



2024-2025

MSOD AND MPhil

STUDENT HANDBOOK

UNIVERSITY *of* PENNSYLVANIA

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WELCOME

Welcome to the 47th year of the Organizational Dynamics (DYNM) Program at the University of Pennsylvania!

This student handbook shares the policies and procedures of the DYNM programs as well as the University's student resources, services, and organizations. It is important that you read and familiarize yourself with the student handbook because you are responsible for the information it contains.

The information provided here supplements the policies laid out in the [Pennbook](#). The University's [Graduate Student Resource Guide](#) will also be useful for you as you embark on this journey with us.

If you have questions about the handbook or any aspect of student life at Penn, contact us by referring to the table on the next page.

Thank you for joining our organization! I hope your time with us will be full of hard work, deep learning, and intellectual fulfillment. I value your input and feedback. Be in touch!

A handwritten signature in blue ink that reads "Amy A. Ware". The signature is fluid and cursive, with the first name "Amy" and the last name "Ware" clearly legible.

Amy Ware, Ph.D.
Program Director
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CONTACT INFORMATION

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Office Hours: 9 am to 5 pm

Monday – Wednesday IN OFFICE
 Thursday – Friday VIRTUAL

Be in touch

Use the “Schedule a meeting” links below to find a meeting time.

Name and Title	Contact about:
Amy Ware, PhD Program Director Academic Advisor amyware@sas.upenn.edu 215-898-2802 Schedule a meeting	Advising and Course Planning Capstone Advising Questions Collaboration Opportunities Community Engagement Content (class size, pedagogy, curriculum) Degree Application (the applicability of Dynamics to your professional goals)
Meredith Methlie, MLA Administrative Director Academic Advisor mmethlie@sas.upenn.edu 215-898-9185 Schedule a meeting	Tuition Enrollment Elective Review/Approval Advising and Course Planning Graduation Process Degree Progress University Policies and Procedures
Rasheeda Hubert Administrative Coordinator Academic Advisor rhubert@sas.upenn.edu 215-898-6967 Schedule a meeting	Advising and Course Planning Course Registration Events Admissions General Inquiries

Leadership and Organizational Coaching Cohort (LOC) Faculty Co-Advisors

Erek Ostrowski, PhD LOC Student and Faculty Co-Advisor ereko@sas.upenn.edu	Amrita Subramanian, MSOD LOC Student and Faculty Co-Advisor subam@sas.upenn.edu
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HISTORY AND DOMAIN

History of Organizational Dynamics at Penn

Organizational Dynamics started in the late 1970s in response to the National Science Foundation's interest in funding a program that connected a research university with government and business in novel ways. In 1977, Dr. Nancy Bauer, a historian, established a program entitled "Interpreting America to Americans." The program's purpose was (and still is) to bring together, Penn faculty and working professionals in the public, private, and government sectors to discuss and learn new ideas and practices that were not already established and available in traditional curricula and textbooks. The result and expansion of these efforts became Organizational Dynamics.

About Organizational Dynamics

Organizational Dynamics is the multidisciplinary study and practice of how and why people think, experience, and behave within and between organizations and in interaction with environmental and cultural changes.

Organizational Dynamics enables individuals, groups, and organizations to navigate more effectively an increasingly complex, rapidly changing, and culturally diverse world. Our approach of interpreting and describing organizations through a variety of disciplinary lenses produces new frameworks, perspectives, understanding, and skills that improve leadership and organizational effectiveness.

Successful modern leadership requires diverse perspectives of inquiry, evaluation, and understanding as well as multiple methods of intervention to facilitate change. Our programs create and deliver multidisciplinary and integrated education about organizations that enable our working students to increase their leadership effectiveness by becoming sources of sustainable growth, development, and creativity.

Organizational Dynamics is distinguished by its broad range of faculty and scholars drawn from more than a dozen academic domains and from leadership positions in professional practice. Through exchanges and critical evaluation of theory and practice, students and faculty develop and enhance their learning and teaching experiences and competencies.

CURRICULUM AND REQUIREMENTS

Master of Science in Organizational Dynamics (MSOD)

MSOD requirements include the completion of 12 graduate course units (CUs) and a capstone project. One graduate course in Organizational Dynamics is valued at 1 CU; however, other classes at the university may have a value of ½ or 2 CUs. To graduate, a student must have a minimum grade-point average of 3.0 in all coursework and a completed, approved capstone project that is submitted according to the deadlines listed on the Capstone Guidelines.

Of the 12 CUs required, 9 must be selected from the core curriculum categories; one must be the capstone course; and the remaining two are electives from Organizational Dynamics or another graduate department or program at Penn. Electives may also include approved transfer credits for courses completed elsewhere prior to joining the MSOD program if they did not count toward another degree. In addition, each degree candidate may select a concentration that provides focus to their selection of courses. A concentration is not required.

Note: We are transitioning to new degree requirements during the 24-25 academic year. The coding on some courses may be confusing since they are changing. Please be in touch with your advisor with any questions. *Appendix A contains guidelines for those who joined our program before Fall 2024.*

Core Curriculum Categories

Students will complete:

- **4 CUs** of Foundations (F) courses
- **5 CUs** of Applications (A) courses
- **2 CUs** from Electives ([requires pre-approval](#))
- **1 CU Capstone** course (C)

Courses in the **Foundations** category are coded “F” and are comprised of four required courses: (1) DYNM 5114: Introduction to Organizational Dynamics: The Practical Scholar; (2) DYNM 5112: Equity and Belonging in Organizations; (3) DYNM 5113: Research Design and Methods in Organizational Dynamics; and (4) DYNM 5111: Organizational Culture and Communication. These courses provide students with common language upon which to build their studies and prepare them for deeper immersion in Application courses.

Courses in the **Applications** category are coded “A.” These courses give students opportunities to further explore issues encountered in earlier courses and focus on issues such as social media, sustainability, organizational politics, and other topics that are important to organizational health.

