



## Division of Graduate & Continuing Education

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For over 150 years, Muhlenberg College has been educating students in the liberal arts tradition. Seeing a need for evening study in our community, the College began offering adult education courses in 1910. Over a century later, the tradition of quality continues.

The mission of Muhlenberg College Division of Graduate and Continuing Education is to provide lifelong learners the opportunity to continue and enhance their education and to do so in ways that recognize their experience, maturity, motivation, life circumstances, and capacity for independent scholarship.

Through positive, inclusive, and innovative approaches to learning, the mission of the Division of Graduate and Continuing Education is to transform people's lives, build community and enhance society.

Lifelong learners are very different from traditional-age full-time students. Recognizing this, we offer innovative programs of study with distinct and specialized opportunities for graduate and undergraduate degrees and certificates.

## **2020-2021 Tuition Rates**

### **Undergraduate Continuing Studies Courses**

\$1,780 per evening or Saturday course. Audit rate is \$890

\$3,950 per daytime course. Audit rate is \$1975

\$25 technology fee per course (up to \$100 per semester)

\$1,880 per module for Accelerated Degree Programs (includes books & technology fee)

\$750 per course for non-credit Certificate in Project Management (includes books & technology fee)

### **Graduate Courses**

\$3200 per course (includes textbooks, technology and other fees)

Continuing Education and Graduate students may elect to pay the yearly Activity Fee of \$285 for access to the Life Sports Center.

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# Veteran Education

*Director of Veterans Affairs:* Joseph Kornfeind, M.S.

The Division of Graduate and Continuing Education is proud to support military personnel and veterans seeking to continue their education. Our advisors can help veterans explore majors, understand their benefits, register for classes each semester, and provide ongoing assistance from orientation to graduation.

Honorably discharged veterans who served on Active Duty may be eligible for education benefits offered by the Department of Veterans Affairs. For example, the Post-9/11 GI Bill® provides financial support for educational and housing expenses to individuals with at least 90 days of aggregate service after September 10, 2001, or individuals discharged with a service-connected disability after 30 days.

Members of the military who are currently serving may be eligible for funding offered through the Department of Defense Tuition Assistance Program.

Spouses and children of a service member who is serving on active duty Title 10 orders in the pay grades of E1-E5, O1-O2, or W1-W2 may be eligible for financial assistance from the Department of Defense for education, training, and/or the occupational license and credentials necessary for a portable career. Additionally, spouses and children may be eligible for the transfer of the service member's Post 9/11 GI Bill® benefits.

### **Yellow Ribbon Program**

Under the Yellow Ribbon program tuition and fees are fully covered for veterans with 100% eligibility under the Post 9/11 GI Bill®.

Muhlenberg College has partnered with the US Department of Veterans Affairs in offering this scholarship which covers the difference between the cost of tuition and the reimbursed amount provided by the Post 9/11 GI Bill®, thereby covering 100% of the tuition for eligible veterans.

**\*\*The Yellow Ribbon scholarship increases the amount of tuition benefit available, please be aware however, that *it does not extend the amount of time available beyond the 36 month period* allocated by the Post 9/11 GI Bill®.**

### **A's for Vets**

The Division of Graduate and Continuing Education is a founding member of the A's (Academics) for Vets organization. The group's mission is to bring together an assembly of higher education learning institutions in the Greater Lehigh Valley and collaborate to train, educate, and support discharged military veterans and their qualifying dependents to be successful in achieving their professional and personal educational goals. The vision is that through these efforts all veterans attending these schools will gain

meaningful employment and/or achieve their academic goals, preferably in the Greater Lehigh Valley area.

*GI Bill® is a registered trademark of the U.S. Department of Veterans Affairs (VA). More information about education benefits offered by VA is available at the official U.S. government Web site at [www.benefits.va.gov/gibill](http://www.benefits.va.gov/gibill).*

# Graduate Studies

## Academic Mission - School of Graduate Studies

In keeping with the College's mission, graduate education continues the goal of developing each individual's capacity for a life of leadership and service by challenging and strengthening mind, spirit, character, and community. The School of Graduate Studies contributes to intellectual life at the College by enabling graduate students to engage in scholarly study and research, and to prepare for professional work.

## Graduate Programs Overview

The School of Graduate Studies offers graduate degrees with multiple pathways that provide flexibility for the adult learner to create their graduate experience. Degrees and certificates are taught in a format that blends in-person classroom discussion with online and virtual components.

- *Master's degree programs* are designed to give experienced professionals and more recent college graduates the skills and expertise to be highly successful in their field. Each degree program can be completed within two calendar years.
- *Graduate-level certificate programs* allow professionals to hone in-depth knowledge in a particular field to expand their skills, gain a competitive advantage in hiring and promotion, transition to a new career, and earn credit that can be applied to the corresponding master's degree. Certificate programs can be completed within one calendar year (twelve months).

For both degree and certificate programs, two consecutive eight-week courses run each fall, spring and summer term.

The Office of Graduate Studies is located on the second floor of Peter F. Gabriel House and is open Monday, Wednesday, and Friday 8 a.m. to 5 a.m., and Tuesday and Thursday 8 a.m. to 8 p.m. and Saturdays 9 a.m. to 12 p.m. by appointment.

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Muhlenberg College Division of Graduate and Continuing Education  
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[www.muhlenberg.edu/graduatestudies](http://www.muhlenberg.edu/graduatestudies)

Complete information about graduate programs and policies is available on the graduate studies website at <https://www.muhlenberg.edu/graduatestudies/>. Current and prospective students are advised to consult the web version of the catalog and the websites of the Office of Graduate Studies for updated policies and additional information.

## **Academic Objectives of Graduate Programs**

### **Objectives**

- Integrate knowledge and information from a range of disciplines and fields of knowledge
- Develop knowledge and skills in leading and collaborating with colleagues of diverse backgrounds and capabilities
- Explore and practice a field of study with global awareness and sensibilities in the context of personal, organizational, and societal ethics and values
- Use analytical skills in decision-making and planning
- Identify paths for strategic success and create value for organizations and their stakeholders

### **Degree Programs**

Master's of Applied Analytics for Organizations (MAA)  
Master's of Organizational Leadership (MOL)

### **Certificate Programs**

Certificate in Applied Analytics for Organizations  
Certificate in Organizational Leadership

# Admission Policies - School of Graduate Studies

## Admission Requirements for Master's Degree Programs

### Overview

Muhlenberg College admits applicants whose profile (a combination of prior academic performance, career accomplishments, community engagement through volunteerism, and other leadership activities) demonstrates the greatest potential for graduate study and contribution to both their profession and to a diverse society.

