

UNIVERSITY FACULTY SENATE FORMS

Academic Program Approval

This form is a routing document for the approval of new and revised academic programs. Proposing department should complete this form. For more information, call the Faculty Senate Office at 831-2921.

Submitted by: John E. Sawyer phone number 831-1787

Department: Business Administration email address sawyerj@udel.edu

Date: September 21, 2012

Action: Revise the requirements, rename the program and update the Program Policy Statement
(Example: add major/minor/concentration, delete major/minor/concentration, revise major/minor/concentration, academic unit name change, request for permanent status, policy change, etc.)

Effective term 13F
(use format 04F, 05W)

Current degree: MS Organizational Effectiveness Development and Change (MS OEDC)
(Example: BA, BACH, BACJ, HBA, EDD, MA, MBA, etc.)

Proposed change leads to the degree of: MS
(Example: BA, BACH, BACJ, HBA, EDD, MA, MBA, etc.)

Proposed name: Organizational Development and Change
Proposed new name for revised or new major / minor / concentration / academic unit
(if applicable)

Revising or Deleting:

Undergraduate major / Concentration: _____
(Example: Applied Music – Instrumental degree BMAS)

Undergraduate minor: _____
(Example: African Studies, Business Administration, English, Leadership, etc.)

Graduate Program Policy statement change: See attached
(Must attach your Graduate Program Policy Statement)

Graduate Program of Study: MS Organizational Development and Change
(Example: Animal Science: MS Animal Science: PHD Economics: MA Economics: PHD)

Graduate minor / concentration: _____

Note: all graduate studies proposals must include an electronic copy of the Graduate Program Policy Document, highlighting the changes made to the original policy document.

List new courses required for the new or revised curriculum. How do they support the overall program objectives of the major/minor/concentrations)?

(Be aware that approval of the curriculum is dependent upon these courses successfully passing through the Course Challenge list. If there are no new courses enter "None")

BUAD894 Evidence Bases for Professional Practice

3 credit hours

Field research methods for diagnosing, planning and testing management practices and ODC interventions are covered. Design and analysis of survey, interview, focus group, field observation and archival data sources including quantitative and qualitative analyses are addressed. Students will design and propose a field project which forms the basis for the ODC Professional Project.

College: Business and Economics (BE)

Department: Business Administration (BUAD)

Prerequisite or Corequisite: BUAD872, BUAD875, and BUAD820

BUAD896 ODC e-Portfolio Assessment

1 credit hour

Development, assessment and evaluation of MS in ODC student e-portfolio.

College: Business and Economics (BE)

Department: Business Administration (BUAD)

Restrictions: This course is open to Master's candidates in the Organizational Development and Change program only and must be registered in the first fall semester of the program. Continuing progress on the portfolio through the program is designated with the temporary grade of S (satisfactory progress) and the permanent grade of Pass or Fail is recorded at the end of the program when the e-portfolio is evaluated.

In addition to the above two courses, the following existing courses will be revised to alter prerequisites, renumber and retitling.

BUAD500-BUAD700 Survey of Business

3 credit hours

Survey of business principles including business organization and management, market research and marketing, operations management and decision analysis, accounting and financial analysis. Course assignments stress business technical writing and presentation skills.

College: Business and Economics (BE)

Department: Business Administration (BUAD)

About this section: This course is open to the ODC program and students in graduate programs outside the Lerner College. -No majors within the business administration, MBA, finance, accounting, or management-information systems degree programs may receive credit for this course.

BUAD872 Organizational Development and Change

3 credit hours

Provides knowledge and skills to function as effective change agents in organizations. Particularly appropriate for students seeking potential employment in positions requiring skills in facilitating change. Classic OD concepts are studied along with contemporary concepts, approaches and techniques for planned organizational change.

College: Business and Economics (BE)

Department: Business Administration (BUAD)

Prerequisite or Co-requisites: BUAD870

BUAD875 Strategic Human Resources

3 credit hours

Examines the personnel/human resources function focusing on five key areas: 1) procurement, 2) training and development, 3) compensation, 4) security, and 5) labor-management relations. Throughout, attention is paid to international practices and an effort is made to integrate business functions both strategically and operationally.

