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WELCOME TO THE 41ST YEAR OF ORGANIZATIONAL DYNAMICS at PENN

This Student Handbook provides information about the policies and procedures of the Organizational Dynamics programs and information about the University of Pennsylvania’s student resources, services, and organizations. It is important that you read and familiarize yourself with the Student Handbook because you are responsible for following the information contained within it. Note, however, for the most up-to-date and authoritative information about policies, please contact the program office.

If you have questions about anything presented here or about any aspect of student life, don’t hesitate to contact our administrative personnel. If you prefer to visit the office and speak with one of us personally, please arrange an appointment.

For additional information about resources, please refer to the Graduate Student Resource Guide. For more information about University resources and policies, please review the PENNBOOK.

We welcome your suggestions about the Student Handbook and about ways to enhance the quality of your professional and personal student life in Organizational Dynamics and at Penn.

Sincerely,

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HISTORY OF ORGANIZATIONAL DYNAMICS AT PENN

The program of Organizational Dynamics was created in response to a request by the National Science Foundation to fund a program that connected a research university in a major metropolitan area with government and business. In 1977 Dr. Nancy Bauer, a historian and textbook author, established a program entitled “Interpreting America to Americans.” The purpose was to bring together Penn faculty and working professionals in the public, private and government sectors to discuss and learn the newest ideas and practices that were not already established and available in academic textbooks. The program moved through several Penn locations before joining the College of Liberal and Professional Studies (LPS) in the School of Arts and Sciences (SAS).

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 the changing environment.

Organizational Dynamics enables individuals, groups and organizations to more effectively navigate 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.
The School of Arts and Sciences (SAS) houses the liberal arts education for all undergraduate, graduate, and professional students across the full range of humanities, natural sciences, and social sciences. SAS has 28 departments, 32 programs and centers, 6 interschool institutes, and approximately 12,000 students. SAS is organized into 3 academic divisions: the College, the Graduate Division, and the College of Liberal and Professional Studies.

Faculty and scholars within the Organizational Dynamics program hold advanced degrees from many disciplines and are selected from many departments and programs within the University and from outside the Penn community. Organizational Dynamics is led administratively by a Director and academically by the program Director and a Faculty Advisory Committee.

**Faculty Advisory Committee**

<table>
<thead>
<tr>
<th>Member/Academic Domain</th>
<th>Affiliation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alan Barstow, PhD</td>
<td>Anthropology</td>
</tr>
<tr>
<td></td>
<td>Organizational Dynamics</td>
</tr>
<tr>
<td>Dave Bieber, PhD</td>
<td>Zoology &amp; Professional Master's Programs</td>
</tr>
<tr>
<td></td>
<td>Executive Director of the College of Liberal and Professional Studies</td>
</tr>
<tr>
<td>Jean-Marc Choukroun, PhD</td>
<td>Economics/Regional Science</td>
</tr>
<tr>
<td></td>
<td>Affiliated Faculty, Organizational Dynamics</td>
</tr>
<tr>
<td>Janet Greco, PhD</td>
<td>Human &amp; Organization Development</td>
</tr>
<tr>
<td></td>
<td>Affiliated Faculty, Organizational Dynamics</td>
</tr>
<tr>
<td>Kathleen Hall, PhD</td>
<td>Anthropology</td>
</tr>
<tr>
<td></td>
<td>Associate Professor of Education and Anthropology, School of Arts &amp; Sciences &amp; Graduate School of Education</td>
</tr>
<tr>
<td>Femida Handy, PhD</td>
<td>Economics</td>
</tr>
<tr>
<td></td>
<td>Affiliated Faculty, Organizational Dynamics; Professor, School of Social Policy and Practice</td>
</tr>
<tr>
<td>Walter Licht, PhD</td>
<td>History</td>
</tr>
<tr>
<td></td>
<td>Walter H. Annenberg Professor of History</td>
</tr>
<tr>
<td>Nora Lewis</td>
<td>Higher Education and Educational Linguistics</td>
</tr>
<tr>
<td></td>
<td>Vice Dean for the College of Liberal and Professional Studies</td>
</tr>
<tr>
<td>Kristine Rabberman, PhD</td>
<td>European History</td>
</tr>
<tr>
<td></td>
<td>Director, Academic Affairs for the College of Liberal and Professional Studies</td>
</tr>
<tr>
<td>Charline Russo, EdD</td>
<td>Coaching</td>
</tr>
<tr>
<td></td>
<td>Affiliated Faculty, Organizational Dynamics</td>
</tr>
</tbody>
</table>
MASTER OF SCIENCE IN ORGANIZATIONAL DYNAMICS DEGREE

The degree of Master of Science in Organizational Dynamics (MSOD) is awarded by the School of Arts and Sciences of the University of Pennsylvania to a student who meets all academic and administrative requirements.