Admission decisions are based on many factors, such as:

- Prior academic degree and official transcripts
- A personal statement addressing personal characteristics, acquired skills, and intellectual abilities, including preparation in the desired field of study connecting graduate/professional goals with the academic program
- Performance on graduate entrance exams (GRE/GMAT) - optional if undergraduate grade point average (GPA) is equal to or greater than 3.0
- Relevant work experience represented by résumé or curriculum vitae
- Interview with our VP Executive Director or Dean of Graduate Studies or other graduate program advisor

*Undergraduate students* who wish to apply will need to secure approvals from their academic advisor and the Dean of Graduate Studies before the end of their junior year.

### Application

Applicants for the **Masters in Organizational Leadership** will typically have a minimum of two years' full-time work experience. We also recommend that entering students have a basic foundation in accounting and finance, such as financial accounting or principles-level economics. College seniors or recent graduates may meet this requirement through appropriate professional work experiences through internships, summer work, externships, and projects that may be sufficient.

Applicants to the **Masters of Applied Analytics for Organizations** will have successfully completed statistics and calculus courses within the last five years. For those who do not meet this requirement or who desire to refresh their knowledge and skills, we offer a half-unit pre-course covering mathematical concepts integral to a student's success in the master's program. Muhlenberg College juniors and/or seniors may enroll in the Masters of Applied Analytics program in conjunction with their Bachelor's degree with certain graduate courses fulfilling both their undergraduate and graduate

requirements. College seniors from other institutions are welcome to apply. However, students from other institutions will need to check with their home institution if credit transfer is desired.

The Application for Admission form may be completed online. Application information and the form are available at

<https://www.muhsenberg.edu/graduatestudies/graduateadmission/applynow/>.

Applicants are prompted to provide the following documents and, if their application meets the criteria, to arrange a personal interview with the VP & Executive Director or Dean of Graduate Studies.

- A statement, 450-750 words, that speaks to the applicant's personal characteristics (ethical leadership, perseverance, emotional intelligence), acquired skills (research, writing, presenting), and intellectual abilities (creativity, area of knowledge, analytical thought).
- Current résumé or curriculum vitae
- *Unofficial transcripts* of all previous undergraduate and graduate coursework are sufficient to complete the online application. *Official transcripts* in electronic PDF format are required after a student is admitted and should be submitted to the Dean of Graduate Studies. To be considered for acceptance to master's degree programs, applicants must have completed an undergraduate degree at an accredited institution with a minimum cumulative grade point average of 3.0.
  - International credentials and academic records must be official documents issued by the institution, provided in the original language, and accompanied by a certified or notarized English translation.
- Application fee: \$75
  - Note the fee will be waived for the inaugural applicants for 2020-2021
  - Application fees are always waived for:
    - Those who have completed a Muhlenberg graduate certificate and wish to enter a masters program
    - Current Muhlenberg undergraduate students
    - Muhlenberg alumni
    - Muhlenberg employees, their spouse or their children
  - The application fee is returned to students admitted and enrolled in the form of a Berg Bucks that can be used in Muhlenberg Dining Services or Bookstore after the start of their first course
- Official GMAT/GRE test scores. Under certain conditions, for those applicants with a final undergraduate GPA of 3.0 or higher or having at least two years of full-time professional work experience, GMAT/GRE test scores may be waived. GMAT/GRE exams must be taken within the last five years.
- English language proficiency (see International Applicants)

- Optional: Letter(s) of recommendation that speaks to the applicant's professional and/or academic acumen. Recommenders may upload letters as part of their application or by email to [AJ Lemheney](#), Ed.D., Vice President & Executive Director, Division of Graduate and Continuing Education

For the inaugural applications for 2020-2021, an Interview decision will be rendered within two business days after completed application material is submitted. Applicants will receive an email notification from the Dean of Graduate Studies to arrange the admission interview.

Admission decisions are made after the personal interview. Accepted students receive formal emailed notice of the acceptance, including instructions to return the signed intention to enroll and deposit fee of \$500, which will be applied to their account. The Dean of Graduate Studies will then provide enrollment information.

### **Deadlines**

Application material should be submitted by July 15 for the following fall semester; by December 1 for the spring semester; by April 15 for the summer semester.

### **International Applicants**

International applicants for graduate programs must have completed a bachelor's degree in the United States or equivalent foreign degree. Those whose native language is not English, or who did not receive a bachelor's or higher degree in an English speaking country, must meet the minimum English language proficiency requirements by submitting IELTS (International English Language Testing System) or TOEFL (Test of English as a Foreign Language) scores. United States citizenship or permanent resident status does not determine the need for English language proficiency.

### **Admission Requirements for Graduate Certificate Programs**

#### **Application**

To be considered for acceptance to certificate programs, applicants must have completed an undergraduate degree at an accredited institution. Within the past five years, applicants for the certificate in Applied Analytics for Organizations must have passed a college-level course in Statistics with a minimum grade of B.

The Application for Admission form may be completed online and supporting documents uploaded on the web site:

<https://www.muhlenberg.edu/graduatestudies/graduateadmission/applynow/>.

Applicants submit the following:

- A personal statement that includes preparation in the desired field of study and connects graduate and/or professional goals with the academic program
- Current résumé or curriculum vitae
- Unofficial transcripts of all previous undergraduate and graduate coursework.
- Application fee: \$75
  - Note the fee will be waived for the inaugural applicants for 2020-2021
  - Application fees are always waived for:
    - Current Muhlenberg undergraduate students
    - Muhlenberg alumni
    - Muhlenberg employees, their spouse or their children
  - The application fee is returned to students admitted and enrolled in the form of a Berg Bucks that can be used in Muhlenberg Dining Services or Bookstore after the start of their first course
- English language proficiency (see International Applicants)

For the inaugural applications for 2020-2021, admission decisions will be rendered within two business days after the application material is submitted. Accepted applicants will receive formal emailed notification of acceptance from the Dean of Graduate Studies, including instructions to return the signed intention to enroll and deposit fee of \$500, which will be applied to their account. The Dean of Graduate Studies will then provide enrollment information.

