

# EDUCATION - PENN CHIEF LEARNING OFFICER (EDCL)

These courses are only available to students in the Penn Chief Learning Officer program.

## EDCL 7010 Learning Technology in the Workplace

This course is embedded in a block of three courses focusing on the role of technology in learning at work. This course focuses on the evolution of technology in organizations and a review of the most current technologies in use in organizational learning today. Topics include the history of and new directions in learning technologies, emerging learning technologies, security and privacy in a high-tech world, evaluating technological solutions for organizational learning needs, and evaluating learning technologies in light of organizational goals. This course is only available to students in the Penn Chief Learning Officer program.

1-1.5 Course Unit

## EDCL 7010A Learning Technology in the Workplace

This course is embedded in a block of three courses focusing on the role of technology in learning at work. This course focuses on the evolution of technology in organizations and a review of the most current technologies in use in organizational learning today. Topics include the history of and new directions in learning technologies, emerging learning technologies, security and privacy in a high-tech world, evaluating technological solutions for organizational learning needs, and evaluating learning technologies in light of organizational goals. This course is only available to students in the Penn Chief Learning Officer program.

0-1.5 Course Unit

## EDCL 7010B Learning Technology in the Workplace

This course is embedded in a block of three courses focusing on the role of technology in learning at work. This course focuses on the evolution of technology in organizations and a review of the most current technologies in use in organizational learning today. Topics include the history of and new directions in learning technologies, emerging learning technologies, security and privacy in a high-tech world, evaluating technological solutions for organizational learning needs, and evaluating learning technologies in light of organizational goals. This course is only available to students in the Penn Chief Learning Officer program.

0-1.5 Course Unit

## EDCL 7020 Technology Strategies for Corporate Learners

This course is embedded in a block of three courses focusing on the role of technology in learning at work. This course focuses on the role of technology in advancing learning in organizations. Topics include designing technology-enabled learning environments, using simulations, games, and apps, choosing and evaluating e-tools, educational entrepreneurship, evaluating technology-enabled learning interventions. Prerequisite: Enrollment in Penn Chief Learning Officer program.

1-1.5 Course Unit

## EDCL 7020A Technology Strategies for Corporate Learners

This course is embedded in a block of three courses focusing on the role of technology in learning at work. This course focuses on the role of technology in advancing learning in organizations. Topics include designing technology-enabled learning environments, using simulations, games, and apps, choosing and evaluating e-tools, educational entrepreneurship, evaluating technology-enabled learning interventions. Prerequisite: Enrollment in Penn Chief Learning Officer program.

0-1.5 Course Unit

## EDCL 7020B Technology Strategies for Corporate Learners

This course is embedded in a block of three courses focusing on the role of technology in learning at work. This course focuses on the role of technology in advancing learning in organizations. Topics include designing technology-enabled learning environments, using simulations, games, and apps, choosing and evaluating e-tools, educational entrepreneurship, evaluating technology-enabled learning interventions. Prerequisite: Enrollment in Penn Chief Learning Officer program.

0-1.5 Course Unit

## EDCL 7030 Managing Technology in the Workplace

This course is embedded in a block of three courses focusing on the role of technology in learning at work. This course focuses on managing learning technologies in the modern organization. Topics include identification and selection of learning technologies, managing change, communication skills to influence decisions about technology change/adoption/implementation, and implementation of learning technologies. Prerequisite: Enrollment in Penn Chief Learning Officer program.

1-1.5 Course Unit

## EDCL 7030A Managing Technology in the Workplace

This course is embedded in a block of three courses focusing on the role of technology in learning at work. This course focuses on managing learning technologies in the modern organization. Topics include identification and selection of learning technologies, managing change, communication skills to influence decisions about technology change/adoption/implementation, and implementation of learning technologies. Prerequisite: Enrollment in Penn Chief Learning Officer program.

0-1.5 Course Unit

## EDCL 7030B Managing Technology in the Workplace

This course is embedded in a block of three courses focusing on the role of technology in learning at work. This course focuses on managing learning technologies in the modern organization. Topics include identification and selection of learning technologies, managing change, communication skills to influence decisions about technology change/adoption/implementation, and implementation of learning technologies. Prerequisite: Enrollment in Penn Chief Learning Officer program.

0-1.5 Course Unit

## EDCL 7040 Individual Effectiveness

This course is embedded in a block of four courses focusing on leadership in organization. This course focuses on individual leadership development and will provide students with experiences, perspectives, and theories that will enable them to better understand themselves in the context of a diverse and changing world. Topics covered include adult development, adult learning, perception, bias, diversity and inclusion, emotional and social intelligence, and the role of values and ethics in leadership. Prerequisite: Enrollment in Penn Chief Learning Officer program.

