

# College of Professional Studies

The College of Professional Studies is designed to serve the busy lifestyles of working adults. This premier college for adult learners offers convenient weekend and weeknight classes with a curriculum focused on the changing needs of a changing society. Classes are held at three locations: Kenosha, Milwaukee and Waukesha.

For individuals pursuing or advancing their careers in or aspiring to leadership roles in business, social and professional organizations, this college offers its graduates the credentials needed for career advancement. Adult learners will find the College of Professional Studies an excellent way to ease into today's business world. Becoming a Marquette University student offers you the advantage of a quality education you can put to immediate use. In keeping with Marquette's Jesuit mission, the college educates the whole person in a value-centered and professionally oriented applications-based curriculum.

The mission of the college is to provide accessible, quality education that empowers non-traditional students to become life-long learners.

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## DEGREES OFFERED

Marquette University confers the degree of bachelor of arts on those students who have satisfactorily completed the following majors: criminology and law studies, psychology and professional communication as well as a bachelor of science on those students who have satisfactorily completed requirements for the organization and leadership major.

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## ADMISSION REQUIREMENTS

All students, freshman or advanced standing, applying to the College of Professional Studies must submit a completed application, writing sample, official transcripts from a high school or institution granting GED and, if appropriate, official transcripts from all post secondary institutions. An applicant's entire academic performance will be evaluated in making an admissions decision.

If an applicant was enrolled or registered at another institution since graduating from high school, official transcripts from such schools must be sent to the College of Professional Studies. Generally a minimum average of 2.000 (on a 4.000 scale) in college work is needed for consideration.

Non-degree applicants to the College of Professional Studies should refer to the admissions requirements listed in the University section of this bulletin.

## ACCELERATION OPPORTUNITIES

Marquette recognizes that adults have knowledge from personal and professional experiences that enrich their college experience significantly. Academic advisers evaluate each student's background to design a personalized plan for completing the degree. Students have a variety of ways to apply credit toward their degree:

### **TRANSFER CREDITS**

Transfer credits will be accepted on the basis on their relevance to the requirements of the program. Up to 60 credits may be accepted from accredited two-year community and technical colleges and up to 90 credits from accredited four-year colleges and universities.

### **CLEP TESTS**

Degree credits may be earned for certain college courses through the College Level Examination Program (CLEP). Individuals who have acquired relevant knowledge outside the college classroom are encouraged to take the appropriate CLEP test(s). A maximum of 30 credits earned through CLEP examinations may be applied to a Marquette degree. Credit is granted for approved subject examinations only. Students can ask their academic adviser for a listing of the approved exams. Marquette University is a CLEP testing center for its matriculated students. Please see the College of Professional Studies in Room 103 of the 1212 Building or call (414) 288-3153 for test and schedule information.

### **OPTION TO TAKE OTHER COURSES**

Should schedules permit, students may enroll in traditional day and evening classes. Please consult the *Timetable of Classes* or see your academic adviser.

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## GRADUATION REQUIREMENTS

### AMOUNT AND QUALITY OF WORK

In addition to graduation requirements listed in the University section of this bulletin students in the College of Professional Studies must comply with the following graduation requirements:

1. Students must earn a minimum of 126 credit hours, including all core requirements, a minimum 18 credit hours minor, and a minimum of 30 credit hours in a major, as defined by degree requirements offered through the college. *Note: Depending on the major/minor selected, credit hours required for graduation may be greater than 126.*
2. Students must earn a minimum of a 2.000 Q.P.A. in their Marquette work.
3. Students must complete a minimum of 36 credit hours of upper division course work.
4. A minimum 15 credits in the major and at least nine credits in the minor normally must be completed at Marquette University.
5. A grade of C or higher normally must be earned in each of a student's major courses.
6. Students may present credits but not quality points from another institution toward graduation requirements.
7. It is the candidate's responsibility to meet all university academic, financial and administrative requirements and procedures as outlined in this bulletin.
8. A student in the College of Professional Studies who is not enrolled in Marquette courses for a total of one academic year (either two consecutive terms, five consecutive modules or any combination of terms and modules which total one academic year) or longer, must meet the graduation requirements which apply at the time of readmission.

## GENERAL DEGREE REQUIREMENTS

All degree candidates in the College of Professional Studies must complete the following requirements in the core curriculum.