### **Subsequent Admission to Master's Degree Program**

Candidates for admission to a master's program who have completed the corresponding graduate certificate with a final cumulative GPA of 3.0 may receive preference. They should schedule a personal interview with the Executive Director or Dean of Graduate Studies and follow the application procedures for the master's degree.

### **General notices**

The satisfaction of minimum entrance requirements does not guarantee admission. Academic performance is not the sole criterion for admission to the College. The College takes a holistic approach to each application including professional and life experience that makes them an excellent candidate.

All documents submitted to the School of Graduate Studies Admissions become the property of Muhlenberg College and will not be returned.

# Tuition and Fees

## Overview

Graduate courses are typically awarded one unit, the equivalent of four credit hours. Master's degrees range from 10-12 total course units, depending upon the program. Graduate certificates are 3-6 units.

A Muhlenberg graduate program offers significant benefits for students.

- Tuition rates are guaranteed for the duration of the degree program
  - An exception is made for a Leave of Absence (LOA). Upon return from the LOA, tuition will be at the current rate with a new guarantee in effect for a subsequent two-year period.
- Textbooks for all courses are included as part of the tuition.
- The following fees are also included in the tuition: technology, laboratory, library, career center, orientation, commencement, parking permits, graduate student activities, and unofficial transcripts.

Tuition and fees must be paid consistent with established due dates to avoid late payment charges, typically two weeks before the start of the semester (see [Billing and Payment Due Dates](#) for the appropriate dates). Students with outstanding obligations will not be permitted to register, change enrollment status, have transcripts released or participate in commencement exercises until all commitments are met.

Tuition deferment is available to students whose employers offer tuition reimbursement. Otherwise, tuition and fees will be billed and must be paid prior to the start of class.

- \$3200 per course; includes textbooks and certain fees

Other Fees applicable to graduate students:

- \$75 Application fee
  - The application fee is waived for graduates of the certificate program who enter a master's degree program; current Muhlenberg undergraduate students; Muhlenberg alumni; Muhlenberg employees, their spouses or their children. For those who are enrolled and admitted and do not qualify for a waiver, the application fee is converted into 'Berg Bucks which may be used for campus purchases.

## **Financial Obligations**

Muhlenberg College accepts cash, check, and credit cards. Students who have outstanding account balances, including tuition, parking and library fines, will not be able to register for an upcoming term. Payment can be made in-person or online.

## **Funding Graduate Education**

A dedicated Financial Aid Administrator is available to assist graduate students. To make an appointment with Ms. Kim Myerson, accepted students may call 484-664-3164 or email [kimmyerson@muhlenberg.edu](mailto:kimmyerson@muhlenberg.edu)

Since many area companies have tuition reimbursement plans for their employees, students should contact their employers' human resources department for benefits information. Tuition deferment is available to students whose employers offer tuition remission.

Veterans who want to apply for benefits under the current G.I. Bill should discuss their eligibility and application process with their academic advisor. See the [Veterans Portal](#) for more information.

Online sources of funding include but are not limited to such sites as Fastweb, FinAid, GGrad, Unigo, Scholarship America, and Sallie Mae's Graduate Scholarship Search.

## **Graduation Requirements**

### **Academic Requirements**

Students enrolled in master's degree programs are expected to maintain an average GPA of 3.0 and satisfactory academic progress toward the completion of their degree. No final course grade lower than C may be counted toward a graduate degree. No graduate degree student who receives more than four final course grades below B- may continue in the program.

Graduate programs may include additional conditions based upon completion of specific course syllabus requirements, including but not limited to oral and/or written examinations, written papers and presentations, and research.

Continuity of registration (including summer term) must be maintained until all requirements for the degree have been completed, with the exception of approved leaves of absence. Under normal circumstances, a master's degree will be completed in two years and will not exceed five years from the initial course enrollment.

Students in graduate certificate programs are encouraged to maintain a 3.0 GPA, which will give them an advantage if they later apply for enrollment in the corresponding master's degree program. A graduate certificate will be completed in one year or less and will not exceed three years from the initial course enrollment.

### **Culminating Capstone Experience**

Master's degree students complete a culminating capstone experience.

For research in which human beings participate as subjects conducted under the auspices of Muhlenberg College, by its faculty, students, and staff: such research is subject to review by the College's [Institutional Review Board](#) (IRB). The IRB is the body charged with reviewing, prior to its commencement, all research, and experimental activities in which human beings participate as subjects as well as research by external researchers seeking to use Muhlenberg College students or personnel as research subjects.

### **Minimum Credit Hours**

The number of courses required to complete the master's degree may vary depending upon the program. Consult with the Dean of Graduate Studies for further information. The degree can be completed in as little as two years.

## **Graduate Academic Policies**

### **Academic Standing**

Graduate degree students are expected to maintain satisfactory academic progress and a minimum cumulative GPA of 3.0 in order to remain in good standing.

A student whose end of semester record does not meet degree standards will be notified that they have been placed on academic probation and will be allowed two additional courses to raise the GPA to 3.0 and avoid dismissal. If the student achieves a 3.0 within that period, they are returned to and expected to remain in good standing. If the GPA falls below 3.0 a second time, the student will be dismissed. Graduate students can be placed on academic probation only once during the degree program.

Graduate students who have been dismissed for unsatisfactory scholarship may petition the Dean of Graduate Studies, in writing, for readmission after one term away. If approved, the student will be readmitted on probation and may be dropped again with any additional final course grade below B-. No student may be readmitted more than once.

If a petition for readmission is denied, the student may submit a written appeal for reconsideration to the Vice President & Executive Director, Division of Graduate and

Continuing Education, who will convene a committee of administrators and faculty to hear the appeal and render a final decision. The decision of the committee is not eligible for further appeal.

### **Class Attendance**

Graduate students are responsible for class attendance. Faculty members are not obligated to review class material, give makeup examinations or make special arrangements to accommodate absences. Individual faculty members may state in the syllabus a maximum number of absences allowed before a student fails a course.

### **Graduate Credit and Grades**

Muhlenberg College uses a course system (units) to emphasize the mastery of subject matter in contrast to the credit system that measures achievement in terms of time spent in class. Each course unit is of equal value and should be considered the equivalent of four semester hours for conversion purposes. Each course listed in this catalog should be assumed to be one course unit unless an alternate value is given.

Graduate programs at Muhlenberg College require a minimum of 10-12 course units determined by the specific program.

No final course grade lower than C will count toward the graduate degree. No pass/fail courses may be registered for graduate students.