College: Business and Economics (BE)

Department: Business Administration (BUAD)

Prerequisite or Co-requisites: BUAD870

BUAD898 BUAD895 Professional Field Project Seminar

3 credit hours

Students are required to ~~design and implement~~ a professional field project ~~that is designed in the BUAD894 course.~~ The student will compile a portfolio or report of their project and make an oral presentation. ~~Seminar discussions p~~Provides a forum for consultation, advice and support from faculty and fellow students. ~~May be taken twice for up to 6 credits.~~

College: Business and Economics (BE)

Department: Business Administration (BUAD)

Prerequisites: ~~Must have completed at least 12 credits in the MS in OEDC program or permission of instructor~~BUAD894

Explain, when appropriate, how this new/revised curriculum supports the 10 goals of undergraduate education: <http://www.ugs.udel.edu/gened/>

NA

Identify other units affected by the proposed changes:

(Attach permission from the affected units. If no other unit is affected, enter "None")

The professional Science Master's programs in Biotechnology and Bioinformatics rely on the BUAD500 course. There is no change to this course other than renumbering. The course will continue to support those programs. The revisions will allow the department to guarantee the course will be offered every spring semester.

Describe the rationale for the proposed program change(s):

(Explain your reasons for creating, revising, or deleting the curriculum or program.)

The OEDC program has been continuously assessed over the duration of its existence. An assessment conducted in the summer 2012, with input from faculty and alumni, as well as the recent development of a set of Essential Elements of Organizational Development and Change programs by the Organizational Development Educational Association have provided guidance and direction to the proposed changes.

Summary of changes:

- Substitute Business Fundamentals course for BUAD800
- Split 6 credit Professional Project Seminar into two 3 credit appropriately titles courses

- Specify prerequisites and co-requisites so that a more specified (lock-step) curriculum can be enforced.
- Remove electives
- Drop Thesis option
- Replace comprehensive exam with an e-portfolio for assessment.

Program Requirements:

(Show the new or revised curriculum as it should appear in the Course Catalog. If this is a revision, be sure to indicate the changes being made to the current curriculum and **include a side-by-side comparison** of the credit distribution before and after the proposed change.)

NEW PROGRAM REQUIREMENTS			OLD PROGRAM REQUIREMENTS		
Credit	Course		Credit	Course (BUAD unless otherwise noted)	
3	BUAD 700 ^a	Business Fundamentals	3	800	Strategic Thinking for the Executive Leader
3	BUAD 820	Statistical Data Analysis for Business	3	877	Skills for Change Agents
3	BUAD 840	Ethical Issues in Domestic and Global Environments	3	820	Data Analysis & Quality Management
3	BUAD 870	Leadership and Organizational Behavior	3	840	Ethical Issues in Domestic and Global Environments
3	BUAD 872 ^b	Organizational Development & Change	3	870	Understanding People in Organizations (new title)
3	BUAD 875 ^b	Strategic Human Resources	3	872	Organizational Development & Change
3	BUAD 877 ^c	Skills for Change Agents	3	875	Strategic Human Resources (new title)
3	BUAD 878 ^a	Leadership in International Business Cultures	3	878	Leadership in International Business Cultures (new title)
			24	TOTAL REQUIRED COURSE CREDITS	
3	BUAD 894 ^{b,d}	Evidence Bases for Professional Practice	6		Electives (see below)
3	BUAD 895 ^{a,d}	Professional Field Project	6	898 or 869	Professional Project Seminar or Thesis
1	BUAD 896*	e-Portfolio Assessment	36	TOTAL PROGRAM CREDITS	
31	TOTAL PROGRAM CREDITS				
^a Course is offered Spring semester only ^b Course is offered Spring semester only ^c Course is offered Winter term only ^d BUAD894 and 895 are a two semester sequence taken fall and spring respectively. * See course description for registration and grading.					

