

# MASTER OF SCIENCE (M.S.) IN MANAGEMENT AND ORGANIZATIONAL BEHAVIOR

**College:** Daniel L. Goodwin College of Business

**Department:** Business

**Student Type:** Graduate Semester

**Degree:** Master of Science (M.S.)

**Campus:** Lisle Campus

## Introduction

In this competitive and complex era, companies are demanding managers who can effectively achieve financial results and efficiently manage human resources. The demand for educated professionals who can effectively change and lead an organization is the perfect reason to earn a master's degree in Management and Organizational Behavior from Benedictine University.

The Master of Science (M.S.) in Management and Organizational Behavior program at Benedictine University is recognized both locally and nationally as a leader in providing education geared toward managing the human side of organizations.

Competence in the "human side of enterprise," including global interdependence, talent management, and the planning of change, has become the hallmark of excellent managers and leading-edge companies. The Management and Organizational Behavior program blends a practitioner orientation with a combined academic, theoretical, and research focus to provide a relevant and balanced approach to managerial skill development. Most of all, the program fosters collaborative faculty-student relationships aimed at achieving a common goal: learning to create and sustain excellence in management.

## Mission and Vision Statement

The mission of the M.S. in M.O.B. program is the education of Managers, Organization Development practitioners, human resource personnel and executives in the practice of organization change and the development of high performance organizations.

The vision of the M.S. in M.O.B. program is to maintain and build the program as one of the preeminent Master's programs in the field; as one of the oldest and founding graduate programs in the field with over 50 years of history.

## Learning Goal for the M.S. in Management and Organizational Behavior Program

Upon completion of Benedictine University's M.S. in M.O.B. program, students should be able to

1. demonstrate the ability to formulate and align the elements of human organizational systems, human resource systems, over their respective life cycles, including system responses to exogenous and endogenous disruption as well as planned intervention;
2. demonstrate understanding of Organization Development, including its historical development and key events, key thought leaders, values underlying major literatures and practices, key events and writings in their social context (political, social, economic, and personal forces);

3. demonstrate the ability to apply and evaluate corporate strategy, ethical and socially responsible management practices, planned change interventions, and productive teams for collaborate work processes.

## The M.S. in Management and Organizational Behavior Degree

The program has its roots in the Group Work Administration program at George Williams College. The primary mission of this program was the training of administrators for the management of community service agencies. In 1971, the mission of the department expanded dramatically when it was refocused to include education in the "human side of management" and management for business, as well as not-for-profit organizations. The emphasis on the human element of management with its origins in humanism and the applied behavioral sciences is a constant which characterizes all major facets of the curriculum.

In 1986, the program moved to Benedictine University, where it has flourished. Peter F. Sorensen Jr., Ph.D., was instrumental in shaping and implementing the program. Not only does Benedictine University's Management and Organizational Behavior program boast world-renowned faculty members, it is ranked among the top three programs of its kind by the Organization Development Institute.

## Traditional and Online M.S. in Management and Organizational Behavior Program

Benedictine University's traditional and online M.S. in Management and Organizational Behavior programs are designed for working adults. The program's course schedule is ideal for those who seek flexibility in their course schedules and plan to register as either a full- or part-time student.

On-campus courses are taught in eight-week formats during evenings and weekends. Online courses are also offered in eight-week formats.

## 4+1 M.S. in Management and Organizational Behavior Program

Well-qualified Benedictine University students who complete a B.B.A. or B.S. degree may be eligible to complete the M.S. in Management and Organizational Behavior degree in approximately one additional year of full-time graduate study. Students in other majors are encouraged to discuss curricular options with the department chair. The full-time 4+1 Program is developed specifically for recent college graduates. Admission to the program is not automatic and an application must be completed during a student's senior year of undergraduate coursework.