### **Grading in Graduate Programs**

Quality points are assigned to each traditional letter grade by course unit. A student's grade point average (GPA) is the sum of quality points divided by the total attempted course units. Grades are made available to students via Capstone Online.

Grade	Quality Points for 1 course unit
A+, A	4.0
A-	3.7
B+	3.3
B	3.0
B-	2.7
C+	2.3
C	2.0
F	0.0
I	Incomplete: An incomplete may be assigned when the student presents a compelling reason for the inability to complete course requirements by the end of the term. Incompletes will not be calculated in the GPA until such time as they are converted into a traditional letter grade.

Completion of the work must be arranged with the instructor and a grade submitted to the Registrar no later than 35 days after the deadline for submitting final grades for the semester. An incomplete grade not assigned a traditional letter grade in 35 days will be recorded as “F”.

- VF Academic Integrity Code Violation (no course unit awarded, treated as failing for GPA calculation)
- VW Academic Integrity Code Violation Withdrawal (no course unit awarded, no GPA calculation)
- W Withdrawal (no course unit awarded, no GPA calculation)

### **Leave of Absence**

A leave of absence indicates the student’s intention to return to the graduate program.

A student considering a leave of absence from the graduate program is strongly encouraged to meet with the Dean of Graduate Studies before completing a Leave of Absence Request form. Upon approval, the student may take a leave of absence for up to one year, with an additional year possible by request. Students who need more than two years away from the graduate program will have to apply for readmission.

The Leave of Absence Request form should be submitted prior to the beginning of the semester when the leave would take effect. After the start of classes, the student requesting a leave of absence will also submit a form to drop the course and may be responsible for a prorated course fee.

### **Leave of Absence and Withdrawal - Medical**

Unforeseeable medical issues may occur during the course of the semester which may impact a student’s ability to meet the academic expectations of a particular course. The College, therefore, encourages students to consider carefully their situation, to clarify their objectives, and to consider whether they should temporarily interrupt their study. Students considering a course withdrawal should confer with their advisor and the Dean of Graduate Studies.

### **Leave of Absence - Military**

A graduate student who is called to active military duty should report the obligation for military service in writing to the Dean of Graduate Studies as soon as reasonably possible after receiving the orders. The student will be granted a military leave of absence from the graduate program and will be readmitted with the same academic status achieved when last attending. The length of absence cannot exceed five years.

### **Readmission/Return After Leave of Absence, Academic Dismissal or Withdrawal from the College**

A graduate student wishing to return from an approved leave of absence should contact the Dean of Graduate Studies before registering for classes.

Students who for any reason have not been enrolled for one or more calendar years must petition the Dean of Graduate Studies for readmission.

Students who have been dismissed for unsatisfactory academic performance are ineligible to enroll for the next term. After one term away, they may petition the Dean of Graduate Studies for readmission. If approved, the student will be readmitted conditionally and may be dismissed again if a final course grade is below a B-.

A student who was either voluntarily or unofficially withdrawn from the College may petition the Dean of Graduate Studies for readmission after one term away.

### **Repeated courses**

Graduate students may retake a course in which they earned a grade of C+, C or F. Courses in which the student earns a B- or greater cannot be repeated. A student may repeat a course only once. Withdrawal from a course counts as an attempt.

If a student repeats a course, all grades for the course are calculated into the cumulative GPA and listed on the academic record. Course credits from a repeated course count only once toward satisfying graduation credit requirements.

### **Time to Complete Degree**

Under normal circumstances, a master's degree will be completed within two years of the initial enrollment and will not exceed five years without the approval of the Dean of Graduate Studies. A graduate certificate will be completed in one year or less and will not exceed three years from the initial enrollment.

### **Transfer Course Policy**

Students may transfer up to three (3) graduate courses towards their Muhlenberg degree where an equivalency in the degree program is found and in consultation with the Dean of Graduate Studies. It is the students' responsibility to obtain all necessary credit and course information, which may include course description, syllabus, and learning outcomes, from the transferring institution.

### **Non-Degree Options (Non-Matriculating Students)**

Interested students may take up to three (3) graduate units without matriculating in a graduate program. Students taking a graduate course without having been admitted must have an earned baccalaureate degree, meet course prerequisites, GPA  $\geq$  3.0 and approval of the Dean of Graduate Studies.

### **Withdrawal from the College**

A voluntary withdrawal indicates the student will terminate the graduate program. A student wishing to withdraw from the program must meet with the Dean of Graduate Studies and complete a Withdrawal Form. Students who have withdrawn from a program may apply for and be considered for readmission after a period of one semester.

## **Graduate Degrees and Certificates**

### **Master's Degree in Applied Analytics for Organizations (MAA)**

The MAA is designed for the professional seeking to develop the skills to go beyond data management and governance to fill crucial roles that analyze data and find more efficient ways to operate.

Graduates develop a foundation in data analytics techniques, learn how to find critical patterns within datasets; create descriptive data summaries and visualizations and communicate results; and employ their skills and knowledge in problem-solving contexts and team projects, such as urban analytics, urban simulation and geodemographics, predictive analytics and population health, sustainability analytics and epidemiology.

Students complete the MAA in two years, taking two course units per semester in fall, spring and summer terms for a total of twelve (12) course units.

The program is taught in a hybrid format in courses that combine online learning with face-to-face meetings, service-learning, and self-study.

In addition to the academic requirements and characteristics, applicants to the Masters of Applied Analytics for Organizations will have successfully completed statistics and calculus courses within the last five years. For those who do not meet this requirement or who desire to refresh their knowledge and skills, the College offers a half-unit pre-course covering mathematical concepts integral to success in the master's program. College seniors may enroll in the MAA program in conjunction with their Bachelor's degree with certain graduate courses fulfilling both their undergraduate and graduate requirements.

## Courses

MAA 500	Math for Applied Analytics (Optional)
MAA 502	Statistical Tools for Analytics
MAA 504	Business Intelligence
MAA 506	Predictive Analytics
MAA 508	Data Warehousing and Mining
MAA 512	An Introduction to Programming Languages
MAA 514	Data Visualization
MAA 610	Introduction to Cloud Computing
MAA 612	Introduction to Data-Driven User Experience Design
MAA 614	Artificial Intelligence and Machine Learning Concepts
MAA 616	Stochastic Modeling for Analytics
MAA 640	Ethical Leadership and Communication
MAA 690	Capstone

## Course Descriptions

### **MAA 500 Math for Applied Analytics**

This pre-course is designed to offer a review of the foundational mathematics needed to be successful in the Master's Program in Applied Analytics.

