

---

---

## **Department of Business Administration**

---

---

### **M.S. in Organizational Effectiveness, Development and Change**

For more information please visit the department website at: <http://www.lerner.udel.edu/business>

The Department of Business Administration offers a program leading to the Master of Science degree in Organizational Effectiveness, Development and Change (OEDC). Students in the MS in OEDC develop the necessary skills to be effective agents of change in business and corporate organizations. The student will learn the theory, methods, techniques and skills to influence change and develop businesses to maximize effectiveness. The program is grounded in theory and empirical evidence, focused on critical and analytical thinking and methods of planning and implementing strategies in today's complex, dynamic and global business environment.

The majority of students are expected to be mid-career professionals in business and corporate functions. Most students are expected to have had some supervisory experience and be preparing for positions in increasingly responsible middle to upper management and leadership. Additionally, some students may be preparing for Doctoral level studies in business, management, or organizational behavior/development, or preparing for careers as internal or external organizational consultants. Students preparing for doctoral work should take a research focus with thesis option.

Middle and upper management focuses on planning and implementing policies and programs to accomplish strategic goals within the firm. As such our program focuses on translating strategic goals into operational plans and working with and through people to get those plans adopted and implemented. Personal development focuses on formation of the self as change agent. The change process depends on working with and through others, thus there is a heavy emphasis on leadership, influence, interpersonal, team and inter-group collaboration skills.

### **Requirements for Admission**

Qualified applicants for MS admission must:

- Hold the equivalent of a 4-year U.S. Bachelor's Degree from an accredited college or university.
- Submit a Graduate Admission Application and one official transcript of all previous academic work.
- Submit official Graduate Records Examination (GRE) or the Graduate Management Admissions Test (GMAT).
- Submit Application Essays and Resume.
- Submit two letters of recommendation from faculty and/or employers.

Pre-admission interviews may be scheduled for qualified applicants on a case-by-case basis.

Students whose native language is not English also must submit the results of the Test of English as a Foreign Language (TOEFL). This requirement may be waived if the student has earned a degree from an accredited educational institution in which English is the primary instructional language. Foreign applicants should also see the international student document requirements at the Office of Graduate Studies Web <http://www.udel.edu/gradoffice/applicants/foreignappl.html>.

Admission decisions are based upon a number of factors, including:

- Undergraduate grade point index
- GMAT or GRE scores
- Previous graduate study
- Work experience
- 2 Letters of recommendation
- Application essays:
  - What are your vocational objectives and how will your proposed plan of graduate study relate to them?
  - Describe a particularly challenging experience, and how you handled that experience.
  - Are there any special circumstances related to your academic record that you think we should consider?
- Interview

Students may apply and be admitted on a part- or a full-time basis.

Candidates for admission need not have majored in any specific undergraduate field; however, students are assumed to possess basic skills in written and oral communication, mathematics (normally one year of at least pre-calculus at the college level), and computer usage. Students deficient in any of these areas may be advised to enroll in appropriate courses to improve their skills.

Admission to the graduate program is competitive. Those who meet stated requirements are not guaranteed admission, nor are those who fail to meet all of those requirements necessarily precluded from admission if they offer other appropriate strengths.

Applications from those who wish to be considered for financial aid must be submitted by February 1st. Early application submission is strongly encouraged although MS program admissions occur on a rolling basis. However, for optimal consideration, part-time students should submit applications by May 1 for Fall Semester admission, and by November 1 for Spring Semester admission.

Note: Applications can be submitted before taking the GRE or GMAT. Indicate on your application the scheduled date of your GRE or GMAT exam. However, late exam submission will delay application processing and the admission decision.

Every Applicant who has accepted admission must submit a \$200 non-refundable deposit by the deadline stated in the acceptance letter to secure a place in the MS in OEDC Program. The tuition rate per credit for courses in the MS in OEDC program is equivalent to the on-campus Professional MBA program.

### **Requirements for the Degree**

The MS program is a 36 credit program with 24 credits of required coursework, 6-credits of required Thesis or Professional Project, and 6 credits of electives. The curriculum is scheduled to accommodate the working professional with most courses in the evenings and 1 credit skills modules offered in condensed time periods. Electives provide options among several courses taught either within the college or across campus and may include specialized modules delivered

by practitioners on an adjunct basis. Students have the option of completing a traditional research thesis or a professional project. Students using the program for professional development should conduct the professional project. Students who may be using our program as a stepping stone toward Ph.D. admissions should take statistics or research methods courses for their electives and should complete the research thesis. Students must elect the thesis or professional project option prior to selecting their electives and should do so in consultation with the Program Advisor. Students must follow the prerequisites listed in the university catalogue in planning the order in which to take courses. BUAD870 is a prerequisite for many of the courses in the program, so it must be taken early in the program.

