APPROVAL FORM FOR

DEGREE PROGRAMS

MISSISSIPPI STATE UNIVERSITY

NOTE: This form is a cover sheet that must accompany the degree program change proposal. The actual proposal should be prepared in accordance with format requirements provided in the *Guide and Format for Curriculum Proposals* published by the UCCC. Both cover sheet and proposal should be submitted to UCCC Mail Stop 9702 (281 Garner Hall), Phone: 325-9410.

College Professional and Continuing Studies **Department:** Professional Studies

Contact Person: Kali Dunlap **Mail Stop:**_____ **E-mail:** k.dunlap@msstate.edu

Nature of Change: New Program **Date Initiated:** 1/30/2025

Current Degree (BS, MS, etc.): N/A

Current Major: N/A

Current Concentration(s): N/A

Current Campus(es): ☐ **Starkville** ☐ **Meridian** ☐ **Distance** ☐ **Gulf Coast***

*Gulf Coast campus for Bagley College of Engineering only

New Degree (BS, MS, etc.): Bachelor of Applied Science

Effective Date:

Semester	**Year**
Fall	2025

**Any new program or modification desiring a starting semester other than fall must include a justification

Proposed Major: Organizational Leadership

Proposed Concentration(s): N/A

Proposed Campus(es)

- ☑ Starkville
- ☐ Meridian
- ☑ Distance
- ☐ Gulf Coast*

*Gulf Coast campus for Bagley College of Engineering only

Summary of Proposed Changes:

The College of Professional and Continuing Studies is proposing the creation of a new degree program, the Bachelor of Applied Science in Organizational Leadership. This program was previously offered as an emphasis area within the Bachelor of Applied Science, and is now being developed as a separate major. This major is also designed to provide a Thrive in Five pathway for students who want to pursue the MAS in Organization

Approved:	Date:
Sean M. Owen Sean M. Owen (Jan 30, 2025 10:30 CST) **Department Head**	01/30/2025
Dana Pongkal Franz (Feb 7, 2025 08:31 PST) **Director of Academic Quality**	Feb 7, 2025
Kenna S. Vowell **Chair, College or School Curriculum Committee**	01/31/2025
Susan D. Seal **Dean of College or School**	01/31/2025
Chair, University Committee on Courses and Curricula	
Chair, Graduate Council (if applicable)	
Chair, Deans Council	

FOR OIRE USE ONLY

- ☐ Substantive Change to SACSCOC
- ☐ Notification to SACSCOC
- ☐ No significant departure

OIRE Representative Initials _____

NEW DEGREE OUTLINE FORM

Use the chart below to indicate your new degree outline. If any General Education (Core) course is acceptable in the category, please indicate by saying "any Gen Ed course". There is no need to type in the whole list. Expand rows as needed.

PROPOSED New Degree	
Degree: Bachelor of Applied Science Major: Organizational Leadership	
The Bachelor of Applied Science in Organizational Leadership is designed to prepare students for effective leadership roles within diverse organizational settings. This applied program integrates theoretical foundations and practical applications, emphasizing the development of critical thinking, ethical decision-making, and strategic problem-solving skills. Students will explore key areas of organizational leadership, including change management, team dynamics, communication strategies, and ethical and legal issues. Through a curriculum that combines core courses and specialized electives, learners will gain a comprehensive understanding of the complexities of leadership in today's fast-paced and multicultural environments. Upon completion of the program, graduates will be well-prepared for leadership positions across various sectors, including business, education, non-profit organizations, and government, with the skills necessary to navigate the challenges of contemporary organizational landscapes.	
Proposed Curriculum Outline	Required Hours
English (General Education): EN 1103 English Composition I or EN 1104 Expanded English Composition I EN 1113 English Composition II or EN 1173 Accelerated Composition II	6
Fine Arts (General Education): Any General Education Course	3
Natural Sciences (2 labs required from Gen Ed): Any approved science w/ lab	6
Math (General Education): Any approved Quantitative Rasoning course	3
Humanities (General Education): Any General Education Courses	6
Social/Behavioral Sciences (Gen Ed): Any General Education Courses	6
Subtotal	**30**
Major Core Courses PCS 2111 Intro to the BAS PCS 2213 Survey of Multinational and Cross-Cultural Operations PCS 3213 Multinational and Cross-Cultural Project Collaboration PCS 3103 Professional Leadership Strategies PCS 3123 Issues in Organizational Leadership PCS 3203 Applied Leadership in Strategic Initiatives PCS 3303 Applied Data-Driven Strategies	 1 3 3 3 3 3 3