**Student Type:** Graduate Quarter

**Campus:** Lisle Campus

**Students may not enter the M.S. in Management and Organizational Behavior program on quarters after the Spring 2021 term. Where possible, existing quarter M.S. in Management and Organizational Behavior students were converted to semester M.S. in Management and Organizational Behavior students as of Summer 2021.**

**Existing students should refer to original catalog of entry for appropriate academic requirements. College of Business academic advisors can clarify appropriate quarter to semester course requirements.** Quarter

credits convert at a 3 quarter credits to 2 semester credits ratio. Required courses and earned credits will be applied at the 3:2 ratio. Partial credits are not rounded up.

**Our M.S.M.O.B. programs are:**

- Traditional M.S.M.O.B. Program
- Online M.S.M.O.B. Program
- 4+1 M.S.M.O.B. Program
- Accelerated Program
- Dual Degrees (M.B.A./M.S. in Management and Organizational Behavior, M.S. in Management and Organizational Behavior/Master of Public Health)

### Lisle Main Campus, Traditional M.S.M.O.B. Program

Benedictine University's Traditional M.S.M.O.B. program is designed to be flexible for working adults with at least two years of significant professional work experience. The program's classes are ideal for those who seek flexibility in their course schedules and plan to register as either a full- or part-time student. Classes are scheduled in the evening and on weekends. Eighty-five percent of the degree requirements can be completed through weekend coursework. Please consult the schedule for the exact times and locations.

The M.S.M.O.B. program consists of eleven foundation courses that provide preparation for the managerial-level core courses. Students with prior undergraduate business coursework may be waived from up to 16 credit hours. To be eligible for course waivers, prior undergraduate coursework must have been taken within the last seven years, pending department chair approval. This means you can complete your degree in less than two years.

Students may select from six concentrations to fulfill degree requirements. The M.S.M.O.B. program may accept up to 16 quarter credit hours in waivers and 16 quarter credit hours in transfer credit toward the master's degree for graduate coursework completed at another accredited institution. The combination of waiver and transfer credit cannot exceed 16 quarter credit hours.

### 4+1 M.S.M.O.B. Program

Well-qualified Benedictine University students who complete a B.B.A. or B.S. undergraduate degree may be eligible to complete the M.S.M.O.B. program with one additional year (four additional quarters) of full-time graduate study (12 quarter credit hours per quarter). Students in other majors are encouraged to discuss curricular options with the program director. The full-time 4+1 Program is developed specifically for recent college graduates. Admission to the program is not automatic and an application must be completed during the student's senior year of undergraduate coursework.

### Online M.S.M.O.B. Program

Online M.S.M.O.B. Program Curriculum.

### Dual Degree M.S.M.O.B Programs

Dual degree programs generally require 96 quarter credit hours and may be completed in as little as 36 months. Application and admission is required to each graduate program, and students must fulfill all requirements for each program in the selected dual degree. Students admitted to a graduate business administration program may apply to a dual degree program at any time during their initial degree program or up to five years after completion of the initial degree program. Approval of both program directors (M.B.A. and M.P.H.). Should a returning

Benedictine student exceed the five-year time limit required to apply to a dual degree program, the student may petition the department chair to consider their prior academic performance and professional development in order to be considered for the dual degree program. These applications will be considered on an individual basis. The residency requirement for a dual degree is 64 quarter credit hours.

## Admission Requirements Starting the Program

Because earning the M.S. in Management and Organizational Behavior degree requires a significant commitment, an initial advising appointment is very important. A newly-accepted degree-seeking student is encouraged to schedule an advising appointment before enrolling in a course. An advising appointment provides a student with important details about the curriculum sequence, establishes an academic plan for program completion, and makes a student aware of essential graduate policies and program resources.