<i>Area</i>	<i>Credit Hours</i>
Liberal Arts Core Classes	
Principles of Liberal Studies	3
Introduction to Information Systems	3
English Composition/Communication	12
History	6
Literature	6
Mathematics	6
Natural Science	3
Philosophy	6
Social/Behavioral Sciences	6
Theology	6
<b>Total Credit Hours—Liberal Arts Core Classes</b>	<b>57</b>
<b>Major</b>	<b>30–35</b>
<b>Minor</b>	<b>18–21</b>
<b>Elective Credits</b>	<b>18–24</b>

### **FOUNDATIONS SEMINAR (3 credit hours)**

For increased success some new students may be required to complete this course. This course is considered an elective.

### **PRINCIPLES OF LIBERAL STUDIES (3 credit hours)**

All students are required to complete this course sometime during their first two years at Marquette University. Please see course description for further information.

### **INTRODUCTION TO INFORMATION SYSTEMS (3 credit hours)**

All students are required to complete PRST 029 Introduction to Information Systems for three credit hours.

### **ENGLISH COMPOSITION/COMMUNICATION (12 credit hours)**

All students must complete six credit hours of English composition as well as six credit hours of communications-based courses for a total of 12 credit hours. The specific courses that all College of Professional Studies students need to complete this requirement are: ENGL 001 and 002, Expository Writing 1 and 2; ENGL 105, Writing for the Professions; and CMST 155, Business and Professional Speaking.

### **HISTORY (6 credit hours)**

All students must complete six credit hours of history. Generally, students complete their history requirement with HIST 001 and 002, Growth of Western Civilization 1 and 2.

If students are interested in exploring alternative options to complete their history requirement they should contact their adviser. Once a history sequence is selected and started, whether it is HIST 001 and 002 or a preapproved alternative sequence, the student must complete that sequence to fulfill the history requirement.

### **LITERATURE (6 credit hours)**

All students must complete six credit hours of literature courses. It is strongly suggested that a student enroll in a survey course (generally a course number less than 100) prior to enrolling in an upper division (numbered higher than 100) literature course. Course offerings through the College of Professional Studies:

<i>Course</i>	<i>Credits</i>
ENGL 022 Survey of English Literature I	3
ENGL 032 Survey of American Literature I	3

### **MATHEMATICS (6 credit hours)**

All students must complete six credit hours of mathematics, of which three credit hours must be ORLE 060, Research and Statistical Methods. The remaining credit hours selected depend on the student's individual needs.

<i>Course</i>	<i>Credits</i>
MATH 020 College Algebra	3
PRST 020 Foundations of Applied Mathematics	3
PRST 060 Research and Statistical Methods	3

### **NATURAL SCIENCE (3 credit hours)**

All students must complete PRST 018, Aspects of Modern Science for three credit hours. Additional and/or different natural science course may be approved by college.

### **PHILOSOPHY (6 credit hours)**

All students must complete PHIL 050, Philosophy of Human Nature, and one upper division philosophy course for a total of six credit hours. PHIL 104, Theory of Ethics, is suggested.

### **SOCIAL-BEHAVIORAL SCIENCES (6 credit hours)**

All students must complete six credits hours of social-behavioral science, of which three credit hours must be PSYC 001, General Psychology. Students may choose one of the following courses for the remaining three credit hours.

<i>Course</i>	<i>Credits</i>
SOCI 001 Principles of Sociology	3
ANTH 001 Introductory Anthropology	3
CRLS 051 Introductory Criminology	3
POSC 020 American Politics	3

### **THEOLOGY (6 credit hours)**

All students must complete THEO 001, Introduction to Theology, and one second-level theology course (THEO 100-119) for a total of six credits. THEO 115, Christian Discipleship, is suggested.

## **MAJOR AND MINOR REQUIREMENTS**

All students in the College of Professional Studies must complete a major to fulfill graduation requirements. It is required that students declare a major and minor prior to the end of their sophomore year or the completion of 60 credit hours. Students failing to do so jeopardize completing core requirements in a timely fashion. A minor is not required but is available in most disciplines offered through the College of Professional Studies. Credit hours required for the various minors is indicated in the sections that follow.

The College of Professional Studies offers majors in the following areas: criminology and law studies, organization and leadership, professional communication and psychology as well as minors in criminology and law studies, organization and leadership, professional communication, psychology, interdisciplinary fields, and the professional minor. For interdisciplinary field minors please contact the college for current information.

The following are the courses required for each major and minor. Course descriptions for criminology and law studies, professional communications and psychology are listed in the respective area of this bulletin. Course descriptions for organization and leadership and the professional minor will follow this section.

### **Criminology and Law Studies (CRLS)**

**Major:** Requires 30 credit hours, 10 courses in CRLS including CRLS 051, 152, 156, 157 (or 159), 168, 186, 187 and three of the following five courses: CRLS 163, 167, 181, 193, 198.