### **MAA 502 Statistical Tools for Analytics**

The goal of this course is to help students learn a variety of statistical tools useful in summarizing past events and information. Students will learn how to transform raw data into descriptive summaries that can be easily presented and understood. Topics include: Aggregate Analysis, Correlation, Trends, and Distributions (normal, binomial, chi-square, etc.), Confidence Intervals, Hypothesis Testing, Sampling (one sample, two samples, many samples, etc.), Estimation, Correlation, and Simple Linear Regression. The software tool "R Studio" will be integral to studying these topics.

### **MAA 504 Business Intelligence**

In today's highly-competitive business landscape, it is crucial that an organization makes sense of the sea of data in which it operates. Raw transactional data acquired from both structured and unstructured sources must be vetted, categorized, enhanced, stored, secured and ultimately transformed into organizational knowledge. This is only accomplished if the integrity of the information is ensured and the information is properly used. This course provides an overview of the concepts, processes, and technologies necessary to provide decision-makers with actionable intelligence to make good decisions

and understand the drivers of their Key Performance Indicators (KPI's). Consideration will be given to both tactical and strategic intelligence with special emphasis on environmental requirements including data governance, regulatory compliance, and ethics.

### **MAA 506 Predictive Analytics**

This course explores a variety of statistical techniques useful in making predictions about future events. The culmination of the course will lead students to employ predictive analytics to assist in decision making and transforming statistics into useful prescriptive analytics. The course will cover the use of statistical software to process data, fit statistical models, and assess the models' performance. Statistical models will include Linear & Non-Linear Regression Analysis with a focus on forecasting. Examples of models that will be covered include Logit & Probit Regression, Ordinal Regression, Survival Analysis (time to event and hazard rate), Data Segmentation, and Time Series Analysis. The course culminates in a predictive analysis on a topic of the student's choice and requires multiple iterations of model forms, model testing, and awareness of the path for possible future model improvements.

### **MAA 508 Data Warehousing and Mining**

Technology has become integral to our lives and as crucial to modern society as the most basic utilities. As a result, data is being generated at an unprecedented rate, and for an organization to compete, it must make sense of it. This course will take an information technology approach to examine the theory, concepts, and technologies required to transform data into actionable intelligence in support of decision-making. The warehousing and mining of data represent two ends of a symbiotic process and are examined in detail, from data extraction, transformation and loading to the establishment of an appropriate mining architecture, algorithm and technique. A variety of current tools and technologies will be reviewed and evaluated. The unique challenges presented by "Big Data" will be explored in this course.

### **MAA 512 An Introduction to Programming Languages**

Managing the underlying data for analytics can require specific languages for programming and development. This course will be an overview of programming concepts including hands-on learning with the programming language Python. This course provides students with the practical understanding and skills required to manage data and data structures at the field level, as well as how Python has a place in data analytics, game design, and artificial intelligence applications.

### **MAA 514 Data Visualization**

In the world of big data, there is a need to "tell the story" clearly and efficiently with the goal of influencing decisions. The data behind the story can represent customer behaviors, healthcare trends, or research findings. The ability to organize and present data

in an understandable, visual, and coherent manner is an essential skill required in today's world. This course teaches the student to explore innovative techniques to display data in effective and compelling analysis of past performance, current state, and project future trends. It also incorporates the soft skills that are necessary to influence decision makers. Students will learn effective visual communication methods for representing data. The student will learn and use a mix of statistics, data mining, and visual/graphic design skills with an introduction to several of the most prevalent tools. As a culminating exercise, students will select, prepare, visualize and present a data project.

### **MAA 610 Introduction to Cloud Computing**

This course on cloud computing and the concepts of “Big Data” is an introduction to the concepts underlying the systems and infrastructure required to manage large data sets. As organizations across many industries seek to house and analyze large amounts of data quickly and accurately, it will be important for the student to learn and understand the need to manage data methodically even when the data are from disparate sources and types. The student will learn about current technological tools and applications. The student will also learn aspects of data and server management, virtualization, and standard data solutions offered by Amazon, Google, Microsoft, and IBM. Students will have hands-on experience with tools such as SQL, NoSQL, and Hadoop.

### **MAA 612 Introduction to Data-Driven User Experience Design**

Companies such as Apple and Netflix use data collected at their sites to understand the user's experience and whether or not their marketing efforts are working. Amazon uses its data to present to buyers other items that might be of interest. Companies know that data is most useful when it can help them further their mission and vision. Data can help companies optimize their customers' web experience, understand which elements capture attention and which do not, and also customize to specific users' experiences. Students will be able to understand how to measure and report actionable data that help to improve the user experience.

### **MAA 614 Artificial Intelligence and Machine Learning Concepts**

We have come to rely on the benefits of artificial intelligence and machine learning at an ever-increasing rate. The algorithms underlying this technology have touched our lives with smartphones, smart-speakers, social media feeds, video and music streaming, video games, travel, and security. This course provides students the underlying principles of artificial intelligence such as machine learning, natural language processing, game theory, algorithms, and discrete structures. Topics may include intelligent agents, searching, learning, planning, and classifying.

### **MAA 616 Stochastic Modeling for Analytics**

How do companies and organizations use data to forecast what may lie ahead? Students will learn in this course the importance of stochastic methods and how probability and

randomness are keys to simulation modeling. Applications of stochastic processes include the analysis of stock market results and trends, vital medical information, seismology, and weather research. Students will learn via real-life case studies and methods such as the Markov chain. Students will learn how to use historical data to understand the likelihood of what may happen in the future using robust stochastic models.

### **MAA 640 Ethical Leadership and Communication**

The misuse of available, accessible data can have ramifications for companies and millions of their customers. The ownership of personal information has been in the public conscience for the past few years due to data breaches, identity theft, and misuse of data. As quickly as a company brand, people recognize company names recently scandalized such as Enron, Wells-Fargo, Facebook, and Cambridge Analytica. Just because data can be accessed, queried, and analyzed to understand a customer's private details or a company's buying trends does not mean it should be. This course will cover the ethical standards in place for those in the data analytics industry and the state, federal, and international regulatory rules in place to mitigate misuse.