A student must take **two Elective** CUs from among the courses offered by Organizational Dynamics or a graduate course offered in another School of Arts and Sciences program (e.g., Public Administration, Environmental Studies, Nonprofit Leadership), department (e.g., Sociology, Anthropology), or another

Penn School (e.g., Law or Design). Please note the course number must start at 5000 or higher (example: BDS 5210).

Before registering for an elective course outside of the DYNM program, students must get written approval from the Administrative Director.

To receive approval for a non-DYNM elective, a student must submit the [Outside Elective Approval Form](#) to Meredith Methlie (mmethlie@sas.upenn.edu). The form requires the course number, course description, and a short statement as to why the course is applicable to the student's program of study. If the course description is not detailed enough, the course syllabus and/or further justification will be requested. Once approval is given by DYNM, the student can register for the elective; however, some courses have restricted or limited registration for outside students. Failure to receive approval for outside electives may result in those courses not counting toward a student's degree.

A student may also meet the elective requirement by transferring up to two graduate courses that were completed in another graduate-level program at Penn or at another university prior to matriculating into the MSOD program. Only courses that were not previously counted toward an earned degree can be considered for transfer credit. All transfer courses must meet MSOD equivalency requirements and must be approved by the Program Director. Transfer credit requests are processed through the [XCAT](#) system.

MSOD candidates should reach out to their academic advisor to create a curriculum completion plan.

Master of Philosophy in Organizational Dynamics (MPhil)

MPhil degree candidates who previously earned their MSOD or an equivalent advanced degree from Penn must complete 6 CUs. MPhil students whose previous master's degree was granted outside the University of Pennsylvania (or did not include a substantial independent research project) must complete 8 CUs. MPhil students must complete their degree with a minimum grade-point average of 3.0.

There is no defined curriculum or specific courses required for MPhil candidates; rather, students design a curriculum in consultation with the Program Director to meet their specific professional interests or goals. There are no electives in the MPhil degree and students may not take non-DYNM classes unless DYNM does not offer an equivalent course. MPhil students interested in taking a non-DYNM course must submit a proposal to the Program Director outlining why the outside course is necessary for their program, and the proposal needs to be accepted by the Program Director prior to registering.

Concentrations and Graduate Certificates

To provide a focused program of study, students may select a program concentration. MSOD and MPhil students who complete 4 CUs in a single concentration will earn a certificate in addition to their master's degree. A concentration is not required.

The four concentrations include:

The **Global and Cultural Competency (GCC)** concentration focuses on the complexities of understanding and leading a culturally diverse team or organization that is healthy and proactive. As organizations become more diverse, complex questions regarding equity, belonging, and justice become increasingly center stage. This concentration is for those students interested in interrogating what it means to belong in an organization, exploring ways to advocate for organizational change that makes these spaces more accessible to all people, and addressing challenges to maintaining an innovative and vigorous global workplace.

The **Leadership and Organizational Coaching Cohort (LOC)** is distinct in Organizational Dynamics: It is a cohort program and requires an additional interview to join. LOC provides the academic foundations and practical experience necessary to either begin a career in professional coaching or integrate a coaching approach into a leadership or management role in any field. This concentration is intended for individuals interested in gaining in-depth knowledge and hands-on experience in the field of leadership and executive coaching.

The **Organizational Communication Strategies (OCS)** concentration focuses on better understanding and analyzing information flow inside and outside of organizations and utilizing these insights to collaborate effectively between and within groups. This includes leadership-level communication, teamwork, persuasion, organizational social media usage, and more. Students who may find this concentration intriguing are those interested in gaining a nuanced understanding of effective interactions and informational exchanges with individuals, groups, and cultures. Those interested in improving their leadership skills will also find this concentration valuable.

The **Organizational Culture and Change (OCC)** concentration includes action-oriented frameworks and methods for diagnosing, planning, and leading change in organizations. Students will learn about the dynamics of organizational culture and change and how to prepare, structure, support, and lead change initiatives in the current work environment. This concentration is suited for aspiring and established administrators, project managers, directors, executives, and consultants who plan to become leaders of strategic change.

These graduate certificates are issued by the Organizational Dynamics Program to a student who completes the requirements of the MSOD or MPhil curriculum *and* 4 CUs within a designated program concentration. A student must complete the entire MSOD or MPhil curriculum to earn a graduate certificate. Certificates can only be issued after your degree has been conferred and your program completion survey submitted.

Students for whom their MPhil degree is continuous with a previously earned MSOD can complete a concentration that was started in their MSOD program. For example, if a student completes 3 GCC courses as an MSOD student and takes a fourth GCC course as an MPhil student, the student will receive the GCC certificate upon completing the MPhil.

Independent Study

A student interested in pursuing an independent project must first submit a proposal for approval prior to enrolling in DYNM 6990 Independent Study.

If the independent study topic relates to a concentration, it may be coded as such, and this request must be included at the time of proposal. An independent study may not be coded as a curriculum requirement unless compelling justification is presented to the Program Director as part of the proposal. In most cases, the independent study will count as an elective.

The independent study proposal and registration procedure is as follows:

1. Draft a proposal that:
 - a. explains the topic of interest and why the independent study course is desired;
 - b. identifies learning goals and objectives, specific activities, timelines and outcomes;
 - c. outlines how the learning will be demonstrated and documented in the final paper; and
 - d. includes a bibliography.
2. Share the proposal with a member of the Organizational Dynamics teaching faculty who might be willing to serve as the project advisor and approve the proposal. If an Organizational Dynamics faculty member cannot be found who is an expert in the approved topic, the student may petition the Program Director to select an advisor from another academic program or school at Penn. The advisor should be a subject matter expert in the topic of interest and/or should be measurably qualified to act as the advisor to the student.
3. Agree with the advisor on the nature of the interaction, including the meeting schedule, the nature of the curriculum and deliverable(s) (e.g., what will be studied, if the material will be coded toward a concentration, and in what forms it will be presented), the timeline for the deliverables, and the methods of evaluation for a final grade.
4. After receiving approval from the proposed advisor, submit the written proposal and the advisor's approval to the Program Director.
5. If the proposal is approved by the Program Director, the Administrative Director will issue a permit for DYNM 6990, which the student will claim to register online.