ACADEMIC REQUIREMENTS AND CURRICULUM

MSOD requirements include completion of 12 graduate course units (CUs). A graduate course in Organizational Dynamics is valued at ½, 1 or 2 CUs, with the majority being 1 CU. Upon completion of all coursework, a student must have a minimum grade-point average of 3.0 in order to graduate.

Of the 12 CUs required, 9 must be selected from the core curriculum categories; 1 must be the Capstone course; and the remaining 2 are electives from Organizational Dynamics, another graduate department or program at Penn, or transfer credit from courses that were completed prior to matriculating in the MSOD program and that did not count toward a degree earned prior to matriculating into the MSOD program. In addition, each degree candidate may select a concentration that provides focus to the selection of courses.

Core Curriculum Categories

Students will complete:

- **4 CUs** from courses coded **Foundations (F)**
- **1 CU** from courses coded **Diagnosis and Evaluation (DE)**
- **4 CUs** from courses coded **Applications (A)**
- **2 CUs** from Electives
- **1 CU Capstone course (CAP)**

Electives

A student can take up to 2 elective CUs from among the courses offered by Organizational Dynamics. A student may also select a graduate course offered in another School of Arts and Sciences program (e.g., Master of Public Administration) or department (e.g., Sociology), or another Penn School (e.g., Law, Wharton, Design). Before registering for a course outside DYNM, students must get approval from the program office. The program office will determine if the proposed elective's content is sufficiently related to the DYNM program.

To receive approval for a non-DYNM elective, a student must submit to the program office the course number and description and a short statement as to why the course is applicable to the
student’s course of study. If the course description is not detailed enough to grant permission, DYNM will request the course syllabus and/or further justification.

Once approval is given by DYNM, the student can register for the elective. Allowing outside students into courses is up to each program/department/school at Penn and some courses have restricted or limited registration for outside students.

A student may also meet the elective requirement by transferring up to 2 graduate courses that were completed at another university prior to matriculating into the MSOD program. Only courses that have not counted toward a previously earned degree can be considered for transfer credit. All transfer courses must be reviewed by Organizational Dynamics, must meet MSOD equivalency requirements, and must be approved by the Program Director. The procedure to request transfer of courses completed outside the University of Pennsylvania is described in Policy 20 on page 24.

**MSOD Capstone Course**

MSOD candidates must complete the Capstone Course (DYNM 705). This 1 CU course guides students through the capstone process from framing an idea to capstone completion. Course assignments teach students how to outline their project, perform a literature review, and conduct research. Classmates will offer peer feedback on fellow students’ projects. Upon completing the course, MSOD students will receive a grade on their coursework. Their capstone project itself will be graded separately.
MASTER OF PHILOSOPHY DEGREE PROGRAM

The degree of Master of Philosophy (MPhil) is awarded by the School of Arts and Sciences of the University of Pennsylvania to a student who meets the academic and administrative requirements for the degree.

ACADEMIC REQUIREMENTS AND CURRICULUM

MPhil degree candidates who have previously completed their MSOD must complete 6 CUs. MPhil students whose previous master's degree has been deemed equivalent to the MSOD must complete 8 courses. MPhil students must complete their degree with a minimum grade-point average of 3.0 and register for DYNM 899 during which the student will complete and submit a final MPhil capstone project.

There is no defined curriculum or specific courses required for MPhil candidates; rather, students design a curriculum in consult with their Academic Advisor to meet their specific professional interests or goals. There are no electives in the MPhil degree and students may take non-DYNM classes only if 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 the student's program and have this proposal accepted by the Program Director prior to registering for an outside course.

MPHIL Capstone Registration

MPhil candidates must register for DYNM 899, the MPhil capstone registration. DYNM 899 is not a credit-bearing course. It enables MPhil capstone students to submit their capstone paper. DYNM 899 has a reduced tuition fee.
CONCENTRATIONS AND GRADUATE CERTIFICATES

To aid in the selection of courses and to provide a focused program of studies, students are encouraged, but not required, to select a program concentration. Organizational Dynamics students who complete at least 6 CUs in a single concentration will earn a Graduate Certificate in addition to the Master's degree. Students can work toward more than one concentration.

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

The Coaching Studies concentration has two separate communities of courses and students.

Organizational Coaching Studies (OC) courses concern the domain of organizational and executive coaching, defined as a development process that builds a leader's capabilities to achieve professional and organizational goals. These courses provide basic and some 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.

Organizational Consulting and Executive Coaching (OCEC) is a specialized course of study for students interested in a comprehensive and focused approach to coaching and consulting as a profession. Whether for the goal of working as an internal coach/consultant or as an external professional, students in this concentration will develop superior organizational consulting and 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.