PCS 4003/6003 Personnel Management for the Public Sector PCS 4203/6303 Digital Transformation and Adaptive Leadership PCS 4213 Project Leadership in Multinational and Cross-Cultural Teams PCS 4223 Virtual Collaboration and Leadership in Multinational Teams PCS 4343/6343 Foundations of Org Leadership PCS 4413 Ethical and Legal Issues in Leadership PCS 4112 Professional Success Strategies in Applied Fields	3 3 3 3 3 2
Subtotal	**39**
University Electives: CO 1013 Intro to Communications TECH 1273 Computer Applications or higher	6
Technical Courses in Discipline	45
Subtotal	**51**
Total Hours	**120**

NEW ACADEMIC DEGREE PROGRAM PROPOSAL

Institutional Request Form – Appendix 8
(Submit in PDF format with signatures.)

Institution:	Mississippi State University
Date of anticipated implementation:	August 2025
Program title as it will appear on Academic Program Inventory, Diploma, and Transcript:	Organizational Leadership
Name of degree(s) to be awarded:	Bachelor of Applied Science
Six-digit CIP code:	520213
Total credit-hour requirement to earn the degree:	60
Responsible academic unit:	College of Professional and Continuing Studies
Institutional contact:	Kali Dunlap
Phone:	662.325.8029
Email:	k.dunlap@msstate.edu
SACSCOC Substantive Change:	☒ Program proposed **IS NOT** a substantive change. ☐ Program proposed **IS** a substantive change.
Incremental, five-year cost of implementation:	$462,500
Incremental, five-year per student cost of implementation:	$3,177
Potential five-year, new revenue:	$6,439,000
Potential new, five-year revenue per student:	$41,545.00
Will it attract new students to the university?	☒ Yes ☐ No

List any institutions within the State offering similar programs:	0

Number of students expected to enroll in first 5 years:		Number of students expected to graduate in first 5 years:	
Year 1	15	Year 1	0
Year 2	20	Year 2	0
Year 3	30	Year 3	15
Year 4	40	Year 4	20
Year 5	50	Year 5	30
Total	155	Total	65

Program summary (include second majors completed, if applicable):

The Bachelor of Applied Science in Organizational Leadership is designed to meet the growing demand for agile leaders in today's workplace. Offered by the College of Professional and Continuing Studies, this program emphasizes practical, applied learning to prepare graduates for leadership roles across various sectors, including industry, sports, non-profits, and government. Focused on critical thinking, ethical leadership, and strategic decision-making, the curriculum equips students to tackle real-world challenges in diverse settings. Aligned with the college's mission and its Master of Applied Science in OL, the program provides an accessible pathway for individuals advancing their careers. This major is designed to provide a Thrive in Five pathway for students who want to pursue the MAS in OL.

The audit of recently approved academic programs ensures that the program outcomes are congruent with the Board-approved proposal. Please respond to the questions on the following pages to aid the institution and IHL staff in making recommendations to the IHL Board of Trustees.

_____
Chief Academic Officer Signature – Date

_____
Institutional Executive Officer Signature – Date

NEW ACADEMIC DEGREE PROGRAM PROPOSAL

Institutional Request Form – Appendix 8
(Submit in PDF format with signatures.)

New Academic Degree Program Questions:

1 Describe how the degree program will be administered including the name and title of person(s) who will be responsible for curriculum development and ongoing program review.

The Bachelor of Applied Science in Organizational Leadership (BAS-OL) will be administered by a Program Director, supported by full-time and adjunct faculty within the College of Professional and Continuing Studies and other colleges at Mississippi State University offering courses within the program. Dr. Kali Dunlap, Assistant Professor, will serve as Program Director. The Program Director and faculty will be responsible for the design and review of the curriculum. Degree and course additions, modifications, and deletions will require approval through the University Course and Curriculum Committee.

2 Describe the educational objectives of the degree program including the specific objectives of any concentrations, emphases, options, specializations, tracks, etc.