An Independent Study will not be granted if a course with similar content is offered by Organizational Dynamics. It may be granted for a unique topic, for advanced work beyond what is offered, or if collateral work connected to what is offered is desired by the student.

Travel Courses

International courses offer students the opportunity to study in one or more cities outside the U.S. Participants in international courses will attend a few on-campus classes prior to departure and after returning from traveling abroad. While in the designated international cities, students must attend all

lectures by academic, business, and government representatives and visit companies, universities, and cultural places of relevance to the course topic. International courses have additional course fees that cover logistical arrangements like hotel accommodations.

Registration for an international course is a two-step process. Students must return a signed travel agreement to the program office *and* request permission via Path@Penn. Once the signed agreement is received, the permission request will be approved. Because international courses are popular, students are encouraged to return the travel agreement quickly. Travel course fees have a separate cancellation schedule and students should ensure they are aware of these deadlines before submitting a signed agreement.

Time to Completion

MSOD and MPhil students may enroll on either a part-time or a full-time basis. Part-time students are enrolled in 1 or 2 CUs. Full-time status begins with 3 CUs. The program strongly recommends that students take no more than 3 CUs per term. The absolute maximum Path@Penn will allow a student to register for is 5 CUs per term.

Time to completion will vary depending on how many classes are taken each semester and whether summer classes are taken. Full-time students can complete the MSOD program in 2 years. Part-time students typically complete the degree in 4 years, taking one or two classes per semester. Students are expected to complete their degree in 5 years. Students needing additional time to complete their degree must contact the Program Director for permission to continue beyond the 5-year rule.

Students in either the MSOD or MPhil program who have not submitted their final capstone paper by the end of their coursework are required to register for *Master's Continuation* (DYNM 8900 or 9900) during the subsequent semester until the capstone project report has been approved by the DYNM program.

Students are allowed to enroll in *Master's Continuation* (DYNM 8900 or 9900) a maximum of two semesters. Students who do not complete and submit their capstone project after two semesters of *Master's Continuation* may be withdrawn from the program.

CAPSTONE PROJECT

NOTE: For complete [Capstone Guidelines](#), please see the document with that title. To prepare your capstone for submission, see the [Capstone Formatting Guidelines](#). The below provides a summary only.

MSOD students: The capstone project serves as the culmination of students' work in their MSOD program and blends academic and professional experiences. Students design a study that draws upon their learning inside and outside the classroom to identify and explore an understudied academic or professional question. For many students, the capstone experience serves as a career catalyst, whether they intend to change directions or advance on their current path.

Capstone projects vary widely; however, all projects demonstrate students' ability to:

- Articulate and refine a research question.
- Develop a hypothesis.
- Establish an effective methodology.
- Describe or summarize an argument that is unique and/or applies directly to the student.
- Find, evaluate, and engage reliable primary and secondary sources.
- Apply multidisciplinary competencies gained from the courses completed in the Organizational Dynamics program.

Students should begin thinking about this project at the very start of their coursework so that they can refine their focus area through coursework and conversations with classmates and faculty. A grade of Pass or High Pass for the final capstone project will be assigned by the Capstone Advisor, taking into consideration feedback received from the Capstone Reader.

MPhil students: Capstone projects are generally initiated after the completion of four or five courses, should be developed in collaboration with the student's capstone committee, and should be described in detail and approved by committee members prior to initiating the work. The format for the capstone may vary. It may be a professional portfolio of competencies acquired; professional/organizational applied research; an evaluation or synthesis of a topic of interest; or another approach selected with your faculty advisor.

Please note that all proposals must be approved before planning to work on your project:

Graduation Semester	Capstone Proposal and Committee Submitted via Docu-Sign	Complete Draft Sent to Committee (Suggested)	Final Draft approved by Committee and submitted to the Program Director via Docu-Sign
Spring	January 15	March 15	April 15
Summer	April 15	July 1	August 1
Fall	August 25	October 15	November 15

ACADEMIC POLICIES

Academic Standards

Students in the MSOD and MPhil programs are expected to maintain the highest possible academic standards. The DYNM Faculty Advisory Committee has adopted the following requirements for DYNM students to remain in good academic standing as they progress toward their degree:

- Students must take all courses that will count towards the degree requirements for a letter grade. Pass/Fail courses will not be counted toward the degree. The letter grade of "S" does not count toward the degree.

- Students must maintain a cumulative 3.0 GPA in order to be in good standing and to graduate.
- Students cannot receive more than one grade below a B-.
- No grade below a “C” will be accepted toward fulfillment of the 12 CUs required to complete the program.
- Students must make satisfactory progress with their capstone project, as determined by the Program Director and their Capstone Advisor, to remain in good academic standing.
- If a student fails a required Foundation or Capstone course, they may be dismissed from the program. If a student fails an Application or Elective course, they may take the course again to meet the academic requirements of the program. Both courses and grades will appear on their transcript, but only the first course's CU contributes to the total number of CUs required for the program and only the grade for the first course is included in the cumulative GPA.
- DYNM students are limited to one incomplete (I, II, GR, U, or NR) at a time. Students with two or more incompletes on their transcript will be placed on registration hold and/or academic warning or probation until they complete those courses. See below for more details.
- Students must follow all guidelines for ethical conduct, research, and publication – please review these resources:
 - [Penn’s Code of Academic Integrity](#)
 - [Penn Handbook for Students: Ethics and Original Research](#)
 - The [Pennbook](#) is a collection of policies that relate to student life at the University of Pennsylvania. These policies govern academic activities such as grading and exams, provide guidance on the use of campus resources, and explain expectations for membership in the university community.

Students must maintain regular contact with their academic advisor and Program Director. Academic advisors help students select courses appropriate for their interests and area of concentration.

