
<td></td>
<td>Sat</td>
<td>7/9/16</td>
<td>7/16/16 7/23/16 7/30/16 8/6/16 8/13/16 8/20/16 7/15/16 8/1/16 8/25/16</td>
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<tr>
<td>Online</td>
<td></td>
<td></td>
<td>7/11/2016-8/22/16</td>
<td>7/17/16 8/1/16 8/25/16</td>
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* Confer with your professor about makeup for this lesson

For textbook information, please visit the Peirce College bookstore at www.ecampus.com/peirce.
The academic year begins with the fall term and ends with the summer term of the following year. Classes in the fall term typically begin in August, spring typically begins in January, and summer typically begins in May.

**Session** | **Class Days** | **Schedule of Class Meetings** | **Drop By** | **Withdraw By** | **Grades Posted** | **Holidays**
---|---|---|---|---|---|---
| Online | | | | | 8/31/15-12/13/15 | 9/6/15 | 11/9/15 | 12/20/15 | |

**Spring** | Fri | Jan. 8, 15, 22, 29 | Feb. 5, 12, 19, 26 | Mar. 4, 11, 18, 25 | Apr. 1, 8, 15 | 1/14/16 | 3/23/16 | 4/24/16 | Martin Luther King, Jr. Day Jan. 18, 2016
| Sat | Jan. 12, 19, 26 | Feb. 2, 9, 16, 23 | Mar. 2, 16, 23, 30 | Apr. 6, 13, 20, 27 | 1/18/16 | 3/23/16 | 4/24/16 | |
| Online | | | | | 1/11/16-4/17/16 | 1/17/16 | 3/23/16 | 4/24/16 | |

**Summer** | Fri | May 6, 13, 20, 27 | Jun. 3, 10, 17, 24 | Jul. 1, 8, 15, 22, 29 | Aug. 5 | 5/13/16 | 7/12/16 | 8/25/16 | Memorial Day May 30, 2016
| Sat | May 7, 14, 21, 28 | Jun. 4, 11, 18, 25 | Jul. 2, 9, 16, 23, 30 | Aug. 6 | 5/14/16 | 7/12/16 | 8/25/16 | |
| Online | | | | | 5/9/16-8/15/16 | 5/15/16 | 7/12/16 | 8/25/16 | |

* Confer with your professor about makeup for this lesson
<table>
<thead>
<tr>
<th>TERM</th>
<th>COURSE</th>
<th>TITLE</th>
<th>DAY</th>
<th>START DATE</th>
<th>END DATE</th>
<th>START/END TIME</th>
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<tbody>
<tr>
<td>FALL 2015-16</td>
<td>OLM 501</td>
<td>Foundations of Contemporary Leadership Theory</td>
<td>Fri/Online</td>
<td>8/28/2015</td>
<td>10/16/2015</td>
<td>5:30 PM-9:30 PM</td>
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<tr>
<td>FALL 2015-16</td>
<td>OLM 511</td>
<td>Systems Dynamics and Change</td>
<td>Sat/Online</td>
<td>8/29/2015</td>
<td>10/17/2015</td>
<td>8:45 AM-12:45 PM</td>
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<tr>
<td>FALL 2015-16</td>
<td>OLM 521</td>
<td>Ethical Decision Making</td>
<td>Sat/Online</td>
<td>8/29/2015</td>
<td>10/17/2015</td>
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<tr>
<td>FALL 2015-16</td>
<td>OLM 590</td>
<td>Capstone Project</td>
<td>Sat/Online</td>
<td>8/29/2015</td>
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<tr>
<td>FALL 2015-16</td>
<td>OLM 531</td>
<td>Leading Culturally &amp; Generationally Diverse Populations</td>
<td>Fri/Online</td>
<td>10/23/2015</td>
<td>12/11/2015</td>
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<tr>
<td>FALL 2015-16</td>
<td>OLM 523</td>
<td>Transcendent Leadership</td>
<td>Sat/Online</td>
<td>10/24/2015</td>
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<td>SPRING 2015-16</td>
<td>OLM 540</td>
<td>Business and Professional Communication</td>
<td>Fri/Online</td>
<td>1/8/2016</td>
<td>2/26/2016</td>
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<tr>
<td>SPRING 2015-16</td>
<td>OLM 590</td>
<td>Capstone Project</td>
<td>Fri/Online</td>
<td>1/8/2016</td>
<td>4/15/2016</td>
<td>5:30 PM-8:30 PM</td>
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<td>SPRING 2015-16</td>
<td>OLM 501</td>
<td>Foundations of Contemporary Leadership Theory</td>
<td>Sat/Online</td>
<td>1/9/2016</td>
<td>2/27/2016</td>
<td>8:45 AM-12:45 PM</td>
</tr>
<tr>
<td>SPRING 2015-16</td>
<td>OLM 550</td>
<td>Strategic Human Resource Management</td>
<td>Sat/Online</td>
<td>1/9/2016</td>
<td>2/27/2016</td>
<td>8:45 AM-12:45 PM</td>
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<tr>
<td>SPRING 2015-16</td>
<td>OLM 503</td>
<td>Applied Research Methods</td>
<td>Sat/Online</td>
<td>3/12/2016</td>
<td>4/30/2016</td>
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<tr>
<td>SPRING 2015-16</td>
<td>OLM 570</td>
<td>Strategic Management and Finance</td>
<td>Sat/Online</td>
<td>3/12/2016</td>
<td>4/30/2016</td>
<td>8:45 AM-12:45 PM</td>
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<tr>
<td>SUMMER 2015-16</td>
<td>OLM 590</td>
<td>Capstone Project</td>
<td>Sat/Online</td>
<td>5/8/2016</td>
<td>8/7/2016</td>
<td>9:30 AM-12:30 PM</td>
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<td>SUMMER 2015-16</td>
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<td>Transcendent Leadership</td>
<td>Fri/Online</td>
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<td>6/24/2016</td>
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<tr>
<td>SUMMER 2015-16</td>
<td>OLM 540</td>
<td>Business and Professional Communication</td>
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<td>5/14/2016</td>
<td>6/25/2016</td>
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<tr>
<td>SUMMER 2015-16</td>
<td>OLM 580</td>
<td>Leadership Project Management Strategy</td>
<td>Sat/Online</td>
<td>5/14/2016</td>
<td>6/25/2016</td>
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<td>SUMMER 2015-16</td>
<td>OLM 503</td>
<td>Applied Research Methods</td>
<td>Fri/Online</td>
<td>7/8/2016</td>
<td>8/19/2016</td>
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<tr>
<td>SUMMER 2015-16</td>
<td>OLM 570</td>
<td>Strategic Management and Finance</td>
<td>Fri/Online</td>
<td>7/8/2016</td>
<td>8/19/2016</td>
<td>5:30 PM-9:30 PM</td>
</tr>
<tr>
<td>SUMMER 2015-16</td>
<td>OLM 511</td>
<td>Systems Dynamics and Change</td>
<td>Sat/Online</td>
<td>7/9/2016</td>
<td>8/20/2016</td>
<td>8:45 AM-12:45 PM</td>
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Organization Leadership Management (OLM)