**Minor:** Requires 18 credit hours, six courses in CRLS including CRLS 051.

(Course descriptions are found in this bulletin in the criminology and law studies section of the College of Arts and Sciences.)

### **Professional Communication (PRCO)**

**Major:** Requires 30 credit hours, including CMST 010, 052, 053, 131, 154 and five of these six courses, CMST 132, 134, 140, 165, ADPR 008 and JOUR 166.

**Minor:** Requires 21 credit hours, including CMST 010, 052, 131, 134, 154, JOUR 166 and one three-credit course in CMST. This CMST course must be a course other than CMST 155.

(Course descriptions are found in this bulletin in the communication studies section of the College of Communication.)

### **Psychology (PSYC)**

**Major:** Requires 35 credit hours including PSYC 001, 060, 090 and at least one course from at least five the following eight content areas: developmental (101, 103); social (111); learning (121, 122); assessment (127, 131); history and systems (128); personality theories (132); physiological (129, 135); and abnormal (137).

**Minor:** Requires 18 credit hours; six courses in psychology including PSYC 001.

(Course descriptions are found in this bulletin in the psychology section of the College of Arts and Sciences.)

### **Professional Minor (PRMI) (MINOR ONLY)**

**Minor:** Requires 21 credit hours, seven courses in organization and leadership, ORLE 032, 034, 036, 038, 129, 136 and 138.

### **Organization and Leadership (ORLE)**

**Major:** Requires 30 credit hours, ORLE 090, 091, 120 or 121, 132, 134, 135, 197, CMST 134 and two of the following courses: ORLE 133, 137, 139, and one upper division CMST course. This CMST course must be a course other than CMST 155.

**Minor:** Requires 21 credit hours, seven courses in organization and leadership, ORLE 090, 091, 120 or 121, 132, 134, 135 and CMST 134.

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## **ACADEMIC REGULATIONS**

Students in the College of Professional Studies are expected to adhere to the academic requirements and regulations listed in the University section of this bulletin.

### **ACADEMIC PERFORMANCE/CENSURE**

Students admitted to the College of Professional Studies are expected to meet the college's academic standards. Academic performance of students in the college will be monitored closely. Any student who does not maintain the academic standards of the college, progress steadily toward graduation, or demonstrate adequate achievement will be required to withdraw from the college.

Academic progress of students will be reviewed each eight-week module, or as indicated by the college, by means of special conditions. Special conditions will be given in writing to the student at the time of admission, readmission, or transfer to the college. Anytime during the student's attendance in the college when academic progress is in question, special conditions may be required of the student to continue to enroll. Failure to adhere to the terms of the special conditions will result in academic withdrawal.

### **ACADEMIC DISHONESTY**

The College of Professional Studies complies with the policy on academic dishonesty found in the University section of this bulletin. Professionalism in the university setting encompasses the ethical responsibility of each student to complete his/her own course work. Any student who plagiarizes, cheats or falsifies work or takes part in such activities may fail the assignment or the course or be dismissed from Marquette University.

### **ADVISERS**

Each student admitted to the College of Professional Studies is assigned a professional adult student adviser with whom the student should make contact at least once every eight-week module. The adviser is a resource to assist the student in planning his/her specific program of study and to assist the student in clarifying and achieving specific educational goals. Note that it is the responsibility of the student to understand and complete requirements for graduation, specific to the program selected.

### **ATTENDANCE POLICY**

Student attendance in each class per eight-week module is deemed necessary for the successful completion of the course. The College of Professional Studies acknowledges that individual circumstances may prevent a student from attending a particular class period. Whenever possible, an absence should be prearranged with the professor. The student is responsible for all materials covered and announcements made during his/her absence. It should be noted that the college does not differentiate between excused and unexcused absences.

Multiple absences may compromise the integrity of the learning experience. Therefore, students with two absences from a class may, at the recommendation of the instructor, be withdrawn from the course. The College of Professional Studies reserves the right to automatically withdraw any student who has three or more absences from a course. In the event of a withdrawal from a course the grade of W will appear on the official transcript.

Tardiness and leaving early from class affect student performance. The student's grade and/or standing in the class may be adjusted accordingly.

In order to administer this policy effectively, each instructor will take attendance at every class. The College of Professional Studies provides sign-in attendance sheets for each class, and it is the student's responsibility to sign in or they will be counted as absent.

The College of Professional Studies advising staff will contact new students during their first term of enrollment if the sign-in attendance sheets reflect an absence. The attendance policy will be explained, as well as ramifications of additional absences. After a student's first term of enrollment, the student will be responsible for full familiarity with the college's attendance policy and ALL ramifications of absences.

