LEADERSHIP DEVELOPMENT (LEAD)

LEAD 501: Leadership Across the Lifespan

3 Credits

Analysis and application of models, theories and strategies for developing an individual's full leadership potential at different life stages. LEAD 501 Leadership across the Lifespan (3) LEAD 501 explores and analyzes the requirements for positive leadership of the self and others, recognizing the way people change along the way from early adulthood to old age. Students will be introduced to the various components of the self-leadership, including personal meaning, optimal experiences (flow), emotional intelligence, moral development, how a leader's (and his/her followers') life stream of biographic and deomgraphic elements influence leadership processes, and followers' perceptions the leader's behavior. Students will learn how to display psychologically empowering positive leadership based upon information obtained through discussions, 360-degree and moral development leadership assessments, participation in field projects observing leadership "in vivo," analysis of relevant popular movies by applying theories of leadership and adult development, and readings. Emphasis in this course is placed on learning from the life streams of "real world" leaders to bring to life the material covered in the course. As the course progresses, new knowledge and skills are integrated into a more sophisticated framework for understanding positive leadership across the lifespan.

LEAD 519: Developing Creative High Performance Organizations

3 Credits

This course focuses on how to create high performing organizations based on models provided by business, science and the arts. BUSAD 519 BUSAD (LEAD) 519 Developing Creative High Performance Organizations (3)Overview: This course focuses on how to create high performing organizations based on models provided by business, science and the arts. We will examine the key assets that these disciplines bring and show how to apply them to business activities. For example, it has been shown that improvisational models from music are highly relevant to new product development.Course activities will include a discussion of the readings from relevant academic research in the business field. We will discuss the philosophy of aesthetics, analyze cases, and review original works. We will also listen to short lectures by practicing artists, musicians, actors, scientists, and writers. Together, these activities will help students to develop strategies to help their organizations attain higher levels of performance. This course is a graduate elective for MBA students and could also be taken by other students (such as Leadership students) if it meets their degree requirements. The way the course will run: This course will be run as a graduate seminar designed to maximize the learning of the members of the group including the instructor's. We will learn about each of the topics noted above through a variety of means. Our interaction will include general discussions, lectures, case discussions, exercises, small group meetings, and on-line chats. We will have invited speakers for the class representing the arts, music, science and business.

Prerequisite: 6 graduate credits in business
Cross-listed with: BUSAD 519

LEAD 555: Full Range Leadership Development

3 Credits

Development of behavioral skills associated with outstanding leadership of individuals, teams, and organizations through advanced information technology, experimental exercises, and case analysis. BUSAD 555BUSAD (LEAD) 555 Full Range Leadership Development (3) Leadership is one of the world's oldest preoccupations. Since the beginning of civilization, prophets, kings, rulers and managers have struggled to find answers to an important question: Why do most leaders or managers elicit merely competent performance from their followers, while a select few inspire extraordinary achievement? Given increased globalization, diversity, restructuring, e-business and innovation in today's business environment, finding answers to this question is important for maintaining organizational competitiveness.The purpose of this course is to provide answers to this question by identifying traits and behaviors associated with outstanding leaders, explaining how they get results, and why their leadership often exceeds all expectable limits. This course is designed to introduce students to a) behaviors associated with outstanding leadership, b) social learning and cognition in organizations as a context to promote outstanding leadership, and c) leadership development as a strategic intervention to enhance individual, group, and organizational motivation and performance.The course will be run as a graduate seminar. We will interact through Web site technology, general group discussions, team projects, lecturettes, case discussions, exercises and videos. Class sessions will focus on issues raised by the readings, cases, and issues relevant to students' organizational experiences. A portion of the class time may be set aside for the coordination of team projects.

Prerequisite: MGMT 501 or LEAD 501
Cross-listed with: BUSAD 555

LEAD 556: Diversity Leadership

3 Credits

Analysis and application of models, theories, and strategies for managing an increasingly diverse workforce and customer base. BUSAD 556 (LEAD 556) Diversity Leadership (3) In this course students will explore the theory and practice of diversity leadership through experiential exercises, video and didactic presentations, small group and class discussions, and the analysis and application of models, theories, and strategies for managing an increasingly diverse workforce and customer base.