Curriculum Plan: Full time enrolment

Summer (3 credits)	Fall (13 credits)	Winter (3 credits)	Spring (12 Credits)
BUAD820 (online)	BUAD870 BUAD872 BUAD875 BUAD894 BUAD896	BUAD877	BUAD700 BUAD840 BUAD878 BUAD895

The Department may on occasion modify this schedule to accommodate scheduling efficiencies

Curriculum Plan: Part time enrolment

Fall (7 credits)	Spring (6 cr)	Summer (3cr)	Fall (6 cr)	Winter (3 cr)	Spring (6 cr)
BUAD870 BUAD875 BUAD896	BUAD700 BUAD840	BUAD820 (online)	BUAD872 BUAD894	BUAD877	BUAD878 BUAD895

The Department may on occasion modify this schedule to accommodate scheduling efficiencies

Pathways matriculation option (summer)

Summer*	Fall*	Spring	Fall	Winter	Spring
BUAD820 (online)	BUAD870 BUAD875 BUAD896	BUAD700 BUAD840	BUAD872 BUAD894	BUAD877	BUAD878 BUAD895

* BUAD820, 879 and 875 taken pre-matriculation must earn minimum 3.5 GPA to waive GRE.

Part time and pathways matriculation students may spread their program longer by taking some classes in earlier terms, however BUAD896 must be registered in the first fall term and BUAD894 – BUAD895 must be taken in the last consecutive Fall – Spring terms respectively.

Please see the attached Program Policy Statement and Graduate Catalog copy.

ROUTING AND AUTHORIZATION: (Please do not remove supporting documentation.)

Department Chairperson Thompson Date 11/8/12

Dean of College Rick Andrews Date 11-8-12

Chairperson, College Curriculum Committee MMN Date 11-8-12

Chairperson, Senate Com. on UG or GR Studies _____ Date _____

Chairperson, Senate Coordinating Com. _____ Date _____

Secretary, Faculty Senate _____ Date _____

Date of Senate Resolution _____ Date to be Effective _____

Registrar _____ Program Code _____ Date _____

Vice Provost for Academic Affairs & International Programs _____ Date _____

Provost _____ Date _____

Board of Trustee Notification _____ Date _____

Business Administration

Telephone: (302) 831-2554

<http://www.lerner.udel.edu/programs/graduate/oedc>

Faculty Listing: <http://www.lerner.udel.edu/departments/graduate/oedc/facadvisoryboard>

MS in Organizational Development and Change

Program Overview

The MS in Organizational Development and Change (ODC) (originally titled Organizational Effectiveness, Development and Change) was designed to develop the necessary skills to be an effective agent 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 program prepares young and midcareer professionals for increasingly responsible change management and/or organizational development careers. Young professionals are prepared for entry positions in large consulting firms, as analysts for strategic planning, or organizational or human talent development. Midcareer professionals come from an array of backgrounds such as human resources, information technology, training or various leadership roles. The program helps midcareer managers to prepare for advanced leadership assignments as well as organizational development and change management careers.

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.

We believe that the best practitioners of organizational development and change are those with a thorough understanding of the science of management and human behavior. We are strongly committed to the scientist-practitioner model. This means that effective practitioners must have a deep understanding of the theory and empirical evidence that provides the basis for their practice. They must also be scientist, in that they must be able to test their models and applications through the practice of evidence based management. Thus we expect our students to develop critical thinking and analytical skills to understand, apply and test models of management, organizational development and change practices.

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 official transcripts of all previous academic work.
- Submit official Graduate Records Examination (GRE) or the Graduate Management Admissions Test (GMAT). Scores in excess of the 50th percentile on each part of the exam are preferred.

The GRE/GMAT requirement will be waived for students with a prior graduate (Master's or above) degree from a U.S. accredited university.

GRE/GMAT requirements may also be waived through part-time Pathways admission for applicants with 5 or more years of increasingly responsible work experience. See Pathways admission option below.

- Submit Application Essays
 - What are your vocational objectives and how will your proposed plan of graduate study relate to them?
 - Describe a particularly challenging experience where you took initiative, and how you handled that experience.
 - (Optional) Are there any special circumstances related to your academic record that you think we should consider?
- Resumé.
- Two letters of recommendation from faculty and/or employers.