All students enrolled in courses offered by the College of Professional Studies are expected to adhere to the college's attendance policy, even though they are registered through another college, department, or program at the university.

## INCOMPLETES

A student who does not complete course assignments, tests, quizzes, presentations, etc., prior to the end of the module must arrange with the instructor, in advance, an incomplete grade. If course work is not completed and submitted prior to the deadline, the grade will automatically be changed to a failing grade. Arrangements to extend the deadline must be made prior to the original deadline date.

## CD AND D GRADES

Courses completed with a grade of CD or D generally do not count toward the total hour requirement for a major but do fulfill the subject matter requirement and do count toward the total hours required for graduation.

Credit is never given twice for the same course. Students who received a grade of CD or D in a course specific to their major may need to repeat the course. Please see Repeated Courses in the University section of this bulletin.

## GRADE APPEALS PROCEDURE

A student in the College of Professional Studies may appeal a grade that he/she feels was assigned in error. The student may initiate the process only after all possibilities of resolution have been explored with the course instructor. If a satisfactory resolution is not agreed upon, or if the student still believes that the course grade is in error, the student must submit-in writing—to the associate dean a formal letter of appeal. The appeal letter should include, but is not limited to, the following:

1. Course name and number.
2. Term the course was taken and completed.
3. Grade received.
4. Rationale for grade dispute.
5. Steps taken to resolve the grade dispute.

Consideration will be given to each appeal received by the associate dean prior to the end of the following term.

Further appeal may be made to the dean of the college, who will consider the grade appeal based on university and college procedures and has the right to assign the final grade for the course.

## MAILING AND FAXING ASSIGNMENTS TO INSTRUCTORS

Students may use the U.S. Postal Service to submit assignments to their instructors, only if the instructors agree to this arrangement prior to mailing. The student should be aware that, if the assignment is not received, measures taken to rectify the situation are at the discretion of the instructor, which may result in a failing grade or a final grade determined based on the missing assignment.

It is the student's responsibility to retain a copy of his/her assignment for his/her records. This will ensure that, if the copy is not received, an additional copy can be submitted in a timely manner, replacing the original.

The same guidelines apply to faxed assignments. Each student should call the receiver of the faxed assignment to verify it was received.

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## MAKE-UP EXAMINATIONS

At various times during the academic year, circumstances may prevent a student from taking an examination at the regularly scheduled examination time. At the discretion of the instructor, the student may take the examination at an alternative pre-arranged time. This rescheduled test/quiz/exam must be arranged prior to the regularly scheduled test/quiz/exam. In most instances, it is expected that the examination is completed prior to the next class meeting. The instructional assistant is responsible for facilitating and proctoring the examination. This make-up examination can be done during the review session time or at a time both the instructional assistant and the student can meet.

Instances in which a student is absent from a final examination and no prior arrangements were made will be referred to the college office. All students must submit a written request to the dean to reschedule an examination.

## PRE-ASSIGNMENTS

Prior to each eight-week module students receive syllabi and textbook lists for the courses they are taking. Students are expected to complete the assignments for the first class and come prepared to participate.

For information, contact: College of Professional Studies; Marquette University; 1212 Building, Room 103; P.O. Box 1881; Milwaukee, WI 53201-1881; (414) 288-3153; Fax: (414) 288-3298; Internet: (mcps@Marquette.edu).

## REMOVAL OF INCOMPLETE GRADES

The dates to complete and submit all course work for a class that a student originally received an incomplete grade is listed in the front section of this bulletin. Any student that must remove an incomplete has until 5 p.m. of the deadline date to submit all coursework for the class, this includes completing all papers, homework assignments, quizzes and tests. Students should contact the college office for proper procedures for incomplete grades.

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## BACKGROUND CHECKS, DRUG TESTING

Some degrees, majors and/or courses may require a student to submit to a criminal background check and/or drug testing. The results of those checks and/or tests may affect the student's eligibility to continue in that degree, major and/or course.

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## FINANCIAL AID INFORMATION AND APPLICATION PROCEDURE

Marquette University's Office of Student Financial Aid and the College of Professional Studies staff encourage you to apply for financial aid. It is in your best interest to apply. In doing so you may be considered not only for federal money but also for additional resources and private scholarships.

Students wishing to apply for financial aid should make note of the following steps involved:

1. File a Free Application for Student Aid (FAFSA) form.
2. Complete the College of Professional Studies Financial Aid Application.
3. Once the form(s) above are submitted, and you have been accepted as a degree seeking student to the university, our office will notify you in writing of the aid for which you qualify. Of the sources listed, you will have the opportunity to decline any type of aid according to your financial needs.