The Bachelor of Applied Science in Organizational Leadership is strategically designed to meet the educational and professional needs of adult learners, working professionals, and technical degree holders seeking to advance their leadership capabilities in diverse industries. The program caters to individuals transitioning from technical or applied associate degrees (AAS/AAT), military personnel preparing for civilian leadership roles, and those aspiring to move into supervisory or managerial positions in sectors such as healthcare, manufacturing, public administration, and global business.

With a focus on flexibility and career relevance, the BAS-OL provides a modular and practical curriculum tailored to fit the schedules of working adults. Courses emphasize leadership in real-world contexts, critical decision-making, and effective communication in cross-cultural and virtual environments. The program leverages Mississippi State University's commitment to accessible, high-quality education by offering courses in online and hybrid formats, enabling students to balance their academic pursuits with professional and personal responsibilities. The BAS-OL prepares students to lead with confidence and integrity in a variety of organizational settings by focusing on the following educational objectives:

1. Students will design and implement effective leadership strategies that enhance organizational performance in culturally diverse, multinational, and virtual teams.
2. Students will apply data-driven and analytical tools to solve complex organizational challenges, fostering innovation and continuous improvement.
3. Students will demonstrate ethical decision-making and compliance in leadership roles, cultivating organizational cultures that prioritize integrity and accountability.
4. Students will foster collaboration across diverse and remote teams, utilizing advanced communication techniques to bridge cultural differences and strengthen team cohesion.
5. Students will develop the skills and knowledge necessary for career advancement, preparing them to transition into leadership roles or pursue further education in applied leadership fields.

3 Describe any special admission requirements for the degree program including any articulation agreements that have been negotiated or planned.

The Bachelor of Applied Science in Organizational Leadership is designed to provide a seamless pathway for graduates of Associate of Applied Science (AAS) or Associate of Applied Technology (AAT) programs from accredited community colleges or military branches. This program focuses on equipping students with leadership, communication, and problem-solving skills that can be applied across diverse career sectors, including industry, military, and public service. By offering a broad and inclusive curriculum, the program ensures graduates are prepared to address the challenges of modern workplaces and advance in their chosen professions.

4	Describe the professional accreditation that will be sought for this degree program. If a SACSCOC visit for substantive change will be necessary, please note.

There is no professional accreditation for this degree program and no SACSCOC visit for substantive change is necessary. The proposed major in Organizational Leadership does not meet the SACSCOC definition of a substantive change (e.g. the proposed program does not represent a change in the mission or objectives of the institution, the proposed program does not require the addition of a program as a new degree level, and the program does not represent a significant departure, either in content or method of delivery, from those offered within the institution was last evaluated).

5	Describe the curriculum for this degree program including the recommended course of study (appending course descriptions for all courses) and any special requirements such as clinical, field experience, community service, internships, practicum, a thesis, etc.

The overall curriculum for this degree program consists of the university core curriculum (30 hours), major coursework in construction technology (30 hours), a university writing and oral communication course (3 hours), management-related courses (9 hours), professional and career services courses (3 hours), and up to 45 hours credit for work in the technical discipline associated with the student's AAS degree for a total 120 hours required for student to complete in the BAS in Organizational Leadership program.

UNIVERSITY CORE CURRICULUM – 30 HOURS
English (General Education) – 6 HOURS
EN 1103 English Composition I
EN 1113 English Composition II

Creative Discovery (General Education) – 3 HOURS
Any course satisfying Creative Discovery

Natural Sciences – 6 HOURS
Any 2 courses with labs satisfying Natural Sciences

Quantitative Reasoning (General Education) – 3 HOURS
MA 1413 Structure of Real Numbers or MA 1213 Math in Your World or MA 1313 College Algebra (or higher)

Humanities (General Education) – 6 HOURS
Any 2 courses that satisfy the Humanities requirement.

Social/Behavioral Sciences (General Education) – 6 HOURS
Any 2 courses that satisfy the Social/Behavioral Sciences requirement.