Pathways Admission Option: Applicants with at least 5 years of relevant responsible work experience may apply to the program through the ODC Pathways option. The Pathways option allows applicants to prove their academic capabilities by taking BUAD820, BUAD 870 and one additional required course in the ODC program prior to matriculation to the ODC program. If the applicant earns a 3.5 GPA in those three courses, the GRE/GMAT exam will be waived and the student will be matriculated into the program. ODC Pathways students must complete the pre-matriculation courses within two consecutive semesters (which may include an intervening winter or summer term). All credits taken in the Pathways period count toward the degree. To apply for the Pathway option, select the OEDC Pathways option when submitting the application. The required application materials are the same as the MS application except the GRE/GMAT exam is not required.

All admission application materials are submitted online <http://www.udel.edu/gradoffice/apply/>.

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

Students whose native language is not English must submit the results of the Test of English as a Foreign Language (TOEFL). A minimum score on the TOEFL IBT in excess of 100 or on the IELTS Alternative of 7.5 are required. 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 International Students and Scholars website <http://www.udel.edu/oiss/>.

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 additional 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. We find that applicants who have demonstrated personal initiative and leadership skills through past extracurricular or work activities are most likely to be successful.

Pathways Admission Option: Applicants with at least 5 years of relevant responsible work experience may apply to the program through the ODC Pathways option. The Pathways option allows applicants to prove their academic capabilities by taking BUAD820, BUAD 870 and one additional required course in the ODC program prior to matriculation to the ODC program. If the applicant earns a 3.5 GPA in those three courses, the GRE/GMAT exam will be waived and the student will be matriculated into the program. ODC Pathways students must complete the pre-matriculation courses within two consecutive semesters (which may include an intervening winter or summer term). All credits taken in the Pathways period count toward the degree. To apply for the Pathway option, select the OEDC Pathways option when submitting the application. The required application materials are the same as the MS application except the GRE/GMAT exam is not required.

Application Deadlines:

Full-Time April 1:

The program curriculum is fully prescribed. Full time students are admitted to Summer start only. Students take one online course (earning a grade of B- or better) during the summer prior to the beginning of the fall semester (see academic requirements that follow). The application deadline for full-time enrolment is April 1.

Part time:

The part-time program is prescribed and is best started in the fall semester. Students may initiate their enrolment in any semester, but the pacing and completion of the program will be regulated by the availability of courses. Part-time applicants may apply at any time, but not later than 30 calendar days prior to the beginning of the semester in which they wish to begin studies.

Every Applicant who has accepted admission must submit a \$300 non-refundable deposit by the deadline stated in the acceptance letter to secure a place in the MS in ODC Program. The tuition rate per credit for courses in the MS in ODC program is equivalent to the on-campus Professional MBA program.

Requirements for the Degree

The MS program is a 31 credit program. The curriculum is scheduled to accommodate the working professional with all courses in the evenings.

Full time students complete the program in one year and must follow the prescribed program taking all courses in the terms prescribed. All full time students begin the program in the summer and complete in the spring semester.

Part time student generally complete the program in 21 months. While part time students may begin the program in any term, certain classes are only offered in specified terms (see below) and all students must complete their program in the spring term.

Program Requirements:

BUAD700	Business Fundamentals	3
BUAD 820	Statistical Data Analysis for Business	3
BUAD 840	Ethical Issues in Domestic and Global Environments	3
BUAD 870	Leadership and Organizational Behavior	3
BUAD 872	Organizational Development & Change	3
BUAD 875	Strategic Human Resources	3
BUAD 877	Skills for Change Agents	3
BUAD 878	Leadership in International Business Cultures	3
BUAD 894	Evidence-Based Professional Practice	3
BUAD 895	Professional Field Project	3
BUAD 896	e-portfolio Assessment	1

Curriculum Plan: Full time enrolment**

Summer (3 credits)	Fall (13 credits)	Winter (3 credits)	Spring (12 Credits)
BUAD820 (online)	BUAD870 BUAD872 BUAD875 BUAD894 BUAD896	BUAD877	BUAD700 BUAD840 BUAD878 BUAD895