If you have questions about how much you might be eligible to receive or need any of the forms mentioned above, please call Marquette's Office of Student Financial Aid at (414) 288-7390.

## FEDERAL AID SOURCES

**Federal Pell Grant**—Recipients must show financial need, be enrolled at least half-time, and not hold a prior bachelor's degree. Annual amounts range from \$400-\$3,750.

**Wisconsin Tuition Grant**—Recipients must be Wisconsin residents, show financial need, be enrolled at least half-time, not hold a prior bachelor's degree, and be certified as eligible by the Wisconsin State Higher Education Aids Board. Wisconsin Tuition Grant may be received for a maximum of 10 terms. Annual amounts range from \$250-\$2,300.

**William D. Ford Federal Direct (Stafford) Loan**—The Stafford Loan Program has two components: The subsidized loan (which accrues no interest while the student is in school) is for those who demonstrate financial need; the unsubsidized loan (on which interest accrues from the time of disbursement) is for those who do not demonstrate need or who do have need but wish to borrow more than the subsidized loan can offer them.

Both loans have a variable interest rate set at T-bill plus 1.7% while in school, grace, or deferments; and T-bill plus 2.3% in repayment (not to exceed 8.25%). Repayment begins six months after the student is no longer enrolled half-time. Annual loan limits vary according to the student's grade level.

Independent undergraduates can borrow up to \$6,625 for the first academic year, \$7,500 for the second academic year and \$10,500 for each of the final two years of study. The exact amount will vary depending upon financial need.

## ADDITIONAL RESOURCES

### PRIVATE SCHOLARSHIPS

If you are interested in pursuing private scholarship options but are not sure where to begin, our office may be of some help. Although there is currently no central database containing information on all of the private scholarship money available, there are resources to get you started.

To obtain private scholarship information log into the Marquette University Web site at [www.marquette.edu](http://www.marquette.edu) and connect with the Office of Student Financial Aid site, or call or stop by the office for a list of Internet sites.

### STUDY GRANTS

The College of Professional Studies has study grants available for adult learners at Marquette. Grants are available for students who have a cumulative quality point of 2.500 or better.

Students applying for the study grants must have applied for financial aid by filing the FAFSA form, and must demonstrate financial need. Applications, deadline dates and additional eligibility information can be obtained by contacting the college office at (414) 288-3153.

### ALTERNATIVE LOANS

If you have applied for financial aid and find that you still may need additional resources to cover your educational costs, the Office of Student Financial Aid may have some resources to help. There are a number of alternative loans available, through various private banks, that may meet your needs.

These loans may often be borrowed in addition to the Federal Grants and Loans you are already receiving. Typically, these loans require that you be employed, or have an employed, credit-worthy co-signer. Terms vary, and most will allow you to defer repayment until after graduation, although interest will accrue during the in-school period.

For information on alternative loan options, contact the Office of Student Financial Aid, (414) 288-7390, or visit their Web site at [www.marquette.edu/Financialaid](http://www.marquette.edu/Financialaid).

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## SPECIAL ACADEMIC PROGRAMS

To further meet the needs of the working adult in Southeastern Wisconsin, the College of Professional Studies has expanded its outreach in three distinct venues, which enhances the existing college and the Part-time Studies Program.

### HARLEY-DAVIDSON MOTOR COMPANY

In 1995, the College of Professional Studies joined with Harley-Davidson Motor Company in developing an on-site undergraduate degree program. Qualified students who are Harley-Davidson employees are eligible to attend Marquette classes held at Harley-Davidson. Further information regarding participating in this program can be obtained by calling the Harley-

Davidson academic adviser who is located on Marquette's campus in the 1212 Building, 1212 W. Wisconsin Ave., Room 103 or call (414) 288-3153.

## **MARQUETTE UNIVERSITY KENOSHA CENTER**

The College of Professional Studies offers credit and non-credit courses at various sites in the Kenosha area. To learn more about course and program offerings through the College of Professional Studies contact the program manager at (414) 288-3153.

## **WAUKESHA COUNTY**

The College of Professional Studies offers courses at the Country Inn Hotel and Conference Center in Pewaukee, Wis. The Country Inn Hotel and Conference Center is located off Interstate 94, exit Hwy T to Golf Road in Waukesha County. For information on this scheduling option, contact the adult student adviser assigned to students interested in the Waukesha site at (414) 288-3153.