1-1.5 Course Unit

## EDCL 7040A Individual Effectiveness

This course is embedded in a block of four courses focusing on leadership in organization. This course focuses on individual leadership development and will provide students with experiences, perspectives, and theories that will enable them to better understand themselves in the context of a diverse and changing world. Topics covered include adult development, adult learning, perception, bias, diversity and inclusion, emotional and social intelligence, and the role of values and ethics in leadership. Prerequisite: Enrollment in Penn Chief Learning Officer program.

0-1.5 Course Unit

**EDCL 7040B Individual Effectiveness**

This course is embedded in a block of four courses focusing on leadership in organization. This course focuses on individual leadership development and will provide students with experiences, perspectives, and theories that will enable them to better understand themselves in the context of a diverse and changing world. Topics covered include adult development, adult learning, perception, bias, diversity and inclusion, emotional and social intelligence, and the role of values and ethics in leadership. Prerequisite: Enrollment in Penn Chief Learning Officer program.

0-1.5 Course Unit

**EDCL 7050 Organizational Leadership**

This course is embedded in a block of four courses focusing on leadership in organization. This course focuses on leadership in the context of the modern organization. Students will review the history of management science as well as current research and practices in the areas of organizational culture, organizational change, organizational effectiveness, organizational diagnosis, engagement and happiness at work, and coping with stress in leadership roles. Prerequisite: Enrollment in Penn Chief Learning Officer program.

1-1.5 Course Unit

**EDCL 7050A Organizational Leadership**

This course is embedded in a block of four courses focusing on leadership in organization. This course focuses on leadership in the context of the modern organization. Students will review the history of management science as well as current research and practices in the areas of organizational culture, organizational change, organizational effectiveness, organizational diagnosis, engagement and happiness at work, and coping with stress in leadership roles. Prerequisite: Enrollment in Penn Chief Learning Officer program.

0-1.5 Course Unit

**EDCL 7050B Organizational Leadership**

This course is embedded in a block of four courses focusing on leadership in organization. This course focuses on leadership in the context of the modern organization. Students will review the history of management science as well as current research and practices in the areas of organizational culture, organizational change, organizational effectiveness, organizational diagnosis, engagement and happiness at work, and coping with stress in leadership roles. Prerequisite: Enrollment in Penn Chief Learning Officer program.

0-1.5 Course Unit

**EDCL 7060 Functional Leadership**

This course is embedded in a block of four courses focusing on leadership in organization. This course focuses on managing teams within and across all functions of the organization, as well as functions in the organization that are responsible for talent management, leadership development, and human resources. Topics covered include team dynamics, organizational structure, talent management, and the impact of historical models and theories as well as globalization and demographic shifts that impact organizations. Prerequisite: Enrollment in Penn Chief Learning Officer program.

1-1.5 Course Unit

**EDCL 7060A Functional Leadership**

This course is embedded in a block of four courses focusing on leadership in organization. This course focuses on managing teams within and across all functions of the organization, as well as functions in the organization that are responsible for talent management, leadership development, and human resources. Topics covered include team dynamics, organizational structure, talent management, and the impact of historical models and theories as well as globalization and demographic shifts that impact organizations. Prerequisite: Enrollment in Penn Chief Learning Officer program.

0-1.5 Course Unit

**EDCL 7060B Functional Leadership**

This course is embedded in a block of four courses focusing on leadership in organization. This course focuses on managing teams within and across all functions of the organization, as well as functions in the organization that are responsible for talent management, leadership development, and human resources. Topics covered include team dynamics, organizational structure, talent management, and the impact of historical models and theories as well as globalization and demographic shifts that impact organizations. Prerequisite: Enrollment in Penn Chief Learning Officer program.

0-1.5 Course Unit

**EDCL 7070 Learning Leader as Performance Consultant**

This course is embedded in a block of three courses focusing on organizational learning. This course focuses on research and current practices in leadership development and organizational effectiveness. Topics covered include the models of individual change and development, the relationships among and between individual, team and organizational effectiveness, individual and large- scale leadership development, executive coaching, aligning and integrating learning and performance with organizational goals, and evaluation of learning interventions. Prerequisite: Enrollment in Penn Chief Learning Officer program.

1-1.5 Course Unit

**EDCL 7070A Learning Leader as Performance Consultant**

This course is embedded in a block of three courses focusing on organizational learning. This course focuses on research and current practices in leadership development and organizational effectiveness. Topics covered include the models of individual change and development, the relationships among and between individual, team and organizational effectiveness, individual and large- scale leadership development, executive coaching, aligning and integrating learning and performance with organizational goals, and evaluation of learning interventions. Prerequisite: Enrollment in Penn Chief Learning Officer program.