### **MAA 690 Capstone**

The individual/small team will utilize knowledge gained from the previous course modules to provide actionable information for decision makers to enhance an organization's effectiveness. The topic chosen may be an "existing real" topic from an outside organization or use data sets from open source data repositories. The process will scope the project, formalize a question, locate data sources, determine the method of analysis, implement analytical procedures, visualize and communicate the results of the organizational issue. This process will allow students to integrate their learning over the entirety of the program.

### **Certificate in Applied Analytics for Organizations**

The graduate certificate in Applied Analytics is designed as a six-course stand-alone program with the option for students to continue into an additional six-course master's degree program. Graduates will gain specialized skills in data analytics to fill organizational roles that analyze data and find more efficient ways to operate.

### **Course List**

Core courses from the Master's in Applied Analytics in Organizations curriculum comprise the certificate in Applied Analytics in Organizations.

MAA 502 Statistical Tools for Analytics

MAA 504 Business Intelligence

MAA 506 Predictive Analytics  
MAA 508 Data Warehousing and Mining  
MAA 512 Introduction to Programming Languages  
MAA 514 Data Visualization

## **Master's Degree in Organizational Leadership (MOL)**

The Master's Degree in Organizational Leadership prepares graduates to lead, inspire, and guide organizations and colleagues in current and future professional work and personal development. Grounded in Muhlenberg's expertise in interdisciplinary study and adult education, the program integrates the practice of leadership with academic study to build the skills that leaders need in leadership disciplines and in personal and organizational competencies, entrepreneurship, innovation, interprofessionalism, and the essential technical and market skills.

In addition to the academic requirements, including a four-year degree in any discipline, applicants for the Masters in Organizational Leadership will typically have a minimum of two years' full-time work experience and a basic foundation in accounting and finance, such as financial accounting or principles-level economics. College seniors or recent graduates may meet the work requirement through appropriate professional work experiences through internships, summer work, externships, and projects that may be sufficient.

Students complete the MOL in two years, taking two course units per semester in fall, spring and summer terms for a total of 12 course units.

Courses are taught in a blended model, combining online learning with face-to-face meetings, service-learning, and self-study.

### **Course List**

MOL 510 Human Resource Leadership Strategy  
MOL 512 Talent Management, Rewards, and Relations  
MOL 514 Employment Law, Economics, and Policy  
MOL 620 Multidisciplinary Leadership  
MOL 624 Leadership as Personal Journey  
MOL 628 Intercultural Leadership  
MOL 632 Organizational Change Management  
MOL 636 Ethical Leadership and Governance  
MOL 640 Strategic Thinking  
MOL 644 Leading in a Global Environment

- MOL 650 Decision Tools & Analysis (0.5 unit)  
MOL 652 Project Management (0.5 unit)  
MOL 690 Culminating Leadership Activity

## **Course Descriptions**

### **MOL 510 Human Resource Leadership Strategy**

The people of an organization are very often its strongest and best source of performance and competitive advantage. This course emphasizes the strategic importance of human resources in organizational action, with an overview of the objectives, requirements, economics, opportunities, and processes of creating the best workforce for long phases of an organization's life. The course emphasizes the leader's role in an organization's HR management and the strategic opportunities and challenges that HR management present to leaders. Course methods include on-site learning and studies using current data on organizational performance and the student's reflection on leadership development.

### **MOL 512 Talent Management, Rewards, and Relations**

Successful organizations and their leaders realize the importance of sustaining workers over the different phases of their careers, and this course aligns understanding of adult development with organizations' ongoing needs for leaders and managers. This course fuses key concepts from organizational behavior and industrial organization psychology and applies them to leadership practice building strong relationships and engaged workers. Students study a wide range of intrinsic and extrinsic rewards and motivation methods, their theoretical foundations, and how leaders can apply them in different organizational settings and to a diverse workforce.

### **MOL 514 Employment Law, Economics, and Policy**

Workforce leadership is acutely affected by the macroeconomy, the local economy where organizations compete for workers, and the local labor market within that. HR is a heavily regulated field of work at all levels of government, and public policy concerning the obligations and rights of workers and employers is constantly changing. Students in this course study the major economic, legal, and policy issues affecting HR management, learning from specialists in the labor markets and from appointed and elected officials.

### **MOL 620 Multidisciplinary Leadership**

Leadership studies are influenced by underlying disciplines of psychology, sociology, history, strategy, philosophy, military studies, and religion studies. This course prepares leaders by offering them a broad conceptual base for understanding leadership behaviors and effectiveness, contextualized in Muhlenberg's interdisciplinary liberal arts teaching mission. The course features presentations by faculty from across Muhlenberg's disciplines, using case studies, relevant literature, and critical writing and analysis to

explore servant leadership, visionary leadership, and transformational leadership processes.

### **MOL 624 Leadership as Personal Journey**

Organizational leadership training necessarily requires the leader's personal development and growth in a personal capacity. This course supports students of leadership by emphasizing their individual growth and change through the reading of theories on change management and research, self-reflective study and analysis, and interpersonal learning with other leaders-in-training. Students will assess their own leadership strengths and weaknesses and create a plan for their personal development in critical areas, including emotional intelligence, empathy, and vision.

### **MOL 628 Intercultural Leadership**

A diverse population of organization colleagues will have varying views and experiences of leadership's role and practice. Leaders need to inspire and manage diverse teams of individuals with different identities and backgrounds. This multifaceted course provides a framework for examining the effects of culture on the leadership process, including consideration of personal identity and ethical issues relating to culture in leadership situations. Students in this course analyze the opportunities that diversity brings to the workplace and related issues of ethnocentrism and prejudice and prepare to succeed in diverse settings using reflection, simulations, and community practice.

### **MOL 632 Organizational Change Management**

Organizations are in constant flux, and leaders need to prepare for change in the organization in response to market, political, economic, social, and other forces, both internal and external. Students use a systems view to examine what drives people to change, how change methods affect people and desired outcomes, misconceptions about change methods, the financial impact of change methods, and common elements across methods. Students consider theories for creating sustainable change efforts and issues associated with the diffusion of innovation. The course prepares leaders for organizational change efforts with simulations, case studies, and examination of the underlying psychological, sociological, and economic characteristics of organizational change.