MAJOR CORE COURSES – 39 HOURS
PCS 2111 Introduction to the Bachelor of Applied Science
PCS 2213 Survey of Multinational and Cross-Cultural Operations
PCS 3213 Multinational and Cross-Cultural Project Collaboration
PCS 3103 Professional Leadership Strategies
PCS 3123 Issues in Organizational Leadership
PCS 3203 Applied Leadership in Strategic Initiatives
PCS 3303 Applied Data-Driven Strategies
PCS 4003 Personnel Management for the Public Sector
PCS 4203 Digital Transformation and Adaptive Leadership
PCS 4213 Project Leadership in Multinational and Cross-Cultural Teams
PCS 4223 Virtual Collaboration and Leadership in Multinational Teams
PCS 4343 Foundations of Organizational Leadership
PCS 4413 Ethical and Legal Issues in Leadership

PCS 4112 Professional Success Strategies in Applied Fields

UNIVERSITY ELECTIVES – 6 HOURS
CO 1013 Intro to Communications
TECH 1273 Computer Applications or higher

TECHNICAL COURSES – 45 HOURS
TOTAL HOURS – 120 HOURS

6	Describe the faculty who will deliver this degree program including the members' names, ranks, disciplines, current workloads, and specific courses they will teach within the program. If it will be necessary to add faculty in order to begin the program, give the desired qualifications of the persons to be added.

The below required courses will continue to be delivered primarily by existing faculty or approved professional faculty or lecturers in the College of Professional and Continuing Studies:

PCS 2111 Introduction to the Bachelor of Applied Science
PCS 2213 Survey of Multinational and Cross-Cultural Operations
PCS 3213 Multinational and Cross-Cultural Project Collaboration
PCS 3103 Professional Leadership Strategies
PCS 3123 Issues in Organizational Leadership
PCS 3203 Applied Leadership in Strategic Initiatives
PCS 3303 Applied Data-Driven Strategies
PCS 4003 Personnel Management for the Public Sector
PCS 4203 Digital Transformation and Adaptive Leadership
PCS 4213 Project Leadership in Multinational and Cross-Cultural Teams
PCS 4223 Virtual Collaboration and Leadership in Multinational Teams
PCS 4343 Foundations of Organizational Leadership
PCS 4413 Ethical and Legal Issues in Leadership
PCS 4112 Professional Success Strategies in Applied Fields

7	Describe the library holdings relevant to the proposed program, noting strengths and weaknesses. If there are guidelines for the discipline, do current holdings meet or exceed standards?

The Mississippi State Library offers extensive resources to support the BAS in Organizational Leadership program. Its robust holdings and databases ensure that students and faculty have access to the academic and practical materials necessary for leadership-focused studies. Key resources include:

• Academic Search Premier: A multidisciplinary database offering access to peer-reviewed journals, magazines, and newspapers.
• CloudSource+ and CloudSourceOA: Advanced search platforms that index multiple databases, journal publishers, open access scholarly journal articles, open textbooks, and open educational resources.
• ERIC: A key resource for education and training literature, essential for leadership development and organizational training research.
• Over 2.3 million volumes in MSU Library's online catalog, supplemented by 11,000 print volumes available locally at MSU Meridian.
• 200,000 electronic journals covering a wide range of disciplines, ensuring full-text access to materials relevant to applied science and leadership studies.
• Discipline-based Research Guides: Curated research guides specifically aligned with applied science and leadership topics, helping students navigate scholarly resources efficiently.
• Interlibrary Loan (ILL) and Document Delivery Services: Ensuring access to resources not owned by MSU Libraries, facilitating comprehensive research.

NEW ACADEMIC DEGREE PROGRAM PROPOSAL

Institutional Request Form – Appendix 8

(Submit in PDF format with signatures.)

8 Describe the procedures for evaluation of the program and its effectiveness in the first five years of the program, including admission and retention rates, program outcome assessments, placement of graduates, changes in job market need/demand, ex-student/graduate surveys, or other procedures.

Multiple methods will be used to evaluate student learning and program effectiveness:

- Student learning will be assessed through course assessments (exams, quizzes, homework, and projects).
- The Office of Institutional Effectiveness at MSU conducts exit surveys of graduates and tracks admission, retention, graduation, and graduate placement rates that will be used to evaluate the program's effectiveness.
- The Center for Distance Education utilizes a variety of measures to assess student learning that will also be used to help evaluate the program's effectiveness.
- The success of the program will be determined by the number of adult learner students who enroll in the degree program versus the number of students that successfully complete the degree during the initial five-year period of the degree program.