0-1.5 Course Unit

**EDCL 7070B Learning Leader as Performance Consultant**

This course is embedded in a block of three courses focusing on organizational learning. This course focuses on research and current practices in leadership development and organizational effectiveness. Topics covered include the models of individual change and development, the relationships among and between individual, team and organizational effectiveness, individual and large- scale leadership development, executive coaching, aligning and integrating learning and performance with organizational goals, and evaluation of learning interventions. Prerequisite: Enrollment in Penn Chief Learning Officer program.

0-1.5 Course Unit

**EDCL 7080 Organizational Effectiveness**

This course is embedded in a block of three courses focusing on organizational learning. This course focuses on the role of learning and development in organizational effectiveness. Topics covered include current learning practices in organizations, historical and current research on the efficacy of learning interventions in organizations, and designing learning interventions for individuals and groups in organizations. Prerequisite: Enrollment in Penn Chief Learning Officer program.

1-1.5 Course Unit

**EDCL 7080A Organizational Effectiveness**

This course is embedded in a block of three courses focusing on organizational learning. This course focuses on the role of learning and development in organizational effectiveness. Topics covered include current learning practices in organizations, historical and current research on the efficacy of learning interventions in organizations, and designing learning interventions for individuals and groups in organizations. Prerequisite: Enrollment in Penn Chief Learning Officer program.

0-1.5 Course Unit

**EDCL 7080B Organizational Effectiveness**

This course is embedded in a block of three courses focusing on organizational learning. This course focuses on the role of learning and development in organizational effectiveness. Topics covered include current learning practices in organizations, historical and current research on the efficacy of learning interventions in organizations, and designing learning interventions for individuals and groups in organizations. Prerequisite: Enrollment in Penn Chief Learning Officer program.

0-1.5 Course Unit

**EDCL 7090 Organizational Learning**

This course is embedded in a block of three courses focusing on organizational learning. This course focuses on theories and models of learning in organizations. Topics include learning theories, pedagogy and curriculum in adult learning, implications of the diverse global workforce for learning and development in organizations, organizational success and learning in an uncertain environment, and assessment of learning in organizations. Prerequisite: Enrollment in Penn Chief Learning Officer program.

1-1.5 Course Unit

**EDCL 7090A Organizational Learning**

This course is embedded in a block of three courses focusing on organizational learning. This course focuses on theories and models of learning in organizations. Topics include learning theories, pedagogy and curriculum in adult learning, implications of the diverse global workforce for learning and development in organizations, organizational success and learning in an uncertain environment, and assessment of learning in organizations. Prerequisite: Enrollment in Penn Chief Learning Officer program.

0-1.5 Course Unit

**EDCL 7090B Organizational Learning**

This course is embedded in a block of three courses focusing on organizational learning. This course focuses on theories and models of learning in organizations. Topics include learning theories, pedagogy and curriculum in adult learning, implications of the diverse global workforce for learning and development in organizations, organizational success and learning in an uncertain environment, and assessment of learning in organizations. Prerequisite: Enrollment in Penn Chief Learning Officer program.

0-1.5 Course Unit

**EDCL 7100 Individual and Social Learning**

This course is embedded in a block of three courses focusing on organizational learning. This course focuses on the role of cognition in learning as well as the impact of the social context on individual learning and change. Topics covered include the cultural foundations of learning, action learning, informal learning, and the impact of organizational culture on individual learning and organizational change. Prerequisite: Enrollment in Penn Chief Learning Officer program.

1-1.5 Course Unit

**EDCL 7100A Individual and Social Learning**

This course is embedded in a block of three courses focusing on organizational learning. This course focuses on the role of cognition in learning as well as the impact of the social context on individual learning and change. Topics covered include the cultural foundations of learning, action learning, informal learning, and the impact of organizational culture on individual learning and organizational change. Prerequisite: Enrollment in Penn Chief Learning Officer program.

0-1.5 Course Unit

**EDCL 7100B Individual & Social Lrng**

This course is embedded in a block of three courses focusing on organizational learning. This course focuses on the role of cognition in learning as well as the impact of the social context on individual learning and change. Topics covered include the cultural foundations of learning, action learning, informal learning, and the impact of organizational culture on individual learning and organizational change. Prerequisite: Enrollment in Penn Chief Learning Officer program.