Global/Cultural Studies (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 Studies (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.
Graduate Certificates

Graduate Certificates are issued by the Organizational Dynamics Program to a student who completes the requirements of the MSOD or MPhil curriculum and who completes 6 courses within a designated program concentration. As courses may be coded with multiple concentration codes, a student may earn more than one certificate. A student must complete the entire MSOD or MPhil curriculum in order to earn a Graduate Certificate.

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

A Graduate Certificate may represent a personal accomplishment, illustrate to a corporate sponsor that the Organizational Dynamics degree program has a personally defined focus, or provide a credential for use in professional development.

WRITING ACADEMIC PAPERS

Written assignments are a requirement of all Organizational Dynamics courses and are a basis on which faculty evaluate and assess a student to give a course grade. This is important in order to document and demonstrate that the student completed the work, provide the possibility of an external evaluation in the event a faculty member cannot complete course responsibilities due to illness, absence, or death, and conduct an external audit if academic standards are called in to question and need to be assessed.

Generally, there are several writing assignments required in a course. The most frequent pattern is a course requirement of one or two short papers and one final paper, but other assessment models may be followed by faculty.

Formatting, Style Guide, and Assignments

Students should follow American Psychological Association (APA) formatting and style guideline or be explicit about another style and format guide they prefer to use. Faculty will be explicit about any style or formatting requirements in the course syllabus.

Short papers: These writing assignments may be case assessments, reflective journals, proposals for individual or team projects, or reviews and assessments of course readings, presentations, or other course materials. Short papers range in length but are commonly 4-8 pages. They often include references.

Final Papers: Final Papers or term papers are usually more formal scholarly documents in
format and voice. APA style is followed unless another style guide is specified. Final Papers include citations and references and commonly range in length from 10-20 pages.

Presentations: Many courses require presentations by students to the class as a course assignment. Presentations are often one of the short paper assignments or, in some cases, might be the final paper assignment. Presentations should always include a written component, e.g., a contextual essay, in addition to Power Point slides or other visual or audio recordings submitted to the faculty for a course grade.

Writing Resources

Organizational Dynamics faculty may provide resources to students including:

- A model paper from a former students (used with explicit permission)
- A grading template that explains evaluation criteria to students
- A reference and research manager recommendation for formatting, such as End Note.

There are a wealth of writing and learning resources across the University including:

- Guidelines on Open Expression
- Marks Family Writing Center: writing support to students across all disciplines.
- Resources on the English Department website that gives clarifying grading criteria.
- ScholarlyCommons: Penn's institutional repository of scholarly works created by faculty, staff, and students.
- Weingarten Learning Research Center: academic support services and programs

CAPSTONES

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

After finalizing a topic students will seek out a capstone committee that consists of a faculty advisor and a faculty reader, both of whom are selected to participate on the committee based on their expertise as it relates to the chosen capstone topic. Capstone committee members should be members of the Organizational Dynamics faculty. If no member of the
Organizational Dynamics faculty has expertise in the student’s chosen field, then committee members may be selected from faculty in other departments at the University.

The capstone projects vary widely; however, all projects demonstrate students’ ability to:

- Make an argument, describe, or summarize a position that is unique, original, or which directly applies to the student
- Conform to the style and format of academic writing and documentation
- Demonstrate competencies the student gained from the courses completed in the Organizational Dynamics program.

The policies concerning the capstone are posted on the [Canvas Community site](#).

**Capstone Grade, Committee Signatures, and Publication**

Upon completion and submission, the capstone will be evaluated and graded by the Capstone Committee led by the Capstone Advisor. Capstones which satisfactorily meet the capstone requirements will be graded as Pass. Capstones which show exemplary scholarship will be graded as High Pass. Capstones that do not warrant a grade of Pass will be revised until the capstone committee issues a grade of Pass for the project.

If consent is given by the student, an electronic copy of the capstone will be published on [ScholarlyCommons](#), Penn’s online repository for scholarly work completed at the University.

MSOD and MPhil capstones must be delivered by the following dates to meet graduation requirements. A capstone delivered after a deadline date will apply to the next semester. Students are encouraged to submit well before the below deadlines to ensure that all approvals are secured in time for graduation.

<table>
<thead>
<tr>
<th>Graduation Semester</th>
<th>Delivery Deadline</th>
</tr>
</thead>
<tbody>
<tr>
<td>Spring (May)</td>
<td>May 1</td>
</tr>
<tr>
<td>Summer (August)</td>
<td>August 1</td>
</tr>
<tr>
<td>Fall (December)</td>
<td>December 1</td>
</tr>
</tbody>
</table>
FULL-TIME AND PART-TIME STUDENTS

A full-time student must be registered for at least three courses in a semester. A student registered for fewer than three courses in a semester is considered a part-time student. A student’s enrollment status will determine eligibility for Penn services. Students are permitted to change their status from full to part time and vice versa at any point in their career without seeking prior permission; however, international students must study full-time.