PROGRAM REQUIREMENTS		
Credit	Course (BUAD unless otherwise noted)	
3	800	Strategic Thinking for the Executive Leader
1	807	Interpersonal Skills: Team Development
1	808	Interpersonal Skills: Leading Change
1	809	Interpersonal Skills: Negotiation & Conflict Resolution
3	820	Data Analysis & Quality Management
3	840	Ethical Issues in Domestic and Global Environments
3	870	Understanding People in Organizations
3	872	Organizational Development & Change
3	875	Strategic Human Resources
3	878	Leadership in International Business Cultures
24	<b>TOTAL REQUIRED COURSE CREDITS</b>	
6		Electives (see below)
6	868 or 869	Professional Project Thesis
36	<b>TOTAL PROGRAM CREDITS</b>	

Six credits of elective course selection should be made under consultation with the Program Advisor. Students planning to go on for a Ph.D. degree should elect additional research methods or statistics courses. Students in a human resource/management development role may want to elect courses on curriculum design and evaluation in the School of Education. Students interested in increasing their general business acumen may elect accounting, finance or economics courses. The Program Advisor will review the student's academic background and career objectives in considering any variance to the program on an individual case basis.

### **Professional Project or Thesis Options**

Students should choose the professional project or thesis option by the time they complete 15 credits in the program. Because the thesis option should be combined with research methods and/or statistics electives, it is unlikely that students would switch to the thesis option late in the program. Students may switch from the thesis to professional project option, however credits taken in the thesis cannot count toward the professional project and professional project credits cannot count toward the thesis. Students will declare their option with the program advisor and should discuss any changes in advance with the program advisor.

### **Professional Project Option**

The professional project is intended to demonstrate proficiency in implementing organizational change through design, conduct and evaluation of an organizational change project in an organizational setting. Students electing the professional project option must identify their own site in which to conduct the professional project. Faculty will work with the student to identify and specify the professional project, but it is ultimately the student's responsibility to identify the site for the professional project. The student must identify a faculty member who will supervise the project. A second reader will be selected in collaboration with the project supervisor. The second reader may be another faculty member or may be a professional with master's preparation and significant relevant experience in the field. The culmination of the project will be a written and oral presentation to be scheduled in coordination with the professional project supervisor and will be open to other faculty and students in the program. . The grade for the Professional Project is assigned in the semester the project is completed.

### **Thesis Option**

Students who elect to write a research thesis must identify a faculty member who is willing to supervise the thesis. A second reader will be selected in collaboration with the thesis supervisor. The research thesis will be a scientific study of a topic related to the degree. The grade will be assigned in the semester in which the thesis is completed. The thesis must be presented in a departmental research colloquium and a version of the thesis appropriate for publication in an appropriate research journal must be prepared. The dates for completion of the thesis follow the University of Delaware guidelines for graduation.

### **Comprehensive Examination**

**Purpose:** To assess the students' mastery and integration of key concepts across the curriculum.

**Composition:** Students will sit for and write responses to several questions prepared by faculty teaching in the program. Questions are designed to assess skills in each competency area identified by the program faculty. Students will be provided a reading list and study guide during the semester preceding the exam.

**Timing:** The exam will be administered twice annually (at the beginning of the spring and fall semesters). Students should plan to sit for the exam upon completing the required courses for the program. Students must sit for and pass the comprehensive exam prior to defending their Thesis or Professional Project.

**Grading:** The exam will be graded by the faculty providing the questions. The exam is graded pass/fail. The Program Director will combine the feedback, submit the result to the Graduate Office, and provided feedback to the student on any areas they need to improve. Students must pass each competency area to pass the exam. Students failing the exam will have one chance to retake the exam. Students failing both settings will be recommended for dismissal from the program for failure to advance.

## **Program Administration**

Up to nine semester hours of graduate credit earned prior to matriculation into the MS program or at another institution and not previously counted toward another degree may be accepted toward the University of Delaware MS degree. The course(s) must have been completed:

- with grades of B or better
- within five years of the effective date of the requested transfer

Normally, those credits will become eligible for transfer only after the candidate has completed at least nine credit hours as a matriculated MS Program student at the University of Delaware. To begin the process, the student must submit to the Program Advisor a written request for credit evaluation with course descriptions and/or syllabi of courses to be considered for transfer. Courses transferred from other universities count for credits but do not affect the program grade point average.

A graduate student must maintain a minimum 3.0 grade point index to remain a student in good standing and earn a 3.0 average in all required courses to be eligible for the MS degree. No grade below a C- may be counted toward the course requirements for the degree.

All examinations, thesis and professional project reports and oral presentations are in English. Proficiency in both written and oral English is required for progress and completion of the MS program.

Normally part-time students will complete 6-7 credits per semester and can complete the program in just over 2 years. Full time students generally take a minimum of 12 credits per semester. Students must complete their degree within the five year time limit established by the University. The Office of Graduate Studies provides guidelines governing possible extensions in cases of special or extenuating circumstances.