### **MOL 636 Ethical Leadership and Governance**

Organizational leaders work in complex societal roles, with internal and external accountability for ethical behavior. Most leadership decision-making has legal and ethical consequences, and executive leadership requires an understanding of organizational governance theory and practice. This multifaceted course presents a broad set of ethical viewpoints to address governance and the ethical and social responsibilities of contemporary organizations. It examines decision-making where legal, reputational, and ethical consequences are especially pronounced. Studying ethical leadership considers

leaders' conduct and leaders' character using case studies, simulations, and critical writing and analysis.

### **MOL 640 Strategic Thinking**

Organizational leadership involves setting and implementing organization-level strategies to accomplish goals and build capacity in dynamic environments. Students focus on the leaders' role in creating a compelling vision of the future for themselves, their team and the organization. Students will analyze competitive market and larger social, economic, legal, and technology trends using systematic tools for scenario planning to prepare for strategic choice of markets or sectors. Students study strategic management through the long-term planning cycle of the organization. Teaching methods include case studies, market analysis, and critical analysis of scenarios and forecast methods.

### **MOL 644 Leading in a Global Environment**

In an increasingly globalized world, organization leaders must be prepared at any time for changes from around the world affecting organizational outcomes and the requirements that leaders must meet. Global leaders need global awareness, with sufficient cultural knowledge to adapt global strategies to local contexts. This course builds expertise in understanding international trade, security, transportation, human resources, and cultural issues, along with tactics and methods that leaders can use to manage these issues in their organizations. Teaching methods include case studies, close analysis of particular national and cultural settings, and studies of leadership in different global settings.

### **MOL 650 Decision Tools & Analysis (0.5 unit, paired with Project Management)**

Leadership makes decisions allocating scarce resources and choosing among competing alternatives. This course studies decision-making as an individual, social, and organizational process, emphasizing both cognitive processes and the use of techniques to facilitate optimal decisions, emphasizing ANOVA, regression, linear programming, and decision trees. Students will be exposed to statistical tools, their possibilities, and their limits.

### **MOL 652 Project Management (0.5 unit, paired with Decision Tools & Analysis)**

This course provides an in-depth introduction of project management principles and theory. It blends praxis and theory, applying the learned principles and theories to case studies, simulations, and an actual project. This course deals with the fundamentals of project management, including project definition, project selection, project planning, estimating, scheduling, resource allocation, stakeholder management, risk management, and project control. At the completion of this course, the student will be capable of managing and participating in intricate and challenging projects.

## **MOL 690 Culminating Leadership Activity**

The CLA serves as a culminating activity for each individual graduating leader. A variety of projects and outcomes may be suitable, including a thesis, or achievement and documentation of a significant leadership accomplishment, such as an action research project, a significant service, or the creation of a notably complex and rigorous program of guidance and training of colleagues and fellow students.

## **Certificate in Organizational Leadership**

The graduate certificate in Organizational Leadership prepares professionals to succeed in current or future leadership positions, responsibilities, and opportunities. The certificate can be completed within one year, and graduates have the option to continue into the master's degree program.

### **Course List**

Core courses from the Master's in Organizational Leadership curriculum comprise the certificate in Organizational Leadership.

MOL 512	Talent Management, Rewards, and Relations
MOL 510	Human Resource Leadership Strategy
MOL 620	Multidisciplinary Leadership
MOL 632	Organizational Change Management
MOL 636	Ethical Leadership and Governance
MOL 640	Strategic Thinking

# **Undergraduate Continuing Studies Programs**

Adult undergraduate students can complete a bachelor's degree by enrolling in classes at night, during the day (on a limited basis), and on weekends in a number of flexible formats, including 15-week courses, 8-week Saturday courses, 5-week accelerated modules, and online and blended courses.

## **Accelerated Programs**

The School of Continuing Studies offers an accelerated degree completion program in the following majors: **Business Administration**; Business Administration with concentration areas in **Healthcare Management**, **Human Resources Leadership**, and **Supply Chain Management** ; and **Information Systems Management**. Students learn collaboratively in a feedback-intensive program that prepares them for leadership in their chosen field and graduate level academic study. The curriculum is designed for immediate application to the workplace and develops communication, leadership, and problem-solving skills.

Students in these programs complete 16 modules of study in a team-based experiential learning environment. They attend one four-hour class each week and meet outside of class for a weekly three- to four-hour session during which they work together on team projects and presentations. The program concludes with a culminating capstone project. This project is completed in cooperation with a local not-for- or for-profit organization whereby the students act as a consulting group to the organization. The students then present their findings to a panel of their instructors.

## **Liberal Arts Programs**

Adult students have the option to enroll in traditional 15-week program and 8-week weekend sessions. The weekend sessions are available only to Continuing Studies students and incorporate pedagogical practices appropriate to this population. While most classes feature in-classroom instruction, a limited number of courses are now offered in online and blended learning formats.

Day students may register in courses offered through the School of Continuing Studies' 15-week session during the add/drop period, on a space-available basis, with permission from the appropriate department chair. No more than one such course may be registered in any one semester, and registration is possible only after consultation with the student's academic advisor.

Continuing Studies students may also earn the associate of arts degree in selected majors or enroll in courses for their own enrichment. Additionally, the School of Continuing Studies oversees a highly regarded Teacher Certification Program and on-site workplace learning opportunities. Go to [www.muhlenberg.edu/continuingstudies](http://www.muhlenberg.edu/continuingstudies) for more information.

## Certificates

The School of Continuing Education offers major certificates in every major offered by the College. Students pursue certificates to prepare for future graduate study or to upgrade or learn new skills.

Continuing Studies students can also opt to complete a non-credit certificate in **Project Management**. Courses for this program are four weeks long and can be completed in any order; however, if the student's knowledge of Project Management is limited, we strongly suggest starting with Project Management Theory and Practice.

## Summer Study

Muhlenberg College offers a variety of day, evening, and online courses during a series of summer sessions. These courses, typically offered in an accelerated format, incorporate pedagogy appropriate for full-time undergraduate students. All course units and grades earned through summer study at Muhlenberg are attributed to the total program of the student and influence the cumulative grade point average and academic standing of the student accordingly. Summer study materials are available through the School of Continuing Education in early March.