## **PART-TIME STUDIES PROGRAM**

The Part-time Studies Program, in conjunction with the various colleges at Marquette University, offers an array of undergraduate degrees. If a student has the flexibility to enroll in day-time courses, the majority of Marquette University degree programs are available to them. However, many working adults are restricted to evening or weekend programs. If you are interested in the evening degree options, please consult an adviser in the College of Professional Studies.

The College of Professional Studies provides a professionally-trained academic advising staff to assist the student in the Part-time Studies Program. The adult student adviser is a resource to guide the student in planning, clarifying and achieving specific educational goals. For information regarding the Part-time Studies Program, call (414) 288-7499.

# COURSE DESCRIPTIONS

## PROFESSIONAL STUDIES (PRST)

**PRST 001. Foundations Seminar** 3 sem. hrs.  
Orientation to the environment and demands of the college classroom and a Marquette education; readings and discussion in literature and humanities; exploration of the learning skills needed for academic success; critical thinking, writing, studying memory, note and test taking, library and others.

**PRST 010. Principles of Liberal Studies**  
3 sem. hrs.

Considered the cornerstone of the College of Professional Studies curriculum, this course is an introduction to the disciplinary frameworks of the liberal arts core curriculum offered by Marquette University. Its purpose is to promote lifelong learning, and enhance the skills of analysis, problem solving, critical thinking, writing and communication needed for successful academic achievement in a liberal arts education. The course develops a common ground of understanding and values among students through shared knowledge of the liberal arts. The course offers students an opportunity to enhance their critical thinking, oral expression and writing. This course is required for all students in the College of Professional Studies. All students must complete this course prior to the completion of their sophomore year. *Prereq: ENG 001, 002 and HIST 001 and three required courses from the liberal arts core curriculum.*

**PRST 018. Aspects of Modern Science**  
3 sem. hrs.

An interdisciplinary, integrated study of processes and principles of modern biology, chemistry, and physics. Scientific inquiry as a means of knowledge; major technological contributions to modern societies: stability, information transfer, and evolution of biological systems, emphasizing relevant chemical and physical processes in specific environments. Accepted as natural science requirement for Organization and Leadership Program students ONLY.

**PRST 020. Foundations of Applied Mathematics** 3 sem. hrs.

This course includes the development of computational skills and the application of mathematics in business and other organizational disciplines. Topics will include algebraic operation, formula use and interpretation, equations and inequalities, graphs and functions, probability concepts, mathematics of finance, linear systems and linear programming.

**PRST 029. Introduction to Information Systems** 3 sem. hrs.

Fundamental information technology concepts and processes. An introduction to the major productivity application software packages and computer-based research.

**PRST 060. Research and Statistical Methods**  
3 sem. hrs.

Introduction to research and statistical methods used in business-related decisions; descriptive statistics; probability theory and distributions; sampling and sampling distributions; estimations and inferences; hypothesis testing; chi-squared and testing goodness-of-fit; contingency tables; correlation and regression. *Prereq: MATH020 recommended.*

## ORGANIZATION AND LEADERSHIP (ORLE)

Faculty for the Organization and Leadership Program are drawn from the Colleges of Arts and Sciences, Business Administration and Communication.

**ORLE 032. Accounting Principles and Applications** 3 sem. hrs.

Measurement of income/expenses and the valuation of assets and equities under various kinds of organizations; structuring data to aid management decisions. *Prereq: MATH 020 or equivalent.*

**ORLE 034. Economic Theory and Practice**  
3 sem. hrs.

The Economic way of thinking (principles, analytic concepts and techniques) applied to consumer choice, resource use and the organization's pricing/hiring/production decisions; the operation of markets and the economic role of government; determinants of aggregate production, employment and the pricing level. *Prereq: MATH 020 or equivalent.*

**ORLE 036. Principles of Financial Management** 3 sem. hrs.

Acquisition and utilization of funds to support the production, personnel and marketing functions; theory of finance in relation to planning, control, risk and optimum capital structure. *Prereq: MATH 020 or equivalent.*

**ORLE 037. Personal and Family Financial Planning** 3 sem. hrs.

The course focuses on the financial planning needs of individuals, families and working professionals. Specific emphasis is given to contemporary issues facing individuals and households by providing a general overview across a broad range of topics. These topics include family budgeting, personal investing, consumer purchasing, credit, home purchasing/mortgages, employee benefit selection and estate planning. Students will also develop detailed individual and family financial plans.

**ORLE 038. Marketing Concepts and Applications** 3 sem. hrs.

Market function and its role in the economy; therole of marketing in achieving corporate objectives; market structure and demand characteristics; market research, development and distribution problems; promotion programs; pricing alternatives.