## Admission Requirements

Application for admission

- \$40 non-refundable application fee.
- Official transcripts from all universities/colleges attended. Official electronic transcripts can be emailed to [e-transcripts@ben.edu](mailto:e-transcripts@ben.edu).
- Two letters of reference from individuals familiar with the applicant's professional or academic work, excluding family or personal friends.
- A one- to two-page essay addressing educational and career goals and how completion of the program will help achieve those educational and career goals.
- Current résumé listing chronological work history and academic degrees.
- Personal interview may be required prior to an admission decision.
- Students are recommended, but not required, to submit an official copy of their GMAT or GRE test scores.
- Students who have completed any foreign postsecondary education (college, university, etc.) are required to submit an official credit evaluation. Students may request a report from any of the following evaluation companies, or any credential evaluation service that is a member of the National Association of Credential Evaluation Services (<https://www.naces.org/>) (NACES): Educational Credential Evaluators (<https://www.ece.org/>) (EP), Educational Perspectives (<https://www.edperspective.org/>)(EP) or Slate Education Foundation (<https://slate.org.in/>) (SEF). In addition, SEF will assist with credential authentication and degree equivalency using appropriate resources of World Education Service (<https://www.wes.org/>) (WES) for admission into Benedictine University's graduate programs by computing calculations such as GPA conversions and credit hours. Students completing the SEF evaluation seeking course waivers must supply Benedictine with the appropriate course syllabi. Transcript evaluations shall be performed by trained foreign credential evaluators at SEF. Students must request a course-by-course evaluation including a U.S equivalent cumulative GPA. Official reports are mailed or electronically sent directly to Benedictine Admissions ([admissions@ben.edu](mailto:admissions@ben.edu)) from a NACES member organization. Please contact the Enrollment.

## Degree Requirements

### The M.S. in Management and Organizational Behavior Program

The M.S. in Management and Organizational Behavior curriculum requires ten Core courses, that is, 30 semester credit hours, as well as two Foundation courses, that is, six semester credit hours. All Foundation courses must be completed before enrolling in any Core course. Students must complete all courses with a grade of “C” or better. All coursework with a grade below “C” must be repeated for the course to apply toward graduation requirements. None of the ten Core courses may be waived. Students must graduate with a cumulative grade point average of 3.00 or higher.

### The M.S. in Management and Organizational Behavior Program Semester Curriculum

Code	Title	Hours
<b>Foundation Courses</b> <sup>1</sup>		
ACCT 5100	Accounting for Non-Financial Managers	
BALT 5101	Analytical Tools for Management Decisions	
<b>Core Courses</b>		
MNGT 6101	Organizational Behavior: Theory and Contemporary Practice	3
MNGT 6201	Organizational Development	3
MNGT 6202	Groups and Team Building	3
MNGT 6203	Organizational Development - Consulting Skills	3
MNGT 6204	Research for Managerial Decision Making	3
MNGT 6205	Global Change	3
MNGT 6701	Business Intelligence	3
MNGT 6301	Human Resources and Talent Management	3
MNGT 6401	Leadership and Ethics in a Global Environment	3
MNGT 6601	Project Management	3
<b>Total Hours</b>		<b>30</b>

<sup>1</sup> Subject to waiver.

### Optional Concentrations

#### Project Management

Project management is an in-demand skill set, spanning all industries and sectors of business. Project management leadership is a highly sought-after skill as intense global competition demands that new projects and business development be completed on time and within budget. Courses offer the student an understanding of organizational behavior as it relates to the individual, effective team-building skills, conflict management and resolution, as well as skills to effectively manage the financial side of projects.

Code	Title	Hours
<b>Required Courses</b>		
MNGT 6101	Organizational Behavior: Theory and Contemporary Practice	3
	or MNGT 5101 Organizational Behavior	
MNGT 6601	Project Management	3
MNGT 6602	Project Cost and Scheduling	3

#### Optional Course

MNGT 6603	PMP Preparation	
<b>Total Hours</b>		<b>9</b>

#### DIGITAL MARKETING

Digital marketing uses social media platforms to engage your audience—customers, clients, stakeholders—to build your brand. Increased web traffic leads to increased sales. Advertising on various social media platforms is analyzed. Publishing content on social media platforms is considered. Listening to your audience is also examined.