Incompletes and Enrollment Status

Incompletes

DYNM students are limited to one incomplete (I, GR, U, or NR) at a time. An incomplete grade indicates that a student has not completed all the work in a course and has done so with the instructor’s permission. An Incomplete must be made up within the first 4 weeks of the start of the next term. If the Incomplete is not made up by the deadline, it will become an F. An Incomplete is made up only when the official grade is received by the LPS Office and recorded by the Office of the University Registrar on the student’s official transcript. Once an Incomplete grade is converted to an F, the instructor may change the grade after the student has completed all required work. It is at the faculty’s discretion whether they will accept and grade late submissions.

Students with two or more Incomplete grades are subject to registration hold and are required to meet with the Program Director to explain the circumstances of the Incompletes and develop a plan to resolve them. Students with two or more outstanding grades of Incomplete will not be allowed to

register for courses; students with two or more outstanding grades of Incomplete who have already registered will be dropped from courses.

Inactive Status

Students who do not enroll in courses for four consecutive semesters, including summer, will be considered inactive and will be automatically withdrawn from the program. Students who are withdrawn from the program will be required to apply for readmission to the program. Standard application fees will apply.

Leave of Absence

Students take time away from their studies for a wide variety of reasons including:

- Medical concern
- Family obligation
- Career-related opportunities
- Military service
- Political campaigning
- Internship that is not part of the capstone project

While interrupting their studies to take time away may seem intimidating, a leave is a means to the successful completion of a degree, not a barrier to graduating. If students are considering a leave, they should take time to think carefully about their goals for their time away and for when they return. Speaking with the Program Director is an important first step. Depending on their circumstances, students may need to get advice from other sources as well. Students taking time away in order to manage a medical condition will discuss the leave with their healthcare provider. The academic advisor will help them connect with other campus resources as they prepare to take a leave of absence, such as Student Registration and Financial Services, Housing, and International Student and Scholar Services.

Students typically take a leave for a full academic year. Individual circumstances may require more or less time. It is recommended that students on leave remain in contact with the Program Director and update them about changes in plans. The return-from-leave process supports students in a successful re-entry to academic life at Penn. When preparing to return, students must consult the Program Director to complete the required forms and develop a plan that includes connection with appropriate resources.

Requesting a Leave of Absence:

- Students must meet with the Program Director to discuss a leave request.
- The student must submit a written request for leave of absence, detailing the reasons for the desired leave. [You may make this request here.](#)
- The leave request will be evaluated by the Director. If the request is approved, the Director will stipulate conditions that must be met by the student before returning from leave.
- The student will be notified with the result of the leave request. The Program Director may deny any request for leave. In granting leaves, the decision of the Director is final.

- A student on leave may not be enrolled in Penn classes and will not receive credit for classes taken elsewhere during the leave.
- Students on leave may not live in University-owned housing during the term of their leave. In addition, a student may not participate in and/or hold a leadership position in a registered University organization.
- Discontinuance of study without permission from the University does not constitute a leave of absence. Students who have requested a leave of absence for a given semester may still be dropped from the University rolls if their previous semester's grades qualify them for this action.

Leave of Absence, Drop, or Withdrawal

Once a leave of absence or withdrawal has been approved, or they have been dropped, that action will be posted to their transcript. Their PennCard will be deactivated as soon as the leave, drop, or withdrawal has been processed.

Notifications

All relevant offices should be notified regarding a student's leave or drop. These offices may include the following, if applicable:

- [Student Registration and Financial Services](#)
- [Residential Services](#)
- [International Student and Scholar Services](#) (ISSS)
- [Student Health Service](#)
- [Office of Student Conduct](#)

While Out

During the semester of their leave, students may call their program office if they have any questions. Students should be aware of the conditions for their return to Penn outlined in their leave of absence letter, because they will be required to fulfill them before they may re-enroll.

Return from Leave of Absence

When a student wishes to return from a leave of absence, he or she must submit a request to return by the deadline (July 15 for the fall semester, November 15 for the spring semester and April 15 for the summer) or before the beginning of the relevant Advance Registration period, if the student wishes to advance register. This is done by contacting the Program Director and asking for the Request to Return from Leave form. Any return request submitted to the Director later than the above-indicated deadlines may be denied. Timely submission of requests and documentation is a condition of all leaves. The standard length of an LPS leave of absence is one year. Students may request an early return from leave after one full semester on leave, but this request may be denied.

Deferred Enrollment

The College of Liberal and Professional Studies does not offer an admission deferral option. All offers of admission are valid only for the specific term to which you have been admitted. If you are unable to enroll for the term offered, you will need to re-apply for admission to a future term.

Return Student Policy

A student who has withdrawn or been dropped from the MSOD of MPhil program and who wishes to return to the program will be evaluated for return to the program on an individual basis and must comply with the program's current curriculum. Students will need to reapply to the program, including submitting an updated CV, essay, and the application fee. If a former student has been gone from the program for more than 4 years, new letters of recommendation are required. Readmission will be based upon the student's application and a review of his or her Organizational Dynamics transcript.

Academic Standing

A student who does not maintain good academic standing as described at the start of this section ("Academic Standards") will receive notification through one of the following:

Level 1: Academic Warning

Students will be given an academic warning, delivered via e-mail, if they fail to meet the requirements of good academic standing described above. Specifically, if they:

- Receive a semester GPA lower than 3.0 for one semester.
- Make unsatisfactory progress on the capstone project.
- Receive 1 or more Incompletes in a semester.

Students given an academic warning may continue in the program without formal review; however, they must meet with the Program Director to discuss strategies to improve their academic performance.

Level 2: Academic Probation

Students who fail the requirements for good academic standing for multiple semesters or by significant margins as defined below will be placed on academic probation. Causes of probationary status include:

- Possess a cumulative GPA below 3.0 for more than one semester.
- Obtain an incomplete when enrolled in DYNM 7050, 8990, or 9900.
- Fail to complete Incomplete grades in a timely manner.
- Consistent unsatisfactory progress with the capstone project.

Students on academic probation will be placed on registration hold and required to meet with the Program Director and their advisor. They must develop a plan to remedy the conditions that placed them on academic probation, and the plan must be approved by the DYNM Faculty Advisory Committee. Students will not be allowed to register for courses during their probation without an approved plan in place. With the permission of the DYNM Faculty Advisory Committee, students may take additional courses in order to increase their GPA.