GRADES

The following are official grades and their interpretation.

<table>
<thead>
<tr>
<th>Grade</th>
<th>Value</th>
<th>Meaning</th>
</tr>
</thead>
<tbody>
<tr>
<td>A+</td>
<td>4.0</td>
<td>Distinguished and unique</td>
</tr>
<tr>
<td>A</td>
<td>4.0</td>
<td>Surpassed all expectations and requirements</td>
</tr>
<tr>
<td>A-</td>
<td>3.7</td>
<td>Surpassed most expectations and requirements</td>
</tr>
<tr>
<td>B+</td>
<td>3.3</td>
<td>Very good; met all expectations and surpassed some requirements</td>
</tr>
<tr>
<td>B</td>
<td>3.0</td>
<td>Good; met all expectations and requirements</td>
</tr>
<tr>
<td>B-</td>
<td>2.7</td>
<td>Met almost all expectations and requirements</td>
</tr>
<tr>
<td>C+</td>
<td>2.3</td>
<td>Did not meet most expectations and requirements</td>
</tr>
<tr>
<td>C</td>
<td>2.0</td>
<td>Did not meet most expectations and requirements</td>
</tr>
<tr>
<td>C-</td>
<td>1.7</td>
<td>Did not meet most expectations and requirements</td>
</tr>
<tr>
<td>D</td>
<td>1.0</td>
<td>Inadequate performance</td>
</tr>
<tr>
<td>F</td>
<td>0</td>
<td>Failure; will not apply to degree requirements</td>
</tr>
<tr>
<td>I</td>
<td>0</td>
<td>Incomplete</td>
</tr>
<tr>
<td>GR</td>
<td>0</td>
<td>No Grade Reported; issued when a grade is not posted by a professor</td>
</tr>
<tr>
<td>W</td>
<td>0</td>
<td>Withdrawal</td>
</tr>
</tbody>
</table>

Students must take all courses that will count toward their MSOD or MPhil degree for a letter grade. Pass/Fail courses will not be counted toward the degree.

Grade Notification

Grades are submitted to the University Registrar directly by faculty at the conclusion of a course. The University, through its online Penn InTouch system, provides official grades to students at the end of each semester.
Incomplete Grades

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 instructor who chooses to grant an extension to a student who has not completed a course by the end of the term may grant either an Incomplete (I) or an Extended Incomplete (II). An Incomplete must be made up within the first four weeks of the start of the next term, and an Extended Incomplete must be made up by the end of the next term (including the summer term). In either case 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 program office and recorded by the Registrar's office 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.

Students with two or more incomplete grades are subject to registration hold and are required to meet with their academic advisor 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.

Graduation

A degree candidate who completes all requirements can graduate in May, August, or December, but 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 (see Academic Policy 7) through the School of Arts and Sciences.

Policies

Following are the policies that govern Organizational Dynamics program. Some are program-specific and some are University Policies outlined in the PennBook. These important PennBook policies are linked below, but we encourage you to review all the PennBook policies.

1. Absence

Conflict between attending classroom activities and work obligations requiring absence from class should be resolved as soon as possible. Anticipated absence from class should be
communicated in advance directly to the course professor. If absence is due to an emergency, contact should be made within 24 hours of the missed class. Students should confirm the attendance policy with the course professor prior to or early in the semester. A student with anticipated absence should reconsider taking a course with an attendance policy that they cannot meet.

2. Academic Advising

A program academic advisor is assigned to each new student admitted to the MSOD and MPhil degree programs. Academic advisors provide assistance on program structure, curriculum design, and course selection. Participants are also encouraged to seek information and advice from faculty, the Director, Administrative Director, Administrative Coordinator, and other Organizational Dynamics students.

MSOD students are encouraged to contact their academic advisor after completing 8 courses to be certain that they are meeting curricular obligations, fulfilling concentration expectations, and preparing their capstone topic adequately.

3. Academic Grievance

Evaluation of a student's performance in a course is the responsibility of the course instructor. Should a final grade in a course be disputed, the student must submit a written appeal to the instructor within the first two 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 two 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 Organizational Dynamics 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 decision of the Organizational Dynamics Faculty Advisory Committee is final. Please also consult the Penn Provost's information on Academic Grievances and the SAS policy for graduate students' grievances.