9 What is the specific basis for determining the number of graduates expected in the first five years?

We expect to incrementally enroll students in the Bachelor of Applied Science in Organization Leadership program over a five-year period. The number of graduates expected in the first five years is calculated based on the program's design, where students complete 60 credit hours to graduate, typically over a span of 2.5 years (taking an average of 24 credit hours annually). For this projection, we assume moderate growth in incoming student enrollment, starting with 15 students in the first year and increasing annually. The graduation rate accounts for students completing their coursework, with the first cohort graduating in the third year of the program. Total enrollment reflects both incoming students and those still completing their studies, minus graduates. This model ensures a realistic estimate of program growth and aligns with expected student progress and retention rates.

10 Using expected enrollment, provide the total anticipated budget for the program including implementation and 4 subsequent years (total of 5 years) of operation; any anticipated direct, indirect, and incremental costs necessary to start the program; anticipated, incremental annual revenue based on student enrollment; and other sources of funding. Please explain what has been included in the costs and revenues.

Start-Up Costs: one-time costs associated with offering this program
Start-Up costs include marketing and recruitment activities and materials.

Direct, Incremental Costs: additional annual costs to the university as a result of offering this program
Beginning Year 1, a part-time coordinator will be hired to help with advising of the new program.

Incremental Revenue: additional annual revenue assuming that this program will bring in new students paying full tuition
Revenue is projected based on total enrollment times the cost of tuition for the online education student enrolled full-time (12 hours) for fall/spring semesters. This does not include summer terms.

Non-Tuition Revenue: external funds, grants, contracts or other revenues attributable to the addition of this program

Differential: all revenues minus all costs

Year	Incoming Students	Total Enrollment	Start-Up Costs	A Additional Annual Costs	B Additional Annual Revenue	C Non-Tuition Revenue	(B+C)-A Differential
2025-26	15	15	$30,000.00	$92,500.00	$396,000.00	$0.00	$303,500.00
2026-27	20	35	$0.00	$92,500.00	$924,000.00	$7,500.00	$839,000.00
2027-28	30	50	$0.00	$92,500.00	$1,320,000.00	$10,000.00	$1,237,500.00
2028-29	40	70	$0.00	$92,500.00	$1,848,000.00	$10,000.00	$1,765,500.00
2029-30	50	90	$0.00	$92,500.00	$2,376,000.00	$10,000.00	$2,293,500.00
TOTAL	155	260	$30,000.00	$462,500.00	$6,864,000.00	$37,500.00	$6,439,000.00

NEW ACADEMIC DEGREE PROGRAM PROPOSAL

Institutional Request Form – Appendix 8
(Submit in PDF format with signatures.)

11 Program Demand: Select one or both of the following to address student demand:

☐ Survey of Student Interest

Number of surveys administered: Click or tap here to enter text.
Number of completed surveys returned: Click or tap here to enter text.
Percentage of students interested in program:

Include a brief statement that provides additional information to explain the survey.

☒ Market Analysis or Evidence of Labor Market Need

The Bachelor of Applied Science (BAS) in Organizational Leadership is designed to address the growing demand for leadership professionals who are skilled in managing diverse teams, navigating complex organizational challenges, and fostering innovation in dynamic work environments. Given the College's primary target audience of employed adult learners, a comprehensive market analysis was conducted to validate the labor market demand for such a program. Data from the U.S. Bureau of Labor Statistics (BLS) highlights those occupations requiring leadership skills, such as general managers, management analysts, human resources specialists, and training and development managers, are projected to grow by 7-11% from 2022 to 2032, outpacing the average growth rate for all occupations. The success of the BAS in Organizational Leadership program depends on strong partnerships with community colleges, military partners, and workforce advisory groups. Many of our current partner institutions have AAS programs that align seamlessly with the BAS, providing a direct pipeline for students seeking to advance their careers in leadership roles. Feedback from industry advisory councils reinforced that this program will address the skills gaps identified in their sectors, particularly in middle and upper-level management roles. The program is strategically designed to meet the educational needs of employed adult learners while addressing workforce gaps in Mississippi and beyond.

12 Employment Opportunities for Graduates (state, region, nation):

The Bachelor of Applied Science (BAS) in Organizational Leadership equips graduates with leadership and management skills that are critical across industries, especially in technical and applied fields. By pairing their associate degree expertise with the leadership capabilities gained through this program, graduates are well-positioned to advance into supervisory and managerial roles. The program is designed to meet the needs of both local and national labor markets, with specific emphasis on Mississippi and the Southern region.