Level 3: Program Dismissal

Students placed on academic probation will be reviewed once per semester thereafter by the DYNM Faculty Advisory Committee. If, after a minimum of one semester on academic probation, the Committee decides that the student is unlikely to complete their degree program successfully, the student will be sent an academic dismissal letter via email and U.S. postal mail.

If a student receives an F in a Foundations course or the Capstone course, they will move directly to Level 3.

Academic Grievances

An Academic Grievance is appropriate when a student has a concern about the actions of a course instructor.

Evaluation of a student's performance in a course is the responsibility of the course instructor. If a student feels that the instructor has not fairly assessed their coursework, students must submit a written appeal to the instructor within the first 2 weeks of the academic semester immediately following the semester in which the grade was received. The instructor must respond in writing to the student within 2 weeks of receiving the written appeal. If, after receiving the written response from the instructor, the student still believes that the grade has been unfairly assigned, the student must submit a written appeal to the DYNM Faculty Advisory Committee. If the Committee believes the appeal demonstrates evidence of negligence or discriminatory behavior, a sub-committee will be formed to review the student's appeal and make a recommendation to the full Academic Committee. The School of Arts & Sciences and the Provost's Office have policies governing academic grievances. The [Penn Provost's information on Academic Grievances](#) and the [SAS policy for graduate students' grievances](#) contain additional information about the grievance procedure.

Transfer Credit

A student may meet the elective requirement by transferring up to two graduate courses that were completed in another graduate-level program at Penn or at a similar university prior to matriculating into the MSOD program. Only courses that were not previously counted toward an earned degree can be considered for transfer credit.

Courses taken outside of the University of Pennsylvania during a student's matriculation in the MSOD or MPhil program are not eligible for transfer.

Transferred courses can only be used to meet the curriculum obligations of two electives and they cannot be coded to meet concentration obligations. Courses that are eligible for transfer must:

- be at the graduate-level
- not have counted toward a previously earned degree
- be fewer than 10 years old
- have curricula equivalent to Organizational Dynamics courses
- be at least 3 credit hours (3 credit hours = 1 CU)
- have received a grade of B (3.0) or higher

To request transfer of a course from another institution:

1. Complete the [XCAT form](#).
2. Submit official transcripts demonstrating completion of each graduate course (if not on file).
3. Provide a course syllabus that clearly identifies the institution that offered the course. The syllabus must permit a comparison of educational content with courses within the Organizational Dynamics degree program.

The course information will be reviewed by the Program Director. If the courses are deemed equivalent to Organizational Dynamics courses, the Program Director will approve the transferring of credits and submit them to the LPS registrar.

If approved the courses will be transferred into the student's academic record.

Graduation

Students must apply online for graduation in the semester during which they plan to complete their coursework. Thus, if a student does not complete the capstone in the semester in which they originally applied, they must re-apply for graduation in the next semester. The student's graduation date will be posted for the semester in which they complete and officially submit their capstone.

Students must apply to graduate online at the beginning of the semester in which the student intends to complete the program and graduate. Students can access this information on the [Penn LPS Graduating Students page](#).

A degree candidate who completes all requirements can graduate in May, August, or December; however, the LPS graduation ceremony and University Commencement are held only in May. Graduates who complete their academic work in December, May, or the forthcoming August are encouraged to walk in the May ceremony and to participate in University Commencement. Walking in graduation is ceremonial; a student does not graduate from the program until all degree requirements have been met.

Students must apply for graduation by specific dates. Deadlines to apply for graduation:

- December 1: December graduation.
- February 1: May graduation/August graduates who wish to participate in the May ceremony.
- July 1: August graduates not participating in the May graduation ceremony.

TUITION, FEES, AND FINANCIAL AID

Tuition and Fees

There are up to four components to a student's bill: Tuition, General Fee, Program Fee (fall and spring semesters only), and the Clinical Fee for full-time students. Tuition supports faculty, staff, and operations. The General Fee supports the libraries, athletic facilities, graduate student association, and student services. All full-time, non-dissertation students residing in the region are required to pay the Clinical Fee, which provides health insurance. The Program Fee supports community services including workshops, special events, class meals, and other student services provided in the program. MPhil students only enrolled in DYNM 8990 and students in DYNM 9900: *Master's Continuation* pay reduced tuition and no program fee. The current tuition and fees can be found [here](#).

[Student Registration and Financial Services](#) (SRFS) emails tuition bills on a [posted billing schedule](#). Bills are sent to the student email listed in the [Penn Directory](#), (Please make sure that your information is listed there correctly.) so it is essential that students check this email account. All payments are via [PennPay](#). Checks must be in U.S. dollars payable to the Trustees of the University of Pennsylvania.

Course fees for travel and residential courses

Travel or residential courses will have a course fee, which covers the additional costs that these courses incur including logistics, housing, and facilities. Transportation to the course location and back will be the responsibility of the student. A description of fees for travel and residential courses is provided prior to course registration.

Drop fees for travel and residential courses

Travel and residential courses may have additional costs that apply to a student who drops a course before departure. A student canceling a course after a no-refund deadline will be responsible for fees associated with non-refundable costs. Examples of these costs are hotel accommodations or train tickets that are not refundable. Information about cancellation fees and deadline dates are provided for all travel and residential courses at the time of registration.

Financial Aid

DYNM students have limited eligibility for University-based fellowships, teaching and research assistantships, or scholarships; however, students can seek outside scholarship support. U.S. citizens or permanent residents are eligible to apply for loans through Penn's [Office of Student Registration and Financial Services](#). Students taking 2 or 3 courses in a semester may be eligible for full loan support. A recording of the Fall 2024 Graduate Information Session for Student Registration and Financial Services (SRFS) is available on the Penn [LPS website](#) and the [Penn LPS YouTube page](#).