4. Academic Integrity

Since the University is an academic community, its fundamental purpose is the pursuit of knowledge. Essential to the success of this educational mission is a commitment to the principles of academic integrity. Every member of the University community is responsible for upholding the highest standards of honesty at all times. Students, as members of the community, are also responsible for adhering to the principles and spirit of the following Code of Academic Integrity.
When Benjamin Franklin founded the Pennsylvania Academy, he defined its mission as “education for citizenship.” In pursuit of this mission, the University of Pennsylvania is committed to achieving academic excellence, to creating an environment for inquiry and learning, and to cultivating responsible citizenship in the larger society.

The University of Pennsylvania is a community in which intellectual growth, learning from others, mutual tolerance, and respect for freedom of thought and expression are principles of paramount importance. In an environment that promotes the free interchange of ideas, cultural and intellectual diversity, and a wealth of social opportunities, Penn students take advantage of the academic and non-academic opportunities available to them, deepening their intellectual insights through formal instruction, and expanding their educational experience beyond their academic programs. Members of the Penn community participate actively in the greater Philadelphia, state, national, and international communities in which they reside. “Citizens” of the University community include students, faculty, staff and those otherwise affiliated with the University.

Accepting membership into the University of Pennsylvania community as a student entails an obligation to promote its welfare by assuming the rights and responsibilities listed below. Each individual member of this community is responsible for his or her own actions and is expected to respect the rights of others. Please click here to read the provisions of the University Code of Student Conduct.

5. Academic Probation, Hold, and Dismissal

All degree candidates must maintain an overall GPA of at least 3.0 (B) in their coursework. If a student’s GPA falls below 3.0 (B), the student is placed on Academic Probation. During Academic Probation, a student may register for one or more courses, but upon completion must have raised the overall GPA to at least 3.0 (B). If the overall GPA remains below 3.0 (B), the student is placed on Academic Hold and will not be permitted to register for additional courses pending an academic evaluation. In some cases Dismissal from the Program will be recommended by the College of Liberal and Professional Studies, School of Arts and Sciences.

6. Active, Inactive, Master’s Continuation, and Dropped

Students in Organizational Dynamics commonly complete their MSOD or MPhil coursework in 2 to 4 years. Following are definitions of a student’s status within the program.

An Active student is defined as one who is admitted to the program and who registers for a course in the current semester. Part-time students must be registered for at least one course. Full-time students must be registered for three courses each semester. Full-time MSOD students taking only DYNM 705 or Full-time MPhil students taking only DYNM 899 in a semester will be granted Full-time status.
A student may be Inactive and remain part of the program if he/she does not register for a course for up to three sequential semesters after his/her last registered term.

In the fourth semester after the last registered term, a student will be Dropped from the program. To avoid being dropped a student must register for a course. For example, if a student takes a class in Fall 2017, he/she will need to register by Spring 2019 to not be dropped.

Exceptions to the above policy will only be considered under special circumstances and a waiver of the policy must be formally requested by the student to the Program Director.

A student's status must be Active in the semester in which his/her graduation is taking place. If the student has been Unregistered and all courses are completed, then Active Status is achieved by registering for DYNM 990 Masters Continuation.

A student who is Dropped from the program will have any Incomplete (I) or Not Graded (NG) course converted to an F; this course cannot be used to meet academic requirements.

If a student who has been dropped wishes to return to the program, the student must submit a new application including CV, essays, and must pay the application fee.

DYNM 899 MPhil Capstone is a required registration for MPhil students. DYNM 899 has a reduced tuition fee and which formalizes that the student is working with an MPhil Capstone Committee. An MPhil student must register for and pay the Masters Continuing fee every semester until the paper is completed.

7. Applying for Graduation

To earn a Master's Degree at the University of Pennsylvania, a student must meet requirements set by the School of Arts and Sciences and by the Organizational Dynamics program. It is the responsibility of the student to complete all of the graduation steps by the set deadlines.

MSOD and MPhil candidates who have completed or are currently completing their degree requirements need to complete their Academic Planning Worksheet by slotting the courses taken into the degree requirements and also into the certificate section. The Academic Planning Worksheet is under the Registration and Planning tab in Penn InTouch.

After completing the Academic Planning Worksheet in Penn InTouch, students must apply for graduation.

If for any reason a student fails to graduate at the end of the applied for semester, the application for graduation will not roll over. A new online application must be submitted to the College of Liberal and Professional Studies.
8. Capstones

All MSOD student must register for DYNM 705, the MSOD Capstone course and write a capstone. DYNM 705 is valued at 1 CU and is part of the 12-CU requirement for the MSOD degree.

Each student in the MPhil program will write a capstone and will register for DYNM 899 MPhil Capstone. DYNM 899 does not provide a CU and has a reduced tuition fee associated with it. Completion of DYNM 899 is a requirement for the MPhil degree.