Across the state, region, and nation, industries are experiencing a widening skills gap in leadership and project management roles, particularly in technical sectors such as construction, manufacturing, healthcare, information technology, and public administration. According to the U.S. Bureau of Labor Statistics (BLS), many of the occupations suited for BAS graduates are projected to grow steadily through 2030, with notable demand in mid-level and senior management roles. The Project Management Institute also forecasts a global demand for 87.7 million project management professionals by 2027, further emphasizing the need for leadership skills across industries. Graduates of this program will be qualified for the following roles, depending on their technical background:

- First-Line Supervisors: Overseeing daily operations and managing teams in industries such as manufacturing, logistics, and construction.

- Project Coordinators/Managers: Planning and executing projects across various fields, including IT, healthcare, and engineering.

- Operations Managers: Managing resources, budgets, and personnel to optimize organizational performance.

- Human Resources Specialists/Managers: Leading HR functions, employee development, and compliance in diverse workplaces.

- Public Administration or Community Service Managers: Overseeing programs and services in nonprofit or government organizations.

The table below highlights employment opportunities and projected growth in relevant occupations for Mississippi, the Southern region, and the nation, demonstrating the strong demand for leadership skills.

Table 1: Employment Projections for Applied Organizational Leadership-Related Positions

Job Title	MS	Region	United States
Administrative Services & Facilities Managers	2,700	20,100	381,300
General and Operations Managers	21,200	167,800	3,515,200
First-Line Supervisors of Production Workers	7,020	54,770	695,100
Community Service Managers	1,500	10,500	182,200
Human Resource Specialists	5,400	39,500	714,300

The BAS in Organizational Leadership provides graduates with opportunities to pursue managerial and supervisory positions, often leading to significant salary increases compared to positions requiring only an associate degree. For example:

- Administrative Services Managers in Mississippi earn a median salary of $78,000 annually according to O*NET OnLine.
- General and Operations Managers in the state report median earnings of $86,000 annually, with potential increases based on industry and experience.

If half of the program graduates secure roles as Administrative Services Managers and the other half as Operations Managers, their combined earnings could contribute an estimated $6.5 million annually to the Mississippi economy. Over a five-year period, this program could generate nearly $33 million in additional income, strengthening local economies and addressing workforce shortages.

Many of these occupations are designated as "Bright Outlook" careers by Projections Central, signifying rapid growth and strong demand. Additionally, graduates who enter supervisory or managerial roles bring advanced leadership capabilities to the workforce, making them valuable assets in addressing organizational challenges. This program provides a critical pathway for AAS or AAT graduates to move into higher-paying, leadership-oriented roles while meeting the pressing demands of Mississippi's industries. By aligning the BAS in Organizational Leadership with workforce gaps in technical and applied fields, the program supports not only individual career advancement but also the economic development of Mississippi and the broader region.

DataUSA: General & Operations Managers. (2024). DataUSA. https://datausa.io/profile/soc/general-operations-managers

Long-Term Occupational Projections (2023-2033). (2024). Projections Central. https://projectionscentral.org/Projections/LongTerm

O*NET OnLine. (2024). National Center for O*NET Development. https://www.onetonline.org/