International students are not eligible for loans through the University. Information about funding opportunities can also be found in the [Grad Center webpage](#). DYNM students might be eligible for Penn-based competitive funding opportunities:

- [GAPSA Fellowships and Student Travel Grants](#)
- [Dolores Zohrab Liebmann Fellowship](#)

UNIVERSITY POLICIES AND RESOURCES

Student Identification: Penn ID and PennCard

Once a student is enrolled at Penn, a student ID number (Penn ID) will be issued, which is an 8-digit sequence of numbers. University offices frequently require a Penn ID for identification in situations where they formerly required an individual's Social Security Number.

A student should also obtain a PennCard, which is the official University of Pennsylvania identification for students, faculty, and staff. The PennCard provides access to University facilities, services, cash convenience and more. To obtain this card, students will bring a valid form of photo ID (e.g., driver's license or passport) to the PennCard Center located upstairs in the Penn Bookstore on the corner of 36th and Walnut. Only active students registered for courses in the current or upcoming semester may receive a PennCard, which must be carried at all times.

PennCard users will find their Penn ID printed on their PennCard. Students should never give out their social security number via email or fax. Once matriculated, the Penn ID number or the last four digits of the social security number will be sufficient for identification.

For definitions of various identification and contact processes at Penn, please visit [this page](#).

PennKey

A [PennKey](#) is required to authenticate, or verify, an individual's identity for many of Penn's networked computer systems and services. Authorized users need a PennKey and password to access such resources as Courses@Penn (course registration), Canvas (used in most classes), certain library resources, and public campus computers. A PennKey is also required to obtain a Penn email address. New students will receive either a letter, an email, or a link with information on how to create a PennKey and password within a few days of their acceptance of their offer of admission to the DYNM program.

Path@Penn

[Path@Penn](#) provides secure access via the Internet to a variety of information, including:

- Online registration and schedule planning tools
- Academic records and transcript orders
- Student billing and payment information
- Financial aid application status and awards
- Student loan application status, disbursements and loan history
- Student employment/work-study information and job listings
- Updating emergency contacts and address information
- Privacy settings for release of academic and financial information to parents and others
- Direct Deposit enrollment for student refunds and work-study payroll.

Email

All students enrolled at the University of Pennsylvania are eligible for a Penn email address free of charge. Even if the student plans to use a non-Penn email account, they must also establish a Penn email address. The Program Director will send program information to the Penn address and also contact students with important information through this system. Course instructors will be given this address as well and will contact students in this way. Students may forward email from their Penn address to another account through Penn's webmail site but must remember *that official communications will only be sent out to the Penn email*. Instructions on how to create and use a Penn email account are available through [SAS Computing](#).

Academic Support Services: Disabilities and Accommodations

Disabilities may be visible or invisible. They may include learning differences, mental-health challenges, physical limitations, and more. Students with a disability or medical condition can request reasonable accommodations through the University's [Weingarten Center website](#). Their Disability Services team determines accommodations on an individualized basis through an interactive process, including a meeting with the student and a review of their disability documentation. This self-identification process is confidential, completely voluntary, and required for those requesting accommodation. Students who have approved accommodations are encouraged to notify their faculty members and share their accommodation letters at the start of each semester. Students can contact Disability Services by calling 215-573-9235.

Faculty are not qualified to assess disabilities. It is imperative that you request accommodations through the Weingarten Center to advocate for yourself and create a learning environment that works for you. If you do not request these accommodations, your academic standing (and personal well-being) may suffer.

The [Weingarten Center](#), located at 220 South 40th Street, Suite 260, also provides professional consultation services for skills such as academic reading, writing, study strategies, and time management. This academic support is provided through a variety of services and programs including the very popular series of study skills workshops offered at the beginning of each fall and spring semester for LPS students. Special workshop series are also offered for international students.

Veteran and Military-Service Members

Penn honors the [Yellow Ribbon Program](#), which is a provision of the Post-9/11 Veterans Educational Assistance Act of 2008. The program allows Penn to voluntarily enter into an agreement with the VA to fund tuition expenses for eligible veterans. Schools and programs at Penn have committed funds to the Yellow Ribbon Program, with a designated number of openings available at each school. The VA will match Penn's commitment. The combined Penn award and VA match cannot exceed the difference between the recipient's actual tuition charges and the recipient's basic Post-9/11 tuition

(Chapter 33) benefit. Students cannot be considered for Yellow Ribbon awards unless they have 100% eligibility for Chapter 33 post-9/11 GI Bill benefits.

In Dynamics, 3 courses is considered full time. Typically, a military-affiliated student must be full time to qualify for a housing allowance.

For a review of financial support for veterans, military-affiliates, and their families, please review the Student Registration and Financial Services page [dedicated to the topic](#).

Career Counseling

The University provides career counseling through the [Career Services](#) office for full-time DYNM students or those finishing their final semester prior to graduation. A wide variety of resources are available online that can help students explore career development strategies, write effective cover letters and resumes, and hone their networking and interview skills. To make an appointment with a counselor, visit the Career Services website or contact the office at 215-898-7531. The Career Services office is located on the ground floor of the McNeil Building (3718 Locust Walk).

[Here](#) is a link to a document detailing Penn career services that may be helpful to Dynamics students.

Student Health

The University provides outpatient medical care to students through its [Student Health Service](#) (SHS). The SHS offers an array of clinical services, including initial and follow-up treatment of acute medical illness and injury, management of chronic health problems, health screening and preventive care. All full-time students must carry coverage for care at SHS, either through payment of the Clinical Fee or through enrollment in the [Penn Student Insurance Plan](#) (PSIP). Full-time students who have private or employer-sponsored insurance do not have to purchase the student plan, but they must still pay the clinical fee for coverage at SHS. Coverage for the Student Health Service (either through the clinical fee or through enrollment in PSIP) is optional for part-time students.

In addition to providing medical care and preventive medicine services, SHS offers special workshops on stress reduction and smoking cessation, as well as travel information, immunizations, acupuncture, massage, and other services.