The policies concerning capstones are posted on the Canvas Community site.

9. Confidentiality of Student Records

The purpose of this policy is to describe the rights and responsibilities of students, faculty, and staff regarding the confidentiality of student records, including as specified under the Family Educational Rights and Privacy Act (FERPA). The policy can be read in its entirety in the Pennbook.

10. Course Registration, Adding Courses, and Dropping Courses

Course Guides provide a listing of courses offered in a semester and course registration is through Penn InTouch. Penn InTouch includes the course information and a convenient sort feature which enables students to browse by day and time of a course, by faculty, etc.

After a student registers for a course, that registration will immediately be shown on the student's course schedule, which is accessed under Registration & Academic under the My Course Schedule tab. This is the course confirmation. If a confirmation letter is required, please call the program office at 215.898.6967.

Adding and dropping courses is completed via Penn InTouch. The deadlines and forms, if required, for adding and dropping courses are posted on the LPS Academic Calendar.

For students who are dropping a course late, the Late Drop Form will need to be completed and emailed to the course instructor, copying dynamics@sas.upenn.edu, so that the professor can approve the late dropping of the course.

11. Deferred Admission

Students who are admitted to the Organizational Dynamics program may defer their matriculation for one year. Students who wish to defer should notify the Organizational Dynamics Program in writing of their intentions as early as possible. It is not necessary for deferred students to reapply. However, students must inform the Organizational Dynamics
Program if they enroll at any other institution prior to their matriculation at the University of Pennsylvania, and they must submit final official transcripts of any coursework completed prior to their enrollment at the University of Pennsylvania.

A person who has been dropped following deferral will need to reapply to the program.


13. First and Last Class Meals

In an effort to build the community of students and encourage networking and collaboration, the Organizational Dynamics program provides a meal for students before the first and last class meetings of a course. The cost of meals is paid by program fees which are charged in the fall and spring semesters to all students. Students must RSVP for meals via Eventbrite. Students may only attend the meals scheduled for the course that they are registered for, may not fill takeaway containers for later meals, and may not bring guests with them to the meal. Students may be required to sign in at the beginning of the meal to confirm eligibility for attending the meal.

14. Holidays

The University policy on secular and religious holidays can be read in its entirety here.

15. Independent Study

A student interested in pursuing an independent study must submit a proposal for an independent study course, DYNM 699.

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 (e.g., F, DE, A, CAP) unless compelling justification is presented to the Program Director as part of the proposal.

The independent study proposal and registration procedure is as follows:

1. Create a written (email is acceptable) proposal which
   a. explains the topic of interest and why the independent study course is desired.
   b. identifies learning goals and objective, activities, and desired outcomes
   c. includes a bibliography
d. outlines how the learning will be demonstrated and documented, generally in the final paper.

2. Submit the proposal to and seek approval from an advisor who is a member of the Organizational Dynamics teaching faculty. If an Organizational Dynamics faculty member cannot be found who is an expert in the approved topic or if a conflict exists, the student may petition to 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) (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 699, which the student will claim to register online.

An independent study will not be granted if a course with similar content is offered from 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.

16. International Courses

International courses offer students the opportunity to study in one or more cities outside the U.S. Participants in international courses will attend an on-campus class prior to and after traveling abroad. While in the designated international cities, students attend lectures by academic, business, and government representatives and visit companies, universities, and cultural places of relevance to the course topic. International courses have course fees which 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; once the signed agreement is received, a permit will be issued for registration. Because international courses are popular, students are encouraged to return the travel agreement quickly. Historically, grades from an international course have not been issued as quickly as for other courses.
17. Leave of Absence

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

- manage a medical concern
- fulfill a family obligation
- pursue career-related opportunities
- complete military service
- work on a political campaign

While interrupting 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. More than three quarters of students who take a leave return to complete their degree within two years.

Students who are considering a leave should take time to think carefully about the goals of time away and for when returning to studies. Speaking with the Organizational Dynamics program Director is an important first step. Depending on the circumstances students should get advice from other sources as well. Students taking time away in order to manage a medical condition should discuss the leave with their healthcare provider. The Organizational Dynamics program Director will help students preparing to take a leave of absence to connect with other campus resources, such as Student 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; the length of the leave is determined by the school. Students on leave should remain in contact with their LPS 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 their LPS program director to develop a plan that includes connection with appropriate resources.