Curriculum Plan: Sample Part time enrolment**

Fall (7cr)	Spring (6 cr)	Summer (3 cr)	Fall (6 cr)	Winter (3 cr)	Spring (6 cr)
BUAD870 BUAD875 BUAD896	BUAD700 BUAD840	BUAD820 (online)	BUAD872 BUAD894	BUAD877	BUAD878 BUAD895

Sample Pathways matriculation option 1**

Summer* (3 cr)	Fall* (7 cr)	Spring (6 cr)	Fall (6 cr)	Winter (3 cr)	Spring (6 cr)
BUAD820 (online)	BUAD870 BUAD875 BUAD896	BUAD700 BUAD840	BUAD872 BUAD894	BUAD877	BUAD878 BUAD895

Sample Pathways matriculation option 2**

Spring*	Summer*	Fall*	Spring	Fall	Winter	Spring
BUAD870	BUAD820 (online)	BUAD875 BUAD896	BUAD700 BUAD840	BUAD872 BUAD894	BUAD877	BUAD878 BUAD895

* Pathways pre-matriculation terms.

** The Department may on occasion modify this schedule to accommodate scheduling efficiencies.

Professional Project

All students conduct a field professional project as a part of the program. The project is developed in the context of the BUAD894 course and is completed and delivered as a product of the BUAD895 course. The professional project is intended to demonstrate proficiency in implementing organizational change through design, conduct and evaluation of an organizational assessment and/or change project in an organizational setting. Students 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. Part time students or students who work a part time job or internship are encouraged to develop their project within their existing work site. Employers typically welcome this since it facilitates bringing program learning back to the work place.

The professional project results in three outputs: 1) an appropriate deliverable to the field client of a product that will benefit the field site, 2) a written report that details how the student developed and arrived at the client deliverable, 3) an oral presentation to be scheduled in coordination with the professional project supervisor and will be open to other faculty and students in the program.

e-Portfolio

All students are required to develop an e-portfolio over the duration of the program. The e-portfolio serves three functions. First, as an assurance of learning tool it allows the program to assess how well students have achieved the learning goals of the program. Second, the e-portfolio enhances learning by requiring that the student consolidate and reflect on what they have learned through the program and to integrate across courses and with their professional identity. Finally, the e-portfolio can be exported as a professional portfolio that the graduate can use in their personal professional development. Students register for 1 credit of BUAD896 in their first fall term of the program. Continuing progress on the portfolio through the program is designated with the temporary grade of S (satisfactory progress) and the permanent grade of Pass or Fail is recorded at the end of the program when the e-portfolio is evaluated.

Program Administration

The Faculty Program Director serves as the advisor for all students.

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, 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.

Full time students must take the program as prescribed and complete the program in one year. Normally part-time students will complete 6-7 credits per semester and can complete the program in 21 months. Students must complete their degree within the five year time limit established by the University. The Office of Graduate and Professional Education 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. Any regular semester leave of absence must be approved by the Program Director and the Office of Graduate and Professional Education.

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

To begin the process, the student must submit to the Program Director a written request for credit evaluation with course descriptions and 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.

Department of Business Administration

**MASTER OF SCIENCE
ORGANIZATIONAL DEVELOPMENT AND CHANGE**

Program Policy Statement

Effective as of Fall 2013

Part I. Program History and Purpose:

The MS in Organizational Development and Change (ODC) (originally titled Organizational Effectiveness, Development and Change) was designed to develop the necessary skills to be an effective agent 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.

Target population

The program prepares young and midcareer professionals for increasingly responsible change management and/or organizational development careers. Young professionals are prepared for entry positions in large consulting firms, as analysts for strategic planning, or organizational or human talent development. Midcareer professionals come from an array of backgrounds such as human resources, information technology, training or various leadership roles. The program helps midcareer managers to prepare for advanced leadership assignments as well as organizational development and change management careers.

Skills developed through the program

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.