Immunization Requirements

Students enrolled in the DYNM program are part of the University community and benefit from the University's efforts to provide a safe and healthy environment. All DYNM students are required to comply with [immunization requirements](#) upon first enrolling in courses. To comply, students must complete an [Immunization Worksheet](#). ***Students who are not in compliance with the University's immunization requirements will be placed on registration hold.***

Students are advised to call SHS at 215-746-3535 or consult their website for the most accurate and up-to-date information on student health requirements. The SHS office is located at 3535 Market St,

Suite 100. Students should bring their PennCard and insurance information whenever they go for medical care. For hours and other information refer to the [Penn Wellness website](#).

Student health insurance does not include dental insurance. The University of Pennsylvania has a dental school, which offers low-cost dental insurance to the University community.

For updated University Guidelines related to COVID-19, please visit [this website](#).

Counseling and Psychological Services

[Counseling and Psychological Services](#) (CAPS) are for students of the University of Pennsylvania. All counseling services are free and confidential. If students have an emergency that cannot wait, they should call 215-898-7021 and press 1 to talk to a clinician 24 hours a day, 7 days a week. Students can also drop-in and meet with a clinician during regular business hours, or connect via telehealth. Their counseling services are located at 3624 Market Street, First Floor West.

CAPS provides a variety of counseling services, including individual therapy, couples/family therapy, group therapy, crisis management, referral services, and outreach and prevention. They also offer [international student programs and resources](#).

A variety of workshops throughout the year are also offered by CAPS, and topics have included:

- Stress Management
- Coping with Depression
- Crisis Intervention
- Body Image Issues
- Suicide Prevention
- Surviving Trauma
- Effective Communication Skills
- How to Help a Friend
- Secrets to Grad School Success
- Respecting Diversity
- Test Anxiety
- Grief and Loss Issues

All workshops are free of charge for members of the Penn community. Please [check their website](#) for details.

Student Governance

Founded in 2017, the Liberal and Professional Studies Government ([LPSGov](#)) serves as an important initiator of change at the University of Pennsylvania. LPSGov represents graduate students throughout the [College of Liberal and Professional Studies](#).

We encourage students to participate in LPSGov by attending events and serving on the Executive Board or representing our program.

To serve in any student association leadership or committee position at the University of Pennsylvania, LPS students must: 1) be actively enrolled on a part- or full-time basis and 2) maintain good academic standing as defined by their program. Students who are placed on academic probation or take a leave of absence must relinquish their position so that a replacement can be appointed to fill the vacancy.

Penn Bookstore

Located on the corner of 36th and Walnut Street, the [Penn Bookstore](#) carries textbooks and trade books as well as stationery, art supplies, school supplies, gifts, and other items. Visit the website or call 215-898-7595 for store hours and additional information.

Computer Resources

[Information Systems and Computing](#) offers advice, training, consulting services and computer support to Penn students living on campus. The [Tech Center](#) serves as a distribution center for supported software to any person with a University affiliation and is located on the Ground Floor of Van Pelt Library. Students will need their PennCard for access to the building. The Tech Center is open Monday through Friday from 9am to 5pm in Room G-102 of the [Van Pelt Library](#), 3420 Walnut Street. During these hours, support is available in-person, as well as over the phone (215-898-9720).

Libraries

The University of Pennsylvania has several [libraries](#). Van Pelt Library, the main University library, is located at 3420 Walnut Street (the entrance is on the College Green across from College Hall). There is a wealth of information and [resources available](#) through these libraries, including the [Digital Media Lab](#) and [virtual PC lab](#). Students may [reserve study spaces](#) at the libraries.

Charles Cobine is our program's librarian. You may contact him and review his Dynamics website [here](#).

Recreation Facilities

Full-time DYNM students have access to all [recreation facilities](#) available to the University community. Part-time DYNM students may [become members](#) for an additional fee. For information regarding hours, fitness programs, locker rentals, etc., please visit their website.

Graduate Student Center

All graduate students may use the [Graduate Student Center](#), which is located at 3615 Locust Walk. This facility is available to check email, read newspapers, chat with other students in the lounge, drink coffee by the fireplace, or hold a meeting in the conference center. The Graduate Student Center can be contacted at 215-746-6868.

Parking

As parking on the street is limited and subject to frequent tickets, most Organizational Dynamics participants use one of the campus parking garages. For information on part-time, evening rates for students, contact PennParking [online](#) or by telephone at 215-898-8667.

Information for International Students

International students are responsible for maintaining their proper student visa status and for complying with any administrative and registration deadlines that come from the Registrar and DYNM Program. The office of [International Student and Scholar Services](#) (ISSS) is an important resource for all international students. Any questions about visas, international student tax issues, etc. should be directed to their ISSS advisors. They are located at 3819-33 Chestnut Street, Suite 305, and can be reached by [submitting a form online](#) or calling 215-898-4661. To schedule an appointment, do so online through [iPenn](#).

Federal regulations require that F-1 and J-1 international students register their presence at Penn.

This process, known as the [check-in procedure](#), has two steps: 1) Complete the tutorial in iPenn (before or after you arrive in the U.S.), and 2) Complete the arrival form in iPenn (after you arrive in the U.S.). Both steps must be completed after arrival in the U.S. – and within 15 days of the program start date listed on your I-20 document (F-1 students), or 20 days for DS-2019 (J-1 students).

If students are planning to travel and would like a letter stating that they are a current student in good standing, please send an email to the Program Director to request the letter.

International students with English as a second language are encouraged to use the resources available through the [English Language Programs](#) (ELP). They offer testing, consulting services, and cross-cultural training in addition to language instruction. The Program Director can refer international students to ELP on a case-by-case basis based on TOEFL scores and/or advising sessions. In some instances, it will be recommended that students complete an Oral Proficiency Interview (ACTFL OPI) administered by ELP staff and, based on the results, take English courses at the appropriate level. Students will be responsible of covering the cost associated with courses and testing.

Office of the Ombuds

The [Office of the Ombuds](#) assists individuals in finding solutions to problems that they may not be able to resolve through normal channels. The office is concerned with safeguarding individual rights and promoting better channels of communication throughout the University. It is independent of all administrative offices. The Ombuds is not an advocate for any one individual or group. He or she is an advocate for fairness, adherence to University regulations, due process, and personal responsibility. The Ombuds does not have decision-making authority but serves as an impartial mediator in helping to resolve disputes. The Office supplements, but does not replace, any existing grievance mechanisms or modes of redress. It can and does recommend changes in the existing rules and practices when necessary. The Office of the Ombuds may be reached at 215-898-8261.