Code	Title	Hours
<b>Required Courses</b>		
MKTG 6101	Brand and Marketing Management	3
MKTG 6102	Advanced Search and Social Media Marketing	3
MKTG 6103	Advanced Content Marketing, Automation, and Google Analytics	3
<b>Total Hours</b>		<b>9</b>

#### Change Management

A recent Future of Jobs Report projected that jobs leveraging “human” skills such as training and development, and Organization Development specialists to increase. Change Management will provide knowledge to prepare adults for the world of change. Exposure to the role of consulting, the ability to work and improve teams, and understanding the role of the organization development practitioner will be explored.

Code	Title	Hours
MNGT 6201	Organizational Development	3
MNGT 6202	Groups and Team Building	3
MNGT 6203	Organizational Development - Consulting Skills	3
<b>Total Hours</b>		<b>9</b>

#### TALENT MANAGEMENT

Provides students with knowledge and skills in human resource functions, exploring cutting-edge concepts in talent management, business intelligence and ethics. Appropriate for students or working professional in the Human Resources and Talent Management arena.

Code	Title	Hours
MNGT 6301	Human Resources and Talent Management	3
MNGT 6401	Leadership and Ethics in a Global Environment	3
MNGT 6701	Business Intelligence	3
<b>Total Hours</b>		<b>9</b>

## Course Waivers and Transfer Credit

**Course Waivers:** Waiver of one or more Foundation courses may be determined by the department chair/program director on a case-by-case basis. Students with equivalent undergraduate coursework completed within seven years from the date of application to the program with a grade of B or higher may be eligible for a foundation course waiver. Students with a relevant graduate degree or a professional or industry certificate/licensure (e.g. Certified Public Accountant, Project Management Professional, etc.) may also be eligible for a waiver of a foundation course.

**Transfer Credit:** Graduate transfer credit be granted should the student have successfully completed a graduate course in the same field of study from another regionally-accredited graduate program with a grade of

"B" or better within the last five years of application to the program. A maximum of two courses are allowed as graduate transfer credit. The student shall provide a copy of the course descriptions and syllabi of courses taken for confirmation of comparability to Benedictine University M.S. in Management and Organizational Behavior courses as part of the application packet.

Course waivers cannot be awarded for professional work/life experience.

All requests for course waivers and transfers are subject to approval by the department chair/program director.

## Courses

**MNGT 5101 Organizational Behavior.** Covers the basic theory and application of administration and management. Emphasizes organizational behavior, including problems of motivation, leadership, organizational design and organization culture. Credit cannot be earned in both MNGT 5101 and MNGT 6101. 3 semester credit hour/s.

**Campus:** LISLE (Typically Offered: Periodically)

**MESA** (Typically Offered: Periodically)

**MNGT 6101 Organizational Behavior: Theory and Contemporary Practice.** Covers the basic theory and application of administration and management. Emphasizes organizational behavior, including problems of motivation, leadership, organizational design and organization culture. Credit cannot be earned in both MNGT 5101 and MNGT 6101. 3 semester credit hour/s.

**Campus:** LISLE

**MNGT 6201 Organizational Development.** Considers the theory and practice of organizational change and organization development. Discusses analysis, planning, implementation and evaluation of change programs. Covers the learning process, OD interventions, employee participation, monitoring success, reinforcement, and ethical issues. 3 semester credit hour/s.

**Campus:** LISLE (Typically Offered: Periodically)

**MESA** (Typically Offered: Periodically)

**MNGT 6202 Groups and Team Building.** Develops a knowledge of team building, its theoretical basis, and its strengths and weaknesses as an organization development (OD) intervention. Includes the application of team building in organizational performance. 3 semester credit hour/s.

**Campus:** LISLE (Typically Offered: Periodically)

**MESA** (Typically Offered: Periodically)

**MNGT 6203 Organizational Development - Consulting Skills.** Covers the concepts, models and philosophy of process consultation and its role in organization development. Emphasizes the application of this key activity in consulting to organizations, groups and individuals. Presented in a context useful to consultants and managers alike. 3 semester credit hour/s.