MISSISSIPPI STATE UNIVERSITY™
COLLEGE OF PROFESSIONAL AND CONTINUING STUDIES

Bachelor of Applied Science in Organizational Leadership

Program Level Outcomes and Course Assessment Map

Program Level Outcome 1: Students will design and implement effective leadership strategies that enhance organizational performance in culturally diverse, multinational, and virtual teams.
1) PCS 3123 Issues in Organizational Leadership – LO3; Case Study Analysis 2) PCS 4213 Project Leadership in Multinational and Cross-Cultural Teams – LO3; Leadership Development Portfolio 3) PCS 4343 Foundations of Organizational Leadership – LO2; Leadership Analysis Paper
Program Level Outcome 2: Students will apply data-driven and analytical tools to solve complex organizational challenges, fostering innovation and continuous improvement.
1) PCS 3303 Applied Data-Driven Strategies – LO2; Data Visualization Project 2) PCS 3203 Applied Leadership in Strategic Initiatives – LO3; Workplace Project 3) PCS 4203 Digital Transformation and Adaptive Leadership – LO4; Remote Team Management Assignment
Program Level Outcome 3: Students will demonstrate ethical decision-making and compliance in leadership roles, cultivating organizational cultures that prioritize integrity and accountability.
1) PCS 4413 Ethical and Legal Issues in Leadership – LO3; Crisis Management Simulation 2) PCS 4003 Personnel Management for the Public Sector – LO4; Personnel Management Plan 3) PCS 4112 Professional Success Strategies in Applied Fields – LO5; Online Discussion
Program Level Outcome 4: Students will foster collaboration across diverse and remote teams, utilizing advanced communication techniques to bridge cultural differences and strengthen team cohesion.
1) PCS 2213 Survey of Multinational and Cross-Cultural Operations – LO2; Online Discussions 2) PCS 3213 Multinational and Cross-Cultural Project Collaboration – LO2; Team-Based Project Planning Document 3) PCS 4223 Virtual Collaboration and Leadership in Multinational Teams – LO5; Digital Communication Strategy Project
Program Level Outcome 5: Students will develop the skills and knowledge necessary for career advancement, preparing them to transition into leadership roles or pursue further education in applied leadership fields.
1) PCS 2111 Introduction to the Bachelor of Applied Science – LO1; Case Study Analysis 2) PCS 4112 Professional Success Strategies in Applied Fields – LO3; Mock Interview 3) PCS 3203 Applied Leadership in Strategic Initiatives – LO2; Workplace Project

PCS 2111 Introduction to the Bachelor of Applied Science

1. Students will identify theoretical components in real-world application.
2. Students will explain the purpose and benefits of pursuing a Bachelor of Applied Science degree.
3. Students will identify resources and support services available to facilitate a successful transition to the BAS program.
4. Students will evaluate skills needed to be successful in chosen career path.

PCS 2213 Survey of Multinational and Cross-Cultural Operations (NEW)

1. Summarize the basic concepts of sociology used to define culture and cultural differences.
2. Identify challenges and opportunities specific to multinational and cross-cultural teams, including managing time zones and identifying misunderstandings in the workplace.
3. Identify effective cross-cultural strategies by comparing various models of global organizational leadership.
4. Define the role and impact of skilled leaders on multinational, multi-team projects and their organizations.
5. Apply conflict-resolution techniques to provide effective solutions to common problems present in multinational, cross-cultural teams.

PCS 3213 Multinational and Cross-Cultural Project Collaboration (NEW)

1. Evaluate project management principles in multinational teams by analyzing team roles, cultural dynamics, and success metrics to develop culturally-responsive project execution strategies.
2. Apply strategies in multinational project scenarios to strengthen team relationships through communication identification, active listening, authentic engagement, and a leveraging of cultural perspectives.
3. Examine case studies of multinational business partnerships to identify key factors that contributed to success or failure in cross-cultural project collaboration.
4. Analyze global business customs and languages common in global industries.
5. Formulate basic speech in a global business language, including greetings and formalities, to enrich professional interactions.

PCS 4213 Project Leadership in Multinational and Cross-Cultural Teams (NEW)

1. Initiate networking opportunities to practice developing and maintaining professional relationships in global business contexts.

2. Interpret complex multinational scenarios that utilize culturally appropriate strategies during organizational change and crisis management.
3. Design and implement leadership strategies for multinational teams, including creating inclusive environments that maximize team performance.
4. Provide resolutions to complex cross-cultural challenges using action plans that support short-term project goals and build lasting positive organizational cross-cultural relationships.
5. Model cultural intelligence, linguistic understanding, and adaptable leadership in teams to promote effective cross-cultural communication.

PCS 3103 Professional Leadership Strategies

1. Students will apply theoretical principles to real-world situations for effective problem-solving.
2. Students will appraise leadership approaches for use in career path.
3. Students will evaluate impact of leadership plans on teams or continuous improvement.
4. Students will create tailored leadership plans integrating theory and practice.
5. Students will develop teamwork skills for dynamic effectiveness in diverse settings.
6. Students will develop knowledge of presentation software for effective use in business settings.

PCS 3123 Issues in Organizational Leadership (NEW)

1. Students will summarize key historical issues in organizational leadership and their evolution over time.
2. Students will analyze current leadership challenges in diverse organizational settings, including issues related to change, ethics, diversity, and technology.
3. Students will apply leadership theories and strategies to address modern challenges such as globalization and organizational culture.
4. Students will develop practical solutions for contemporary leadership problems, using critical thinking and evidence-based approaches.
5. Students will evaluate the effectiveness of leadership practices in various organizational contexts.