**ORLE 090. History and Theories of Leadership** 3 sem. hrs.

Analysis of the historical concepts and contemporary theories of leadership; emphasis on the application of leadership concepts to actual leadership situations.

**ORLE 091. Leading Teams and Groups**  
3 sem. hrs.

Team building and group theory, concepts, research and principles and applications; understanding how teams and groups function; development of skills needed to lead and work effectively in teams and groups; exercises, simulations, experiential learning.

**ORLE 111. Social Psychological Principles Applied to Leadership** 3 sem. hrs.

Basic social psychology theory and principles, such as attribution theory, persuasion and attitude change, group behavior applied to leadership. This applications-based social psychology course will specifically encompass organizational leadership.

**ORLE 120, 121. Issues in Organizational Leadership 1, 2** 3 sem. hrs. each

The study of selected topics and applications including ethics and leadership, leading individuals, decision making and problem solving, leadership in formal organizations, leader as change agent, leadership and motivation, policy and leadership, entrepreneurial leadership and leadership in non-Western cultures. *Prereq: ORLE 090.*

**ORLE 129. Information Systems for Management** 3 sem. hrs.

An overview of the technological, managerial and organizational factors which impact information systems. The critical role of information systems at the operational, tactical and strategic levels of the organization will be examined. Advanced productivity application software projects. *Prereq: PRST 029, and three of the four classes ORLE 032, 034, 036, 038.*

**ORLE 132. Organizational Behavior**  
3 sem. hrs.

The behavior of people as individuals and in groups with emphasis on supervision, productivity and the organizational environment; the fundamentals of organizational theory, structure and administration. *Prereq: ORLE 091.*

**ORLE 133. Organization Development and Change** 3 sem. hrs.

This course reviews the broad background of organizational development (OD) and examine the assumptions, strategies, models, intervention techniques and other aspects of organizational development. The fundamental theories that underlie planned change are examined. The process of planned changes is then studied through a look at how OD practitioners enter and contract with client systems to diagnose organizations, groups and jobs; collect, analyze and feed back diagnostic data; design interventions; manage change; and evaluate and institutionalize change. Major OD methods — human process, techno structural, human resource management and strategic interventions are deliberated. Students learn through

case studies how different OD techniques or interventions are used by actual organizations. *Prereq: ORLE 134.*

**ORLE 134. Organizational Processes**  
3 sem. hrs.

Analyzes the major organizational processes and the role that managers play in changing those processes to increase organizational effectiveness. Course material presents the concepts of leadership, teamwork and communication within an organizational setting and requires students to design an organizational structure that effectively considers the environment, technology, goals, profile and stage of growth of the organization. *Prereq: ORLE 132.*

**ORLE 135. The Culturally Diverse Organization** 3 sem. hrs.

Examination of interpersonal patterns of selected ethnic groups, races and social classes in the U.S.; gender differences and considerations; exploration of cultural diversity in the workplace: understanding appropriate behaviors; managing diversity in achieving the goal of the organization. *Prereq: ORLE 091.*

**ORLE 136. Principles of Human Resource**  
3 sem. hrs.

Examines the principles, methods and practical applications of human resource management. Issues concerning the effective, equitable, ethical and legal treatment of employees will be reviewed related to attracting, selecting, developing, retaining, evaluating and utilizing human resources.

**ORLE 137. Organizational Strategies**  
3 sem. hrs.

This course investigates how to craft, implement and execute organization strategies. The importance of identifying and determining the value-creating potential of a firm's resources, capabilities and core competencies is examined. The dynamics of strategic change in the complex global economy and at the corporate level are studied. *Prereq: ORLE 134.*

**ORLE 138. Leading Continuous Quality Improvement** 3 sem. hrs.

In-depth review of Continuous Quality Improvement (CQI) philosophies and guiding principles set the framework for this course. Interactive, hands-on learning of tools and techniques utilized in a CQI environment will occur. Case studies highlight systems and structures employed in multiple organizations. *Prereq: Completion of ORLE 060 or equivalent is suggested.*

**ORLE 139. Communicating Leadership: Issues and Applications** 3 sem. hrs.

This course moves beyond the study of what a leader is to how a leader accomplishes. While examining how leaders use communication students will critically analyze these questions. What is the relationship between leadership and communication styles? What communication competencies are needed by organizational leaders? How do leaders use communication to facilitate change in organizations? How does an individual's gender, race and/or ethnicity affect leadership and communication behaviors. *Prereq: CMST 010 and ORLE 090.*

**ORLE 140. Interpersonal Conflict Management** 3 sem. hrs.

The theories and principles of interpersonal conflict will be explored. Emphasis on effective application of conflict management techniques, negotiation and resolution strategies in the workplace.