Prerequisite: LEAD 501 or MGMT 501
Cross-listed with: BUSAD 556

LEAD 557: Leadership Models and Methods

3 Credits

Design, analysis and application of leadership models and research methods for solving organizational problems. LEAD 557 Leadership Models and Methods (3) LEAD 557 provides masters'-level graduate students with an initial understanding of the process of research methods, particularly within leadership and management-related disciplines and in organizational contexts. Students will survey a variety of leadership models and their application to leadership research and practice. They will learn how to evaluate and design research studies and apply them in organizational context in their consulting work, debate ethical and philosophy of science issues, and solve focused

organizational problems by applying the scientific method. Emphasis in this course is placed on "learning by doing" in order to gain knowledge of how leadership theories are formulated, how data are analyzed to test theories, and how conclusions about data and theory are drawn. Students learn by critiquing a variety of key leadership models, identifying real organizational problems and applying the skills of theory and hypothesis formulation, measurement, sampling, and study design. Students learn techniques of data collection and analysis using SPSS (Statistical Package for the Social Sciences), and how to write clear and concise research papers. As the course progresses, new knowledge and skills are integrated into a more sophisticated framework for understanding how leadership models and methods can solve organizational problems.

Prerequisite: LEAD 501 , LEAD 555 , and LEAD 556

LEAD 561: Dynamic Communication in Leadership Contexts

3 Credits

Articulating and promoting a vision; facilitating interaction and communicating with groups; theory and techniques of persuasion. LEAD 561 Dynamic Communication in Leadership Contexts (3) LEAD 561 is an advanced communication course the emphasizes leadership development and communication competency. Theories and models of interpersonal communication, transformational and charismatic leadership, group dynamics persuasion, and creativity and innovation are addressed in relation to communication practice. Student evaluation methods will include individual and team projects, presentations, and essays. The course will be offered annually and is a required course in the Master of Leadership Development program.

LEAD 862: Strategic Leadership

3 Credits

LEAD 862 explores and analyzes the requirements for effective strategic leadership in organizations. Strategic leadership examines the role of executive leaders and their effects on organizations. The primary role of executives is to foster financial success and create wealth in organizations. This course is designed to provide students with an understanding of the requirements for effective strategic leadership in organizations as assessed by the balanced scorecard. The challenges of strategic leadership involve strategic planning, marketing products and services, selecting and training employees, facilitating organizational learning and development, and developing systems to support operations, innovation and human resources. These outcomes are lead indicators of financial success and wealth creation in organizations. Students will be given an overview of the various elements of the strategic leadership system, including organizational context/environment, leader's life stream of biographic and demographic elements influencing leadership, and followers' perceptions the leader's behavior. Emphasis in this course is placed on learning from "real world" senior managers/administrators to enhance the practicality and usefulness of the material covered in the course. As the course progresses, new knowledge and skills are integrated into a more sophisticated framework for understanding strategic leadership.

Prerequisite: (LEAD 501 or MGMT 501 or PSY 532) and LEAD 555 or BUSAD 555

LEAD 863: Ethical Dimensions of Leadership

3 Credits

This course in leadership ethics is designed to examine ethical challenges faced by leaders. The course provides an historical overview of the study of ethics, including the major ethical theories advanced in both Western and non-Western traditions with a particular emphasis on the major alternatives available for the ethical leader in the twenty-first century.

LEAD 882: Social Entrepreneurship and Community Leadership

3 Credits

This course uses entrepreneurial and leadership skills to craft innovative responses to social needs. Entrepreneurs are particularly good at recognizing opportunities, exploring innovative approaches, mobilizing resources, managing risks, and building viable, sustainable enterprises. Entrepreneurial skills are just as valuable in the social sector as they are in for-profit business. Social Entrepreneurship aims at social impact but does not exclude economic wealth creation. Therefore it is not limited to the non-profit sector. Despite a sustained economic boom in this country, numerous social problems remain and some seem to be getting worse. The course will provide an overview of business leadership and entrepreneurship principles for both profit and non-profit organizations whose products and services are designed to create social value.

Recommended Preparation: Completion of 24 credits in the MLD program for MLD students; Other programs 6 graduate credits or by permission of instructor.
Cross-listed with: BUSAD 882