We believe that the best practitioners of organizational development and change are those with a thorough understanding of the science of management and human behavior. We are strongly committed to the scientist-practitioner model. This means that effective practitioners must have a deep understanding of the theory and empirical evidence that provides the basis for their practice. They must also be scientist, in that they must be able to test their models and applications through the practice of evidence based management. Thus we expect our students to develop critical thinking and analytical skills to understand, apply and test models of management, organizational development and change practices.

Part II. 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 official transcripts of all previous academic work.
- Submit official Graduate Records Examination (GRE) or the Graduate Management Admissions Test (GMAT). Scores in excess of the 50th percentile on each part of the exam are preferred.

The GRE/GMAT requirement will be waived for students with a prior graduate (Master's or above) degree from a U.S. accredited university.

GRE/GMAT requirements may also be waived through part-time Pathways admission for applicants with 5 or more years of increasingly responsible work experience. See Pathways admission option below.

- **Submit Application Essays**
 - What are your vocational objectives and how will your proposed plan of graduate study relate to them?
 - Describe a particularly challenging experience where you took initiative, and how you handled that experience.
 - (Optional) Are there any special circumstances related to your academic record that you think we should consider?
- Resumé.
- Two letters of recommendation from faculty and/or employers.

Pathways Admission Option: Applicants with at least 5 years of relevant responsible work experience may apply to the program through the ODC Pathways option. The Pathways option allows applicants to prove their academic capabilities by taking BUAD820, BUAD 870 and one additional required course in the ODC program prior to matriculation to the ODC program. If the applicant earns a 3.5 GPA in those three courses, the GRE/GMAT exam will be waived and the student will be matriculated into the program. ODC Pathways students must complete the pre-matriculation courses within two consecutive semesters (which may include an intervening winter or summer term). All credits taken in the Pathways period count toward the degree. To apply for the Pathway option, select the OEDC Pathways option when submitting the application. The required application materials are the same as the MS application except the GRE/GMAT exam is not required.

All admission application material are submitted online <http://www.udel.edu/gradoffice/apply/>.

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

Students whose native language is not English must submit the results of the Test of English as a Foreign Language (TOEFL). A minimum score on the TOEFL IBT in excess of 100 or on the IELTS Alternative of 7.5 are required. 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 International Students and Scholars website <http://www.udel.edu/oiss/>.

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 additional 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. We find that applicants who have demonstrated personal initiative and leadership skills through past extracurricular or work activities are most likely to be successful.

Pathways Matriculation Option:

Mid-career applicants for part time admission who have not yet taken the GRE or GMAT exam may apply to begin taking courses through the Lerner College Fast Start Pathways program See the Lerner College Pathways Program at <http://sites.udel.edu/gradbiz/mba-programs/pathways-program/>. All admissions requirements stated above must be submitted except the GRE/GMAT exam scores. If admitted through Pathways, the applicant may enter under the pathways matriculation option stated in the Degree Requirements section of this document. GRE or GMAT scores must be submitted prior to full admission. Pathways students may request waiver of the GRE or GMAT exam based on performance in the first 9 credits and significant work experience (see the GRE/GMAT requirements in the Pathways Program).

Application Deadlines:

Full-Time April 1:

The program curriculum is fully prescribed. Full time students are admitted to Summer start only. Students take one online course (earning a grade of B- or better) during the summer prior to the beginning of the fall semester (see academic requirements that follow). The application deadline for full-time enrolment is April 1.

Part time:

The part-time program is prescribed and is best started in the fall semester. Students may initiate their enrolment in any semester, but the pacing and completion of the program will be regulated by the availability of courses, which is designed and scheduled for May graduation. Part-time applicants may apply at any time, but not later than 30 calendar days prior to the beginning of the term in which they wish to begin studies.

The tuition rate per credit for courses in the MS in ODC program is equivalent to the on-campus Professional MBA program.

Part III. Academic

A. Degree Requirements

The MS program is a 31 credit program. The curriculum is scheduled to accommodate the working professional with all courses in the evenings.

Full time students complete the program in one year and must follow the prescribed program taking all courses in the terms prescribed. All full time students begin the program in the summer and complete in the spring semester.

Part time student generally complete the program in 21 months. While part time students may begin the program in any term, certain classes are only offered in specified terms (see below) and all students must complete their program in the spring term.