**ORLE 141. Leaders in Literature** 3 sem. hrs.

In a world of increasing technological power and political and cultural divisiveness, the human questions still prevail: how do we exist together in a democratic and just society? How do we create and lead communities that are connected and tied together in a unified vision of commonweal? How do such communities, professional, personal, or cultural, find their leaders? Perhaps the most enduring characteristic of what it means to be human is that complex questions about how we live and work continue and prevail.

Through a variety of literary texts, this course will provide perspectives on leadership by examining past examples of leaders who have emerged from the imagination of writers past. As we read these texts, we will examine and debate the relevance of leadership figures in literature as embodiments of great ideas and moral concerns. We will contrast them to contemporary experiences and conduct, both professional and personal, as a means for establishing the value of such literary constructs to the formation of our own ideas and understanding of leadership.

Study of leaders in literature will expand to the historical and literary contexts in which the works were created and from which the authors are writing. Students will develop an increasingly sophisticated understanding of literary period, and will be challenged to see the value of such literary work as powerful constructions of human imagination and spirit. Exposure to a variety of literary constructions of leadership can challenge students to develop a richer sense of their own leadership qualities and a method for reflecting upon, and analyzing the instances of leadership in their own workplaces and communities. *Prereq: ENGL002.*

**ORLE 142. Historical Leadership During World Conflicts** 3 sem. hrs

This is one of a series of five courses that examine leadership through the lens of liberal arts. These five courses are the first round of courses in a curriculum designed to provide a unique leadership program to students in the Marquette University College of Professional Studies. This portion of the curriculum will align with the newly created core curriculum goals and will greatly enhance the education of adults studying leadership.

This course requires the student to examine leadership events during world conflicts and analyze them using leadership theories that elucidate the critical elements of leadership and decision making. These elements include how the leader(s) and followers exerted influence, decided upon goals and objectives, developed courses of action to attain those goals, and how they developed a shared sense of purpose to successfully implement a course of action. Students will develop case studies of key events and decisions. *Prereq: ORLE 090, HIST 001 and 002.*

**ORLE 143. Leaders in Social Movements**  
3 sem. hrs.

This course will focus on the manifestation of social movements, with a special emphasis on the leaders in these movements. Through readings, film, primary and secondary research, as well as class participation, students will discover how social movement leaders emerge and the roles these leaders play in social movements and societies. *Prereq: ORLE 090 and 091.*

**ORLE 144. Political Leadership: Theory and Reality** 3 sem. hrs.

Basic political theory and principles will be examined using the writings of Plato, Aristotle, Marcus Aurelius, St. Augustine, St. Thomas Aquinas, Machiavelli, Hobbes, Locke, Montesquieu, Rousseau, Bentham, Marx, Spencer, and Gandhi. These theories will then be compared to the actions of political leaders during crises times, such as the U.S. Civil War, World Wars I and II, the Vietnam War, Civil Rights Movement, the Cold War, and the Suffrage Movement.

**ORLE 145. Integrity in Leadership — Religious Perspectives** 3 sem. hrs.

This course will consider the lives and teachings of some of history's outstanding religious leaders, including Jesus of Nazareth, David, St. Augustine, St. Ignatius of Loyola, Dietrich Bonhoeffer, Dorothy Day, Mahatma Gandhi, Martin Luther King, Jr., Thomas Merton, and Pope John Paul II. Through critical analysis of autobiographical, biographical, and primary texts, the course will examine the manner in which each figure exemplifies the theological virtues of faith, hope, and love, and how these virtues guide, drive, and inform their respective lives and leadership. *Prereq: THEO 001.*

**ORLE 146. Systems Thinking** 3 sem. hrs.

The interconnections of infinitely complex networks of systems in organizational life will be explored. Basic concepts and principles of systems thinking will be explored. Application of such tools as behavior-over-time-graphs and causal loops will be a focus, as will strategies to see how various kinds of power flow through a system. Complex systems will be studied.

**ORLE 195. Independent Study** 1-3 sem. hrs.  
Offered every quinmester. *Prereq: Cons. of college dean.*

**ORLE 197. Integrating Seminar** 3 sem. hrs.  
Interdisciplinary, capstone experience; concentration on leadership as an integrated theme; shaping individual theories and applications across the curriculum into a holistic approach; using leadership skills to promote the advancement of community and organizational goals. Completion of all previous coursework required.

**ORLE 198. Topics in Organization and Leadership** 1-3 sem. hrs.

Special topics selected from one of the various within the organization and or leadership. Specific topics to be announced in the *Timetable of Classes.*