Code of Academic Integrity

Inasmuch as the standing of an educational institution and the value of a degree from that institution are dependent upon the integrity of study and research carried on at that institution, the [Code of Academic Integrity](#) is drawn to make clear the policy of the University concerning academic honesty.

Sexual Harassment, Sexual Violence, Relationship Violence, and Stalking Policies

The University of Pennsylvania is committed to providing a safe and healthy environment, free of gender-based misconduct, to all members of our community and visitors to our community. As such, sexual assault, sexual violence, relationship violence, and stalking will not be tolerated. The University has established policies on behaviors that interfere with freedom of thought, discourse and speech, and the attainment of the highest quality of academic and educational pursuits and daily work. In order to ensure the creation of a climate where students are able to thrive and achieve their full potential, the University has developed a wide range of policies, which can be found here: [Sexual Harassment Policy](#). The official office for reporting, initiating a formal complaint, and investigation of violations of the Sexual Misconduct Policies, including violations of the Sexual Harassment or Sexual Violence Policies, is the Office of the Associate Vice President for Equity and Title IX Officer. The contact information for that Office is:

Associate Vice President for Equity and Title IX Officer
3901 Walnut Street, Suite 320
Phone: 215-898-2887
Email: TitleIXOfficer@upenn.edu

Holidays

The University recognizes that there are several religious holidays that affect large numbers of University community members. In consideration of their significance for many students, no

examinations may be given, and no assigned work may be required on these days. The University also recognizes that there are other holidays, both religious and secular, which are of importance to some individuals and groups on campus. Students who wish to observe such holidays must inform their instructors within the first 2 weeks of each semester of their intent to observe the holiday so that alternative arrangements convenient to both students and faculty can be made at the earliest opportunity. Please refer to the [Policy on Secular and Religious Holidays](#) for more details.

Confidentiality of Student Records

The University of Pennsylvania complies with Family Educational Rights and Privacy Act (FERPA). The [Confidentiality of Student Records Policy](#) describes the rights and responsibilities of students, faculty and staff regarding the confidentiality of student records. This policy pertains to personally identifiable information contained in education records.

Nondiscriminatory Policy

The University of Pennsylvania values diversity and seeks talented students, faculty and staff from diverse backgrounds. The University of Pennsylvania does not discriminate on the basis of race, color, sex, sexual orientation, gender identity, religion, creed, national or ethnic origin, citizenship status, age, disability, veteran status or any other legally protected class status in the administration of its admissions, financial aid, educational or athletic programs, or other University-administered programs or in its employment practices. For additional information about Penn's [Equal Opportunity and Affirmative Action Policy](#).

Student Responsibility

While advisors, faculty, and staff will assist the student in every aspect of their graduate study, it is the responsibility of the student to ensure that all steps and necessary paperwork have been completed and submitted to the Program Director and/or LPS as appropriate.

APPENDIX A: GUIDELINES AND REQUIREMENTS FOR STUDENTS WHO ENTERED ORGANIZATIONAL DYNAMICS PRIOR TO FALL 2024

MSOD:

All guidelines listed above remain EXCEPT for the following curriculum requirements and concentration options:

- **4 CUs** of Foundations (F) courses
- **1 CU** of a course focused on Methods Diagnosis and Evaluation (DE)
- **4 CUs** of Applications (A) courses
- **2 CUs** from Electives
- **1 CU Capstone** course (CAP)
- **Completed Capstone**

Some courses are coded as fulfilling more than one category; however, each course can count only once in fulfilling a degree requirement. For example, if a course is a Foundation (F) and an Application (A), a student may count this course toward either the Foundations requirement or the Applications requirement, but not toward both requirements.

Concentrations:

MSOD and MPhil students who started Dynamics before Fall 2024 may complete 6 CUs in one of the below concentrations to earn a certificate in addition to their master's degree. Students can work toward more than one concentration.

The four concentrations include:

Leading and Managing through Change (LMC) courses are skill-based, application-oriented courses that provide students with the knowledge that is important to the development, function, and enhancement of effective leadership and management within any organization.

Coaching Studies offers two concentration options:

- *Leadership Coaching Cohort (LCC)* is a specialized course of study for students interested in a comprehensive and focused approach to coaching. Students in LCC courses are limited to those in this concentration. Whether for the goal of working as an internal coach/consultant or as an external professional, students will develop superior executive coaching competencies through rigorous study of theory, personal faculty supervision and advisement, and application through intensive fieldwork experiences. This concentration is offered in a cohort model during a 15-month course of study.
- *Organizational Consulting and Executive Coaching (OC)* courses concern the domain of organizational and executive coaching, defined as a development process that supports and builds a leader's capabilities. These courses provide foundational and intermediate

competencies to coach individuals and groups experiencing role transitions (e.g., new employees and newly promoted managers), for human capital/talent development, or for performance remediation. Coaching courses also provide important tools for managers who must manage in virtual organizations, or where teams must work together while separated geographically and/or culturally.

Global Leadership (GL) courses focus on relationships between the global/international community and organizations. These courses include international travel courses in which students study for a week or more abroad. This concentration also focuses on cultural diversity and organizational relationships within and between local companies and the international community.

Sustainable Development (SD) courses concern the ability of an organization to meet their present needs and interests without compromising the ability of future generations to do the same. How an organization builds and supports a culture that systemically integrates meeting the triple-bottom-line (people/social, product/economic, and planet/environment) is central to this concentration.

MPhil:

MPhil candidates who joined the program prior to Fall 2024 must register for DYNM 8990, the MPhil capstone course, which allows students to submit their capstone paper and receive a grade. DYNM 8990 has a reduced tuition fee. An MPhil student who joined prior to Fall 2024 and who is completing a concentration should follow the guidelines listed above.