0-1.5 Course Unit

**EDCL 7110 Marketing for Executives**

This course is embedded in block of three courses focusing on business acumen. This course focuses on strategic marketing. Topics covered include research and practices related to branding, managing innovation, customer contact and customer service, communication in business, crisis communication, the interaction of marketing and strategy, and the impact of marketing on organizational effectiveness. Prerequisite: Enrollment in Penn Chief Learning Officer program.

1-1.5 Course Unit

**EDCL 7110A Marketing For Executives**

This course is embedded in block of three courses focusing on business acumen. This course focuses on strategic marketing. Topics covered include research and practices related to branding, managing innovation, customer contact and customer service, communication in business, crisis communication, the interaction of marketing and strategy, and the impact of marketing on organizational effectiveness. Prerequisite: Enrollment in Penn Chief Learning Officer program.

0-1.5 Course Unit

**EDCL 7110B Marketing For Executives**

This course is embedded in block of three courses focusing on business acumen. This course focuses on strategic marketing. Topics covered include research and practices related to branding, managing innovation, customer contact and customer service, communication in business, crisis communication, the interaction of marketing and strategy, and the impact of marketing on organizational effectiveness. Prerequisite: Enrollment in Penn Chief Learning Officer program.

0-1.5 Course Unit

**EDCL 7120 Finance for Executives**

This course is embedded in a block of three courses focusing on business acumen. This course focuses on business and corporate finance. Topics include basic financial tools, and practices, global finance, micro- and macroeconomics in the context of business finance, strategy and decision making, the relationship between strategy and finance, strategy execution, mergers and acquisition, and governance. Prerequisite: Enrollment in Penn Chief Learning Officer program. 1-1.5 Course Unit

**EDCL 7120A Finance for Executives**

This course is embedded in a block of three courses focusing on business acumen. This course focuses on business and corporate finance. Topics include basic financial tools, and practices, global finance, micro- and macroeconomics in the context of business finance, strategy and decision making, the relationship between strategy and finance, strategy execution, mergers and acquisition, and governance. Prerequisite: Enrollment in Penn Chief Learning Officer program. 0-1.5 Course Unit

**EDCL 7120B Finance for Executives**

This course is embedded in a block of three courses focusing on business acumen. This course focuses on business and corporate finance. Topics include basic financial tools, and practices, global finance, micro- and macroeconomics in the context of business finance, strategy and decision making, the relationship between strategy and finance, strategy execution, mergers and acquisition, and governance. Prerequisite: Enrollment in Penn Chief Learning Officer program. 0-1.5 Course Unit

**EDCL 7130 Management for Executives**

This course is embedded block of three courses focusing on business acumen. This course focuses on topics impacting the modern business world, as well as topics impacting not-for-profit, government and non-governmental organizations. Specific topics include global trends and strategy, people analytics, talent management, employee engagement, entrepreneurship, and social entrepreneurship. Prerequisite: Enrollment in Penn Chief Learning Officer program. 1-1.5 Course Unit

**EDCL 7130A Management for Executives**

This course is embedded block of three courses focusing on business acumen. This course focuses on topics impacting the modern business world, as well as topics impacting not-for-profit, government and non-governmental organizations. Specific topics include global trends and strategy, people analytics, talent management, employee engagement, entrepreneurship, and social entrepreneurship. Prerequisite: Enrollment in Penn Chief Learning Officer program. 0-1.5 Course Unit

**EDCL 7130B Management for Executives**

This course is embedded block of three courses focusing on business acumen. This course focuses on topics impacting the modern business world, as well as topics impacting not-for-profit, government and non-governmental organizations. Specific topics include global trends and strategy, people analytics, talent management, employee engagement, entrepreneurship, and social entrepreneurship. Prerequisite: Enrollment in Penn Chief Learning Officer program. 0-1.5 Course Unit

**EDCL 7140 Masters Thesis (CLO)**

This course guides students through a process of identifying a topic, reviewing historical and current literature, forming an argument for a research study, and writing the masters thesis. Prerequisite: Enrollment in Penn Chief Learning Officer program. 1 Course Unit

**EDCL 7140A Masters Thesis (CLO)**

This course guides students through a process of identifying a topic, reviewing historical and current literature, forming an argument for a research study, and writing the masters thesis. Prerequisite: Enrollment in Penn Chief Learning Officer program. Fall 0-1 Course Unit

**EDCL 7140B Masters Thesis (CLO)**

This course guides students through a process of identifying a topic, reviewing historical and current literature, forming an argument for a research study, and writing the masters thesis. Prerequisite: Enrollment in Penn Chief Learning Officer program. Spring 0-1 Course Unit