OLM 501
Foundations of Contemporary Leadership Theory & Practice
A grade of B or above is required in this course.
This course provides the foundational learning of the core concepts and theories in the field of organizational leadership. Students will explore the meta-view of organizations and the structures, human resources, and political and cultural dynamics common to all types of organizations. This meta-view will also include sub concepts of multigenerational workgroups, power and authority, the dynamics of teams, and change. The course will also provide a foundation for understanding leadership, using the theories of Kouzes and Posner as well as Daniel Goleman. Leadership styles, changing notions of leadership, followership, and emotional intelligence will be explored through both theory and case studies.

OLM 503
Applied Research Methods
Prerequisites: OLM 501 must be completed or concurrently enrolled in. A grade of B or above is required in this course.
This course is an introduction to applied research as it relates to organizational leadership. Emphasis will be placed on the analytical problem solving needed to measure and evaluate organizational improvement efforts. Students will learn how to use research as a tool for problem solving and intervention. Included are theories and types of research, analyzing the reliability and validity of published research, and applying research findings to professional practice. Students are encouraged to use a work-based project concept as the basis for their research skill development. This research proposal will serve as the foundation for the applied capstone project.

OLM 511
Systems Dynamics and Change
Prerequisites: OLM 501 and OLM 503. A grade of C or above is required in this course.
This course is grounded in understanding that change is constant in the 21st century, especially in organizations. Willingness to change is intricately linked to motivation. As such, leaders need to have a solid understanding of the dynamics of the change process and individual motivation in order to create effective strategies for the ongoing management of the enterprise. A critical component of managing change is the competency needed to assess large and small system effectiveness. Equally important is the impact of changing systems on the functioning of teams and the roles within teams. This course explores the theory and practice of change, organizational assessment and diagnosis, and managing effective teams through case studies and applied projects.

OLM 521
Ethical Decision Making
Prerequisites: OLM 501 and OLM 503. A grade of C or above is required in this course.
This course will compare and contrast various ethical decision making theories and constructs as applied to leadership and organizational decision making. Students will use emerging research and publications to explore how one can be effective and ethical while operating in an organization. Included will be the inter-relationship between personal values, organizational systems, and culture, and how issues of control, power, rank, and privilege impact ethical decision making. Case studies and personal experience will be used to deepen learning and understanding of the challenges in ethical decision making in the 21st century.