Students must maintain continuous enrollment in every regular semester (fall and spring) throughout their program. This can be accomplished by registering for thesis or professional project credit during the time the thesis or project is underway, or by registering for sustaining status. See the university policy on sustaining status at <http://www.udel.edu/gradoffice/current/policysustaining.html>

## **MBA/MS in Organizational Effectiveness, Development & Change Dual Degree Program**

The Department of Business Administration in cooperation with the MBA program offers a MBA/MS in Organizational Effectiveness, Development & Change (OEDC) dual degree option. The dual degree option allows the student to earn both the MBA degree and the MS in OEDC with a total of 60 credits including 54 credits of course work and 6 credits of Professional Project or Thesis. The MBA/MS in OEDC combines the required courses in the MBA program with the required and elective courses in the MS in OEDC plus the professional project or thesis. This program is jointly administered by the Alfred Lerner College of Business and Economics Graduate and Executive Programs office and the Department of Business Administration.

## Requirements for Admission

Students desiring to pursue the joint MBA/MS in OEDC must apply directly to the degree program and must meet the admissions requirements of both the MBA and MS in OEDC programs (See the University catalog for those requirements). The admissions directors for each program will evaluate the application separately and will apply the same criteria as specified in their respective programs. The prospective student is encouraged to see the admissions policies for both programs in the graduate catalog. Whereas the MS in OEDC program accepts both the GMAT and GRE exams, scores for the GMAT will be accepted by both programs.

The MBA/MS in OEDC is a joint degree program. As such, the joint programs must be completed and the dual degree is conferred simultaneously. Students admitted to the MBA/MS joint degree program who later decide they only want to complete one of the degrees must apply separately to the desired program for admission as a candidate in that program. Students who complete the single degree (MBA or MS in OEDC) may not at a later date be admitted to the dual degree program. In such case the student would be required to complete all requirements for the second degree. A student who is initially admitted to either degree and who decides to pursue the dual degree must apply for change of degree to the MBA/MS dual degree prior to receiving the first degree and must complete the requirements for the dual degree prior to any degree being granted.

## Requirements for the Dual Degree

The MBA/MS in OEDC program combines the required courses for the MBA program with the additional required courses of the MS in OEDC program. The MBA core and required courses make up 30 credits of the program. An additional 21 credits of courses from the MS in OEDC, including 6 credits of thesis or professional project are required. The total 60 credit program is completed with the addition of 9 elective credits (see table below).

PROGRAM REQUIREMENTS for the MBA/MS Dual Degree	
Credit	MBA CORE & REQUIRED COURSES****
3	ECON 503 - Economic Analysis for Business Policy
3	ACCT 800 - Financial Reporting and Analysis
3	FINC 850 - Financial Management
3	ACCT 801 - Management Control Systems
3	BUAD 820 - Data Analysis and Quality Management**
3	BUAD 831 - Operations Mgmt and Management Science
3	BUAD 840 - Ethical Issues in Domestic & Global Business**
3	BUAD 870 - Understanding People in Organizations**
3	BUAD 880 - Marketing Management
3	BUAD 890 - Corporate Strategy
MS REQUIRED COURSES****	
3	BUAD 800 - Strategic Thinking for the Executive Leader
1	BUAD 807 - Team Development Skills
1	BUAD 808 - Leadership Skills for Change

1	BUAD 809 - Negotiation Skills
3	BUAD 872 - Organizational Development & Change
3	BUAD 875 - Strategic Human Resources
3	BUAD 878 - Leadership in International Business Cultures
6	BUAD 869 or BUAD 868 Thesis or Professional Project
<b>51</b>	<b>TOTAL REQUIRED CREDITS</b>
<b>9</b>	<b>ELECTIVES</b>
	Electives may be taken from either the MBA program or from recommended electives in the MS in OEDC program. Students choosing the Thesis option should take additional statistics or research methods courses to support the Thesis research.
<b>60</b>	<b>TOTAL DUAL DEGREE CREDITS</b>

\* Recommended semester (full-time) or year (part-time). Program can be accelerated by taking courses in summer or winter terms.

\*\* Serves both MBA and MS program required courses.

\*\*\* Required courses cannot count toward a concentration or specialization in the MBA program.

MBA/MS in OEDC students must complete a Professional Project or Thesis and complete the comprehensive examination under the same rules as apply to the MS in OEDC students. Students are encouraged to review the MS in OEDC Program Policy Statement for rules and guidelines for the Professional Project, Thesis, and comprehensive examination.

Students may apply for the MBA/MS in OEDC on either a part-time or full-time basis. Full-time students are expected to complete the program in two years. Part-time students are expected to complete the program in approximately four years.

Transfers of coursework earned elsewhere, and waivers of courses are allowable under the same provisions as the MBA and MS in OEDC programs separately except that none of the coursework specific to the MS program may be waived on the basis of undergraduate coursework. Dual degree students must complete a minimum of 60 credits of coursework at the graduate level.

Students must maintain continuous enrollment in every regular semester (fall and spring) throughout their program unless by approved leave of absence. This can be accomplished by registering for thesis or professional project credit during the time the thesis or project is underway, or by registering for sustaining status.