**EDCL 7150 Qualitative Data Analysis**

The course is embedded in a block of three courses focusing on evidence-based research. This course focuses on qualitative research in organizations. Topics include researcher positionality, theoretical and conceptual frameworks, the role of research questions in instrument development, common qualitative research data collection methods (e.g. interviews and focus groups), qualitative data analysis methods (e.g. coding, thematic analysis), and research ethics. Prerequisite: Enrollment in Penn Chief Learning Officer program. 1-1.5 Course Unit

**EDCL 7150A Qualitative Data Analysis**

The course is embedded in a block of three courses focusing on evidence-based research. This course focuses on qualitative research in organizations. Topics include researcher positionality, theoretical and conceptual frameworks, the role of research questions in instrument development, common qualitative research data collection methods (e.g. interviews and focus groups), qualitative data analysis methods (e.g. coding, thematic analysis), and research ethics. Prerequisite: Enrollment in Penn Chief Learning Officer program. 0-1.5 Course Unit

**EDCL 7150B Qualitative Data Analysis**

The course is embedded in a block of three courses focusing on evidence-based research. This course focuses on qualitative research in organizations. Topics include researcher positionality, theoretical and conceptual frameworks, the role of research questions in instrument development, common qualitative research data collection methods (e.g. interviews and focus groups), qualitative data analysis methods (e.g. coding, thematic analysis), and research ethics. Prerequisite: Enrollment in Penn Chief Learning Officer program. 0-1.5 Course Unit

**EDCL 7160 Quantitative Data Analysis**

The course is embedded in a block of three courses focusing on evidence-based research. This course focuses on quantitative research in organizations. Topics include hypothesis design and testing, variables, descriptive and analytic statistics, and critically evaluating quantitative and mixed methods research. Prerequisite: Enrollment in Penn Chief Learning Officer program. 1-1.5 Course Unit

**EDCL 7160A Quantitative Data Analysis**

The course is embedded in a block of three courses focusing on evidence-based research. This course focuses on quantitative research in organizations. Topics include hypothesis design and testing, variables, descriptive and analytic statistics, and critically evaluating quantitative and mixed methods research. Prerequisite: Enrollment in Penn Chief Learning Officer program.

0-1.5 Course Unit

**EDCL 7160B Quantitative Data Analysis**

The course is embedded in a block of three courses focusing on evidence-based research. This course focuses on quantitative research in organizations. Topics include hypothesis design and testing, variables, descriptive and analytic statistics, and critically evaluating quantitative and mixed methods research. Prerequisite: Enrollment in Penn Chief Learning Officer program.

0-1.5 Course Unit

**EDCL 7170 Research Design & Delivery**

The course is embedded in a block of three courses focusing on evidence-based research. This course focuses on qualitative, quantitative, and mixed methods research design. Topics include designing conceptual frameworks, designing research questions, conducting a literature review, designing qualitative and quantitative data collection and analysis methods (e.g. designing interview protocols and surveys), and research ethics. Prerequisite: Enrollment in Penn Chief Learning Officer program.

1-1.5 Course Unit

**EDCL 7170A Research Design & Delivery**

The course is embedded in a block of three courses focusing on evidence-based research. This course focuses on qualitative, quantitative, and mixed methods research design. Topics include designing conceptual frameworks, designing research questions, conducting a literature review, designing qualitative and quantitative data collection and analysis methods (e.g. designing interview protocols and surveys), and research ethics. Prerequisite: Enrollment in Penn Chief Learning Officer program.

0-1.5 Course Unit

**EDCL 7170B Research Design & Delivery**

The course is embedded in a block of three courses focusing on evidence-based research. This course focuses on qualitative, quantitative, and mixed methods research design. Topics include designing conceptual frameworks, designing research questions, conducting a literature review, designing qualitative and quantitative data collection and analysis methods (e.g. designing interview protocols and surveys), and research ethics. Prerequisite: Enrollment in Penn Chief Learning Officer program.

0-1.5 Course Unit

**EDCL 8020 Practicum (CLO)**

Practical application of academic program content. Prerequisite: Enrollment in Penn Chief Learning Officer program.

0 Course Units

**EDCL 9950 Advanced Dissertation Research Methods**

This course provides students with further development of research and writing skills, guidance on the formation of a research question, literature review, and research design for the doctoral dissertation. The course also provides guidance on conducting doctoral research and writing the dissertation. Under guidance of the chair of the dissertation committee, students will write a dissertation to be evaluated by the committee chair and committee members. Prerequisite: Enrollment in Penn Chief Learning Officer program.

0 Course Units