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Organization Leadership Management (OLM)

OLM 523
Transcendent Leadership
Prerequisites: OLM 501 and OLM 503. A grade of C or above is required in this course.
Current research demonstrates that a combination of emotional, social, and systems intelligence drives performance; in particular it travels from the leader through the organization to bottom-line results. In order to be effective, a leader needs to develop his or her leader awareness from the inside out. The most effective leaders have evolved from a focus on self (ego) to the ability to not only be transformative, but transcendent, in their view of the greater purpose to their work. This course builds on material covered in OLM 501 and relates to the leader's self-awareness, self-management, and understanding of his or her impact on the organization through empathy and ability to effectively manage the relationship system in which they function. Students will develop their own conscious awareness of their leadership and an understanding of managing their deliberate impact on the organization. The course will be grounded in research with practical implication for the ongoing development of the leader within.

OLM 531
Leading Culturally & Generationally Diverse Populations
Prerequisites: OLM 501 and OLM 503. A grade of C or above is required in this course.
In an increasingly complex and fast-changing world, we cannot just rely on charismatic leaders to solve our problems. We need to cultivate leadership at all levels of any organization that can create positive relationships with the multiple generations that currently exist in the workplace and with people representing all cultures, genders, beliefs, races, ages, differently-abled, and sexual orientations. The dynamics of social factors and cultural diversity in organizations will be examined both through theory and case studies, giving students tools to be successful in a global economy. Included will be different leadership styles in different cultures and the implications of working in multinational organizations.

OLM 540
Business and Professional Communication
Prerequisites: OLM 501 and OLM 503. A grade of C or above is required in this course.
This course addresses the new principles of leadership communication in the Information Age. Emphasis is placed on developing competence in verbal and nonverbal communication as well as effective writing principles. Students will explore how to effectively integrate email, text messages, social media, and virtual forms of communication and emerging technologies in the professional world. Communications management including techniques for motivation, conflict resolution, mediation, and negotiation will be explored.

OLM 550
Strategic Human Resource Management
Prerequisites: OLM 501 and OLM 503. A grade of C or above is required in this course.
Leaders are called upon to strategically consider the level and appropriate deployment of human resource capital needed to fulfill the mission of the organization. This course reviews the latest research in the field that demonstrates how human resource management impacts organizational strategy. Students will explore concepts in human resource development, human performance systems, organizational planning, and team development. Emphasis will be placed on the emerging importance of coaching for both talent and leadership development in today's organizations.
Organization Leadership Management (OLM)

OLM 560
Developing Systems Literacy
Prerequisites: OLM 501 and OLM 503. A grade of C or above is required in this course.
This course provides an overview of the information needs of 21st century organizations, the role information systems play in meeting those needs, and potential for information systems to be a source of competitive advantage and a driver of organizational change. Topics covered include the types of information systems and the component parts, the strategic and operational uses of information systems, the changing role of information systems in organizations, and issues in the planning, design, implementation, and management of information systems.

OLM 570
Strategic Management and Finance
Prerequisites: OLM 501 and OLM 503. A grade of C or above is required in this course.
In a rapidly changing world, leaders are challenged to become more strategic in both their individual leadership and in service of the enterprise. This course focuses on the strategic planning and decision making processes of organizations, including determining vision, core mission, goal development, implementation, and evaluation. Included in strategy are the financial viability, planning, and monitoring needed to ensure long term sustainability and success. Students will apply current theory, practice, and research to real world examples of organizations for which they will develop a comprehensive strategic and financial plan that addresses the needs of all stakeholders.

OLM 580
Leadership Project Management Strategy
Prerequisites: OLM 501 and OLM 503. A grade of C or above is required in this course.
This course provides the fundamental concepts, processes, and techniques necessary to successfully manage projects in organizations. Students will combine theory and personal experience to explore the fundamental nature of projects and the techniques involved in project management. Concepts such as the definition of a project, the nature of the project team, and the role and function of the project manager are presented. Discussion incorporates the language of projects, the context in which projects are conducted, and the key players in the project management process. Students investigate practical application of project management principles as applied to practice settings. The Project Management Body of Knowledge (PMBOK) is introduced as the basis to further explore practices, tools, and techniques for successful project management. Project integration, a coordination function of the project manager requiring effective human resource and communications management, is explored.

OLM 590
Capstone Project
Prerequisites: OL 503 and completion of all required course work. A grade of B or above is required in this course.
Students will be required to submit a master's project that is a comprehensive document that provides concrete evidence of the integration and practice of organizational leadership, knowledge, and skills learned as a result of taking the courses in the program. Students will build on the topic identified early in the program, and in conjunction with graduate faculty will prepare a draft proposal and final project for approval and presentation. The final product will subsequently be submitted to the College for final approval.