PROGRAM REQUIREMENTS		
Credit	Course	
3	BUAD 700 ^a	Business Fundamentals
3	BUAD 820	Statistical Data Analysis for Business
3	BUAD 840	Ethical Issues in Domestic and Global Environments
3	BUAD 870	Leadership and Organizational Behavior
3	BUAD 872 ^b	Organizational Development & Change
3	BUAD 875 ^b	Strategic Human Resources
3	BUAD 877 ^c	Skills for Change Agents
3	BUAD 878 ^a	Leadership in International Business Cultures
3	BUAD 894 ^{b,d}	Evidence-based Professional Practice
3	BUAD 895 ^{a,d}	Professional Field Project
1	BUAD 896	e-portfolio Assessment
31	TOTAL PROGRAM CREDITS	

^a Course is offered Spring semester only

^b Course is offered Fall semester only

^c Course is offered Winter term only

^d BUAD894 and 895 are a two semester sequence taken fall and spring semesters respectively.

Curriculum Plan: Full time enrolment

Summer (3 credits)	Fall (13 credits)	Winter (3 credits)	Spring (12 Credits)
BUAD820 (online)	BUAD870 BUAD872 BUAD875 BUAD894 BUAD896	BUAD877	BUAD700 BUAD840 BUAD878 BUAD895

The Department may on occasion modify this schedule to accommodate scheduling efficiencies.

Curriculum Plan: Sample Part time enrolment

Fall (7 cr)	Spring (6 cr)	Summer (3 cr)	Fall (6 cr)	Winter (3 cr)	Spring (6 cr)
BUAD870 BUAD875 BUAD896	BUAD700 BUAD840	BUAD820 (online)	BUAD872 BUAD894	BUAD877	BUAD878 BUAD895

The Department may on occasion modify this schedule to accommodate scheduling efficiencies.

Sample Pathways matriculation option 1**

Summer* (3 cr)	Fall* (7 cr)	Spring (6 cr)	Fall (6 cr)	Winter (3 cr)	Spring (6 cr)
BUAD820 (online)	BUAD870 BUAD875 BUAD896	BUAD700 BUAD840	BUAD872 BUAD894	BUAD877	BUAD878 BUAD895

Sample Pathways matriculation option 2**

Spring*	Summer*	Fall*	Spring	Fall	Winter	Spring
BUAD870	BUAD820 (online)	BUAD875 BUAD896	BUAD700 BUAD840	BUAD872 BUAD894	BUAD877	BUAD878 BUAD895

* Pathways pre-matriculation terms.

The Department may on occasion modify this schedule to accommodate scheduling efficiencies.

A.1. Professional Project

All students conduct a field professional project as a part of the program. The project is developed in the context of the BUAD894 course and is completed and delivered as a product of the BUAD895 course. The professional project is intended to demonstrate proficiency in implementing organizational change through design, conduct and evaluation of an organizational assessment and/or change project in an organizational setting. Students 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. Part time students or students who work a part time job or internship are encouraged to develop their project within their existing work site. Employers typically welcome this since it facilitates bringing program learning back to the work-place.

The professional project results in three outputs: 1) an appropriate deliverable to the field client of a product that will benefit the field site, 2) a written report that details how the student developed and arrived at the client deliverable, 3) an oral presentation to be scheduled in coordination with the professional project supervisor and will be open to other faculty and students in the program.

A.2. e-Portfolio

All students are required to develop an e-portfolio over the duration of the program. The e-portfolio serves three functions. First, as an assurance of learning tool it allows the program to assess how well students have achieved the learning goals of the program. Second, the e-portfolio enhances learning by requiring that the student consolidate and reflect on what they have learned through the program and to integrate across courses and with their professional

identity. Finally, the e-portfolio can be exported as a professional portfolio that the graduate can use in their personal professional development. Students register for 1 credit of BUAD896 in their first fall term of the program. Continuing progress on the portfolio through the program is designated with the temporary grade of S (satisfactory progress) and the permanent grade of Pass or Fail is recorded at the end of the program when the e-portfolio is evaluated.