**Campus:** LISLE (Typically Offered: Periodically)

**MESA** (Typically Offered: Periodically)

**MNGT 6204 Research for Managerial Decision Making.** Covers alternative methods of research design for organization studies. Emphasizes academic and practitioner research issues, and skill building in the logic and practice of organizational research. Includes qualitative and quantitative research design, data collection, analysis and report writing. 3 semester credit hour/s.

**Campus:** LISLE (Typically Offered: Periodically)

**MNGT 6205 Global Change.** Examines and analyzes organization development (OD) values and their relationship with national and cultural values globally. Consists of an overview and case studies involving application and adaptation of management and OD practices to local situations differing by organization and national culture. 3 semester credit hour/s.

**Campus:** LISLE (Typically Offered: Periodically)

**MNGT 6206 The Global Environment.** Selected readings in international business will be covered. Topics include culture, geography, politics, foreign direct investment, supply chain management, monetary systems, foreign exchange markets and political risk management. Current topics in international business will be covered. 3 semester credit hour/s.

**Campus:** LISLE (Typically Offered: Periodically)

**MESA** (Typically Offered: Periodically)

**MNGT 6301 Human Resources and Talent Management.** Introduction to strategic human resource management. Covers the relationship of business and HR planning and the changing character of the workforce.

Provides systemic overview of recruiting, training, compensation, and diversity, inclusion, legal issues, and employee relations. Prerequisite: MNGT 5101 or waived, or MNGT 6101. 3 semester credit hour/s.

**Campus:** LISLE (Typically Offered: Periodically)

**MESA** (Typically Offered: Periodically)

**MNGT 6401 Leadership and Ethics in a Global Environment.** Reviews paradigms of leadership in a global environment. Introduces and applies principles for ethical decision-making in business situations. Assesses student's leadership capacities and responsibilities in challenging situations. 3 semester credit hour/s.

**Campus:** LISLE (Typically Offered: Periodically)

**MESA** (Typically Offered: Periodically)

**MNGT 6501 Operations Management.** This course focuses on the strategic role of operations, developing an appreciation for operations activities, and how to improve them. Issues include continuous quality improvement, the critical importance of the customer and consideration of selected quantitative techniques. Prerequisite: BALT 5101 or waived. 3 semester credit hour/s.

**Campus:** LISLE (Typically Offered: Periodically)

**MESA** (Typically Offered: Periodically)

**MNGT 6601 Project Management.** The art and science of project management as applied to a variety of business and technology settings. Discusses how to initiate, plan, execute and control, and close projects within budget and on schedule. This course emphasizes planning, while introducing project management fundamentals and principles from the standpoint of the project manager who must plan, organize, execute, and monitor and control non-operational activities to deliver projects on-time, under-budget and within performance objectives. Topics include organization and charters; scope and work breakdown structures; project life cycles, responsibility matrixes; as well as. planning and control methods such as PERT/CPM, Gantt charts, and earned value. 3 semester credit hour/s.

**Campus:** LISLE (Typically Offered: Periodically)

**MESA** (Typically Offered: Periodically)



**MNGT 6602 Project Cost and Scheduling.** This course highlights the importance of project managers understanding and applying project management tools and techniques to develop and manage project cost, schedule and financial plans. Topics include the software application, MS Project, project cost and benefit estimation; project financial analysis; budgeting; resource allocation; project metrics; and project cost and schedule control using earned value management systems. Attention will also be given to risk and contract and procurement management as students select and complete a course project that integrates project management components. Prerequisite: MNGT 6601. 3 semester credit hour/s.