PCS 3203 Applied Leadership in Strategic Initiatives

1. Recognize types of strategic initiatives and project management strategies.
2. Apply theoretical project management knowledge in real-world simulations.
3. Synthesize theoretical concepts with practical skills to develop a resource management plan for a strategic initiative.
4. Identify and assess potential risks in a strategic initiative and propose mitigation strategies.

PCS 3303 Applied Data-Driven Strategies

1. Collect and interpret data from multiple sources to address organizational challenges.
2. Utilize analytical reasoning to evaluate data and make informed decisions.
3. Create data visualizations to effectively communicate complex data sets.
4. Communicate analytical findings clearly and effectively to a diverse set of stakeholders.

PCS 4003/6003 Personnel Management for the Public Sector

1. Apply concepts of personnel management to real-world emergency management scenarios.
2. Analyze and solve personnel challenges in a public sector organization using various tools and methods.
3. Develop effective HR strategies and practices that align with organizational goals and objectives.
4. Evaluate the impact of personnel policies and practices on organizational performance and employee engagement.
5. Collaborate effectively with team members to design and implement personnel initiatives.

PCS 4203/6303 Digital Transformation and Adaptive Leadership

1. Students will Demonstrate the ability to manage virtual teams effectively using various digital tools.
2. Students will Complete at least two hands-on activities that simulate real-world challenges, applying theoretical project management knowledge.
3. Students will Develop a resource management plan that includes allocation and scheduling for a strategic initiative.
4. Students will Identify and assess at least three potential risks in a strategic initiative and propose mitigation strategies.
5. Students will Communicate data findings clearly and effectively to a diverse set of stakeholders.
6. Students will prepare for the Professional in Personnel (PHR) certification exam.

PCS 4223 Virtual Collaboration and Leadership in Multinational Teams (NEW)

1. Identify opportunities and challenges associated with managing and collaborating with cross-cultural teams in a virtual environment.
2. Utilize a variety of appropriate virtual collaboration tools and platforms that facilitate effective communication and workflow management in multinational, remote teams.
3. Design virtual onboarding processes that establish strong cross-cultural team connections.

4. Analyze crisis management and change management protocols for virtual multinational teams.
5. Create and propose strategies for building organizational communication systems that enhance team productivity, bridge cross-cultural communication, and address technological gaps.

PCS 4343/6343 Foundations of Organizational Leadership

1. Students will utilize the Extreme Ownership Framework in various scenarios.
2. Students will analyze the effects of decision-making in leadership.
3. Students will practice simple, clear, and concise communication at an organizational level.
4. Students will evaluate methods of change management within organizations.
5. Students will assess qualities of leadership within themselves and others.

PCS 4413 Ethical and Legal Issues in Leadership (NEW)

1. Students will analyze the ethical implications of leadership decisions in various organizational contexts.
2. Students will evaluate the legal responsibilities and compliance requirements that influence leadership actions.
3. Students will apply ethical decision-making models to real-world leadership scenarios.
4. Students will critique organizational policies and practices for ethical and legal alignment.
5. Students will develop a personal leadership philosophy that integrates ethical and legal considerations.

PCS 4112 Professional Success Strategies in Applied Fields

1. Evaluate personal, academic, and professional experience for inclusion in hiring documents.
2. Explore job search strategies tailored to their career goals and industry.
3. Practice interviewing skills and confidently communicate qualifications and experiences.
4. Identify professional networking opportunities, including online platforms and industry events.
5. Discuss ethical considerations and professionalism in the workplace.

MISSISSIPPI STATE UNIVERSITY™
COLLEGE OF PROFESSIONAL AND
CONTINUING STUDIES

365 Barr Avenue
P.O. Box 5247
Mississippi State, MS 39762

January 30, 2025

To: University Committee on Courses and Curricula

Re: New Degree Proposal, BAS in Organizational Leadership

The College of Professional and Continuing Studies Curriculum Committee affirms support for the addition of the BAS in Organizational Leadership to be housed in our college.

Please let the committee know if there are any questions or concerns.

Sincerely,

Kenna Vowell

Kenna Vowell, Ph.D., Assistant Professor, Committee Chair

Sean M. Owen

Sean Owen, Ph.D., Associate Dean/Research Professor

Kali Dunlap

Kali Dunlap, Ph.D., Assistant Teaching Professor