Part IV. Assessment Plan

The program assurance of learning for AACSB and Middle States accreditation includes the provision of specific learning goals for the program. These goals are achieved through the various courses and experiences in the program. In addition to the assessment of in course assignments as deemed appropriate by the faculty teaching each course, the learning goals are assessed through the evaluation of the outputs of the professional project and the e-portfolio. The table below identifies the learning goals, the courses that address these goals, and where the goals are assessed in the professional project.

ASSURANCE OF LEARNING GOALS AND ASSESSMENTS

ESSENTIAL ELEMENTS	BUAD COURSE									ASSESSMENT	
	700	820	840	870	872	875	877	878	894	Project	e-Portfolio
Foundations of ODC											
History and evolution of Organizational Development and Change					X						X
Systems Perspective	X			X	X		X	X	X	X	X
Organizational Design	X			X	X			X			X
Organizational Acumen and Mastery	X	X						X			X
Theories Models and Practices of Change											
Classic and Emerging theories and models of change					X	X					X
Designing and Choosing Interventions			X		X	X			X	X	
Facilitation and process consultation for individuals, groups, & teams				X	X		X		X	X	
Process improvement methods					X		X		X	X	
Leading Change and The Use of Self											
Leading and consulting process				X			X			X	
Values-based leadership			X				X			X	X
Use of self							X				X
Cultural Competence and diversity											
Organizational culture	X		X	X		X		X			X
Global culture			X					X			X
Diversity and inclusion						X	X	X			X

ESSENTIAL ELEMENTS	BUAD COURSE									ASSESSMENT	
	700	820	840	870	872	875	877	878	894	Project	e-Portfolio
Organizational Diagnosis, Assessment and Research											
Organizational Inquiry		X							X	X	
Organizational Assessment		X							X	X	
Communications Skills											
Effective Written Communications	X	X	X	X	X	X	X	X	X	X	X
Effective Oral Communications	X		X	X	X	X	X	X		X	X

Part V. Program Administration

The Faculty Program Director serves as the advisor for all students.

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, 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.

Full time students must take the program as prescribed and complete the program in one year. Normally part-time students will complete 6-7 credits per semester and can complete the program in 21 months. Students must complete their degree within the five year time limit established by the University. The Office of Graduate and Professional Education 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. Any regular semester leave of absence must be approved by the Program Director and the Office of Graduate and Professional Education.

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

To begin the process, the student must submit to the Program Director a written request for credit evaluation with course descriptions and 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.

Part VI. Financial Assistance

Graduate students needing financial assistance are encouraged to apply for U.S. Federal Financial Aid by completing the FAFSA. The University Office of Student Financial Services <http://www.udel.edu/finaid/> provides assistance and administers Federal Student Financial Aid.

The University Office of Graduate & Professional Education administers Graduate Fellows and Graduate Scholars programs as well as other competitive support funding. Graduate students are encouraged to apply for these programs through the Office of Graduate & Professional Education <http://www.udel.edu/gradoffice/financial/index.html>.

The Lerner College of Business and Economics provides various scholarships dependent on residency and merit. Details change from time-to-time and updated information can be found on the Lerner College website <http://www.lerner.udel.edu/>.

Various College and University offices offer assistantships or hourly wage opportunities for graduate students. Assistantships may be academic (graduate research or teaching assistantships) or administrative. Assistantships generally require 10-20 hours of work per week. Assistantships may or may not provide tuition scholarships, depending on the source of the assistantship and the relevance of the work to the student's academic program. Students receiving graduate assistantships are required to maintain full time registration.

Part VII. Departmental Operations

The Lerner College maintains computer laboratories for student use. Students are encouraged to use computing facilities. Hours of operation and locations are posted on the Lerner College website at <http://www.lerner.udel.edu/centers/lcc>.

Occasionally students' assignments may require the use of departmental laboratories or other facilities. Keys to laboratories, etc., are maintained in the Department office and will be issued based on faculty and Department Chair approval.

The ODC Program Director maintains office hours for program advising and is available by appointment. Office hours vary from term-to-term. Appointments and office hours can be obtained by contacting the Program Director.