18. Non-Discrimination Statement

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. Questions or complaints regarding this policy should be directed to the Executive Director of the Office of Affirmative Action and Equal Opportunity Programs, Sansom Place East, 3600 Chestnut Street, Suite 228, Philadelphia, PA 19104-6106; or (215) 898-6993 (Voice) or (215) 898-7803 (TDD).
19. Registering for Non-Organizational Dynamics Graduate Courses

An MSOD student who wishes to register for a graduate course at the University of Pennsylvania other than those provided by the Organizational Dynamics program may do so, but must receive prior approval from the Program Director. Registration for up to two courses outside the Organizational Dynamics Program will be permitted when the course curriculum meets Organizational Dynamics educational objectives. To discuss registration for a non-Organizational Dynamics course, please contact the program office.

20. Return Student Policy

A student who has withdrawn or been dropped from the Organizational Dynamics 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 1, and the application fee. Readmission will be based upon the student's application and a review of his or her Organizational Dynamics transcript.

21. Transferring Outside Courses to the MSOD Degree Program

An MSOD student may request to apply up to 2 outside, non-Organizational Dynamics graduate courses which were completed at the University of Pennsylvania or at another accredited university to meet MSOD degree requirements. The student must have completed these courses prior to matriculating in the MSOD program. 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 graduate-level
- Must not have counted toward a previous earned degree
- Must be fewer than 10 years old
- Must have curricula equivalent to Organizational Dynamics courses
- Must be at least 3 credit hours (3 credit hours = 1 CU)
- Must have received a grade of B (3.0) or higher

To request transfer of an outside course:

1. Complete the LPS transfer credit form.
2. Submit official transcripts demonstrating completion of each graduate course.
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. 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.

22. Withdrawal

A student may withdraw from the Program by submitting a formal letter indicating the reason. If at a later time the student wishes to return, this may be permitted in accordance with policy 20.
BILLING

The University's Student Financial Services (SFS) department emails tuition bills to students on a posted billing schedule, usually within a month of registration confirmation. Bills are sent to the student email listed in the Penn Directory, so it is essential that students regularly check this email account. All payments are via the PennPay system. Tuition paid by check or money order must be payable in U.S. dollars to the Trustees of the University of Pennsylvania.

TUITION AND FEES

Courses Held at Penn, MPhil Capstone, and Master's Continuation

There are up to five components to the tuition of an Organizational Dynamics course: Tuition, General Fee, Program Fee, (charged in the fall and spring semesters), a Clinical Fee for full time students, and a Tech Fee for online courses only. The tuition supports faculty, staff, curriculum, and operations. The General Fee supports the libraries, athletic facilities, graduate student association, and other student services. The Clinical Fee is required to provide Student Health Services coverage to all Full Time, non-dissertation students residing in the region. The Tech Fee is charged for online courses. The Program Fee supports the Community Services including workshops, special events, class meals, and other student services provided in the program. MPhil students in DYNM 899 and students in DYNM 990: Master's Continuation pay a reduced fee. The current tuition and fees can be found on the tuition section of the DYNM website.

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 complete description of tuition and cancelation 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. Information about cancellation fees and deadline dates are provided for all travel and residential courses at the time of registration.

Financial Aid

Information about loans to students is available from Student Financial Services.
**STUDENTS, SERVICES, AND THE PENN EXPERIENCE**

**INTERNATIONAL STUDENTS**

Information concerning legal/immigration requirements for international students is available from International Student and Scholar Services.

3701 Chestnut Street Suite 1W
Philadelphia, PA 19104-3199
Tel: 215.898.4661

Information concerning international student housing is available from the

International House of Philadelphia
3701 Chestnut Street
Tel: 215.387.5125

**SCHOLARSHIP AND RESEARCH**

Scholarship and research within Organizational Dynamics focus on topics that have impact in the arts/humanities, social and physical sciences, and professional disciplines including healthcare, education, law, and fine arts. Organizational Dynamics students, faculty, and scholars conduct research, teach, study, consult, and serve on panels with members of the academic or business community.

**Ackoff Library**

To commemorate the work of Professor Russell L. Ackoff, Distinguished Affiliated Faculty in Organizational Dynamics and Anheuser Busch Professor Emeritus of Management Science in the Wharton School, a generous gift was provided to Organizational Dynamics by the Anheuser Busch Foundation to support the Russell Lincoln Ackoff Systems Thinking Library and Archive. The physical space of the Ackoff Library is used regularly for meetings and presentations and holds Professor Ackoff's academic books, papers, manuscripts, and photos as well as books written by students and colleagues who attribute thanks to him.

The mission of the Russell L. Ackoff Systems Thinking Library is to support, develop, and advance within academia and organizations across the world the scholarship and application of systems and design thinking—methods and practice conceived and established by Professor Russell L. Ackoff.
**PENN STUDENT SERVICES**

**PennKey Authentication**

Within the PennKey authentication system, an individual's username is known as a **PennKey**. A PennKey and its password are required to authenticate your identity for access to many of Penn's systems and services, including Penn InTouch. PennKey information and authorization is emailed to new students. Students must have a PennCard and PennKey to establish an email account. For further information on obtaining a PennKey, click [here](#).