## Programs

### Continuing Studies Accelerated Degree Completion Program

- • **Business Administration**
- • **Healthcare Management**
- • **Human Resources Leadership**
- • **Information Systems Management**
- • **Supply Chain Management**

### Continuing Studies Certificate

- • **Project Management**

## Courses

### Continuing Studies Accelerated

- **WBA 201 - Leadership and Team Development** 1 course unit
- **WBA 202 - The Business Firm** 1 course unit
- **WBA 203 - Communication** 1 course unit
- **WBA 204 - Marketing Management** 1 course unit
- **WBA 205 - Accounting for Managers** 1 course unit
- **WBA 206 - Statistical Decision Making** 1 course unit
- **WBA 207 - Managing Organizations** 1 course unit
- **WBA 208 - Managerial Economics** 1 course unit
- **WBA 309 - Human Behavior & Organization** 1 course unit
- **WBA 310 - Information Systems** 1 course unit
- **WBA 311 - Operations & Quality** 1 course unit
- **WBA 312 - Financial Analysis & Risk Management** 1 course unit
- **WBA 313 - The Global Economy** 1 course unit
- **WBA 315 - Social Responsibility** 1 course unit
- **WBA 416 - Corporate Strategy** 1 course unit
- **WBA 417 - Multidisciplinary Project (Capstone)** 1 course unit
- **WHC 213 - Marketing for Healthcare** 1 course unit
- **WHC 301 - The Healthcare Delivery System** 1 course unit
- **WHC 302 - Healthcare Human Resources & Policies** 1 course unit
- **WHC 303 - Regulatory Compliance & Accreditation** 1 course unit
- **WHC 327 - Healthcare Finance** 1 course unit
- **WHC 328 - Healthcare Law & Ethics** 1 course unit
- **WHR 221 - HR Functional Survey** 1 course unit
- **WHR 222 - Strategic Planning & Tactical Execution** 1 course unit
- **WHR 308 - HR Global Issues** 1 course unit
- **WHR 314 - Knowledge Management** 1 course unit
- **WHR 320 - Organizational Analysis** 1 course unit
- **WHR 321 - Organizations & Employees in Transition** 1 course unit
- **WIS 201 - Foundations of Information Systems** 1 course unit
- **WIS 206 - Information Systems Analysis & Design** 1 course unit
- **WIS 208 - Fundamentals of Programming I** 1 course unit
- **WIS 210 - Leadership and Team Development** 1 course unit
- **WIS 212 - Data Analytics & Business Intelligence** 1 course unit
- **WIS 214 - IT Infrastructure** 1 course unit
- **WIS 215 - IS Finance** 1 course unit
- **WIS 218 - IS Project Management** 1 course unit

- • **WIS 219 - Communication** 1 course unit
- • **WIS 220 - IT Security & Risk Management** 1 course unit
- • **WIS 221 - Enterprise Architecture** 1 course unit
- • **WIS 308 - Fundamentals of Programming II** 1 course unit
- • **WIS 309 - Data & Information Management** 1 course unit
- • **WIS 315 - Information Systems Strategy** 1 course unit
- • **WIS 318 - Quality Assurance, Deployment & Disposition** 1 course unit
- • **WIS 420 - Multidisciplinary Project (Capstone)** 1 course unit
- • **WSC 300 - Overview of Supply Chain Management** 1 course unit
- • **WSC 304 - Operating Philosophies & Quality** 1 course unit
- • **WSC 307 - System Implications for Managing the Supply Chain** 1 course unit
- • **WSC 318 - Planning, Scheduling, & Inventory** 1 course unit
- • **WSC 329 - Strategic Procurement** 1 course unit
- • **WSC 333 - Logistics & Distribution Management** 1 course unit

### **Project Management**

- • **WPM 101 - Project Management Theory and Practice** 0 course unit
- • **WPM 201 - Managing Relationships with a Fully Automated and Integrated System** 0 course unit
- • **WPM 203 - Earned Value/Budgeting** 0 course unit
- • **WPM 205 - The Project Management Office (PMO)** 0 course unit

### **Graduate**

- • **MAA 500 - Math for Applied Analytics** .5 course unit
- • **MAA 502 - Statistical Tools for Analytics** 1 course unit
- • **MAA 504 - Business Intelligence** 1 course unit
- • **MAA 506 - Predictive Analytics** 1 course unit
- • **MAA 508 - Data Warehousing & Mining** 1 course unit
- • **MAA 512 - An Introduction to Programming Languages** 1 course unit
- • **MAA 514 - Data Visualization** 1 course unit
- • **MAA 610 - Introduction to Cloud Computing** 1 course unit
- • **MAA 612 - Introduction to Data-Driven User Experience Design** 1 course unit
- • **MAA 614 - Artificial Intelligence & Machine Learning Concepts** 1 course unit
- • **MAA 616 - Stochastic Modeling for Analytics** 1 course unit
- • **MAA 640 - Ethical Leadership & Communications** 1 course unit
- • **MAA 642 - Leadership Strategies, Decision Making, & Ambiguity** 1 course unit

- • **MAA 644 - Healthcare Data Analytics** 1 course unit
  - • **MAA 646 - Behavioral Analytics** 1 course unit
  - • **MAA 648 - Introduction to Geospatial Analytics** 1 course unit
  - • **MAA 690 - Capstone** 1 course unit
  - • **MOL 510 - Human Resource Leadership Strategy** 1 course unit
  - • **MOL 512 - Talent Management, Rewards, & Relations** 1 course unit
  - • **MOL 514 - Labor Law, Economics, & Policy** 1 course unit
  - • **MOL 516 - International Human Resources Leadership** 1 course unit
  - • **MOL 520 - Communications Leadership Strategy** 1 course unit
  - • **MOL 522 - Public Relations** 1 course unit
  - • **MOL 524 - Internal Communications** 1 course unit
  - • **MOL 526 - Digital Media** 1 course unit
  - • **MOL 620 - Multidisciplinary Leadership** 1 course unit
  - • **MOL 624 - Leadership as Personal Journey** 1 course unit
  - • **MOL 628 - Intercultural Leadership** 1 course unit
  - • **MOL 632 - Organizational Change Management** 1 course unit
  - • **MOL 636 - Ethical Leadership & Governance** 1 course unit
  - • **MOL 640 - Strategic Thinking** 1 course unit
  - • **MOL 644 - Leading in a Global Environment** 1 course unit
  - • **MOL 648 - Managerial Finance** 1 course unit
  - • **MOL 650 - Decision Tools & Analysis** .5 course unit
  - • **MOL 652 - Project Management** .5 course unit
  - • **MOL 654 - Negotiation & Conflict Resolution** .5 course unit
  - • **MOL 656 - Team Building & Collaboration** .5 course unit
  - • **MOL 690 - Culminating Leadership Activity** 1 course unit
-