**Campus:** LISLE (Typically Offered: Periodically)  
MESA (Typically Offered: Periodically)

**MNGT 6603 PMP Preparation.** This course examines current topics in project management, and provides a comprehensive review of the Project Management Body of Knowledge (PMBOK) guide. Topics include global project management, leadership, virtual teams and project information systems. In addition, PMI's Project Management framework, which includes the 10 knowledge areas, 5 process groups and 49 processes are covered in preparation for the Certified Associate Project Management (CAPM) or Project Management Professional (PMP) ® certification exam, administered by the Project Management Institute. Prerequisite: MNGT 6601, MNGT 6602. 3 semester credit hour/s.

**Campus:** LISLE (Typically Offered: Periodically)  
MESA (Typically Offered: Periodically)

**MNGT 6701 Business Intelligence.** This course explores how data and information systems can be utilized to drive effective operations, improved decision-making and create strategic advantages in organizations. Reviews information lifecycle components of data collection, analysis, and interpretation as well as the development of measurement systems for strategic goals. Specific focus is placed on change management techniques for successful technology adoption. Includes an introduction to common business intelligence tools as well as a hands-on experience in report building. Cross-listed as MIS 6677. 3 semester credit hour/s.

**Campus:** LISLE (Typically Offered: Periodically)  
MESA (Typically Offered: Periodically)

**MNGT 6801 Global Strategic Management.** This course requires students to use and integrate the disciplines and techniques learned in previous required courses. Strategy formulation and implementation concepts are discussed using theory and cases. Prerequisite: ACCT 6101, ECON 6101, FINA 6101, MKTG 6101, MNGT 6301, and MNGT 6501. 3 semester credit hour/s.

**Campus:** LISLE (Typically Offered: Periodically)  
MESA (Typically Offered: Periodically)

**MNGT 6901 Independent Study in Management.** This course allows an opportunity for a student to concentrate on a specific topic related to an existing course or to explore a timely topic not covered in an existing course. A proposal is required, outlining the nature of the problem and scope of the investigation. A research paper or project is required, as appropriate to the problem under investigation. 1-3 semester credit hour/s. Course Repeatable. Maximum number of units allowed: 9.

**Campus:** LISLE (Typically Offered: Annually)

**MNGT 6902 Internship in Management.** An internship offers practical work experience within which the student has the opportunity to apply and test theoretical learning while developing executive skills. The internship experience may be an apprenticeship in which a less experienced student learns about the organization, the business unit, and a variety of projects in which the supervisor is involved, or a project in which the student has major responsibility for a specific assignment and exposure to other areas of responsibility or interest. The internship may be repeated in different settings. 1-3 semester credit hour/s. Course Repeatable. Maximum number of units allowed: 3.

**Campus:** LISLE (Typically Offered: Annually)

**MNGT 6903 Special Topics in Management.** Timely topics are presented in the form of 1, 2, or 3-semester credit hour courses. Keeping pace with advances in a discipline requires constant learning. These courses provide an opportunity to examine and assess issues. There are no designated prerequisites, but graduate students are encouraged to have completed at least 12 semester credit hours. Topics are announced in advance. 1-3 semester credit hour/s. Course Repeatable. Maximum number of units allowed: 3. Department Consent Required.

**Campus:** LISLE (Typically Offered: Annually)

## Objectives

Students in the MS Management and Organizational Behavior will achieve the following student learning outcomes (SLO):

Student Learning Outcome 1: Demonstrate the ability to formulate and align the elements of human organizational systems, human resource systems, over their respective life cycles, including system responses to exogenous and endogenous disruption as well as planned interventions.

Student Learning Outcome 2: Demonstrate understanding of Organization Development, including its historical development and key events, key thought leaders, values underlying major literatures and practices, key events and writings in their social context (political, social, economic and personal forces).

Student Learning Outcome 3: Demonstrate the ability to apply and evaluate corporate strategy, ethical and socially responsible management practices, planned change interventions, and productive teams for collaborate work processes.

Student Learning Outcome 4: Demonstrate appropriate use of organizational research (quantitative and qualitative methods and field applications [interview protocol design, interviewing skills, content analysis, questionnaires design, evaluation methods for organizational change process, longitudinal data collection and analyses]).