**PennCard ID**

It is the responsibility of all Penn students to acquire and carry their **PennCard ID** in order to identify themselves as members of the University of Pennsylvania academic community, to enter and study in classroom buildings after 4:30 p.m. or on weekends, and to enter or use the libraries. A student may obtain a PennCard ID by visiting the PennCard Center on the second floor of the Bookstore. Students must bring a government-issued photo ID, such as a driver's license, for identity verification. A photo will be taken at the ID Center for a PennCard ID. The [PennCard Center](#) can be contacted at 215.417.2273 regarding questions.

**Email Address**

Each MSOD and MPhil candidate must [establish a Penn email address](#) when admitted to the program. The University will use the Penn email address for billing, grade information, and many other communications that are important for students to receive. Students may forward mail from the Penn email address to any other email address.

**Penn Portal**

Students should visit the [PennPortal](#) for University-wide announcements, descriptions about campus life, student groups, weather, and other information affecting participation in the Penn academic community.

**Libraries and Access**

Penn has 15 libraries containing more than 4.5 million volumes and more than 33,000 journals or other subscriptions. Online services, including direct access to journals, can be accessed from onsite or offsite computer systems. To access the [Library](#), you must have a current PennCard ID and PennKey.
If you are using an on-campus computer click here and follow the directions for access.

If you are off-campus click here and follow the directions for access.

Vice President for University Life (VPUL) Resources

VPUL provides student services and educational access to support students and other community participants to reach their fullest potential through diverse academic, personal, and professional development experiences at Penn. VPUL Resources are divided into three categories

- **Academic and Career:** Learning Resources and Career Services
- **Campus and Community:** Penn Student Activities, Cultural Resource Centers, Equity & Access Programs
- **Health and Wellness:** Student Health Services (SHS), Counseling and Psychological Services (CAPS), Student Disability Services (SDS), Student Intervention Services (SIS)

Organizational Dynamics Canvas Community Site

Students are encouraged to frequently access the Canvas Community Site, which contains program information, resources, and tools to help students plan their DYNM program. Important program announcements are sent through the Canvas site, so it strongly recommended that students set their Canvas notifications to at least daily notifications.

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.
**DYNAMICS COMMUNITY SERVICES: PENN DYNM EXPERIENCE**

**Social and Professional Networking**

Throughout the academic year, DYNM students are presented with social and professional networking opportunities. The events enable students to get to know each other, provide the opportunity for guest lecturers to address the program, and serve as a platform for the program staff to share program news.

**Classes and Meals**

The DYNM program promotes social and professional community building by providing some group meals. At the beginning and end of each semester, DYNM a group dinners will be organized for one hour before the start of class at the [University/Faculty Club dining room](#) or another venue on campus.

**Organizational Dynamics Advisory Council (ODAC)**

ODAC is a volunteer organization of students who advise and help govern student activities. Topics including professional/career development and networking, education and training, and social-education programs.

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UNIVERSITY CONTACT INFORMATION

Bookstore, 3601 Walnut Street ................................................................. 215.898.7595

Career Services, Graduate Counselor. Suite 20, McNeil Building ............ 215.898.7530

Computer Connection (Retail Sales), Penn Bookstore, 2nd Floor .............. 215.898.3282

Computing, Computing Resource Center, 202 Sansom Place West ............ 215.573.4778

Counseling and Psychological Services (CAPS)........................................ 215.898.7021

Emergency on Campus from any campus phone ..................................... 511

English Language Programs ..................................................................... 215.898.8681

Graduate Student Center, 3615 Locust Walk ............................................. 215.746.6868

Library System, Van Pelt Library ............................................................. 215.898.7555
Lippincott Reference Library ................................................................. 215.898.5924

Ombuds ................................................................................................. 215.898.8261

Penn Bus, Shuttle Service ......................................................................... 215.898.417.CARD (2273)

PennCard, Penn Bookstore, 2nd Floor ................................................. 215.417.CARD (2273)

Public Safety ......................................................................................... 215.898.7333

Recreation .............................................................................................. 215.898.6100
Pottruck Health & Fitness Center ............................................................ 215.898.6101
Hutchinson Gym ..................................................................................... 215.898.8383

Registrar
General Information.................................................................................. 215.898.7511
Transcript Information .......................................................................... 215.898.6411

Student Financial Services, 100 Franklin Building ................................ 215.898.1988

Student Health Services .......................................................................... 215.227.2853

University Weather Hotline .................................................................... 215.898.MELT (6358)

Walking Escort ....................................................................................... 215.898.WALK (9255)