LEADERSHIP DEVELOPMENT

Graduate Program Head  
James A. Nemes

Program Code  
LEAD

Campus(es)  
Great Valley (M.L.D.)

Degrees Conferred  
Master of Leadership Development (M.L.D.)

The Graduate Faculty

View (https://secure.gradsch.psu.edu/gpms/index.cfm?searchType=fac&prog=LEAD)

The Penn State Great Valley Master of Leadership Development (M.L.D.) program is an interdisciplinary professional program that blends the social and behavioral sciences with ethical studies to develop outstanding organizational and community leaders. As part of the School's Management Division, the program is accredited under the specialized accreditation received from the Association to Advance Collegiate Schools of Business International (AACSB). The program is designed to meet the educational needs of professionals at the middle to senior levels of management.

Note that the focus of this program is different from that of the M.B.A. offered by the School. While the M.B.A. program provides an overview of leadership, the purpose of the M.L.D. program is to provide an in-depth analysis of the theory and practice of authentic transformational leadership by providing an environment in which faculty and students can have a complete and open collaboration on what constitutes exemplary leadership. The M.L.D. curriculum emphasizes strategic leadership and the creation of wealth in organizations, balancing financial measure of performance with learning and growth, and customer and external process perspectives. The program builds on the mid- and high-level managerial and administrative experience of students in order to achieve its goal of promoting positive change in individuals, teams, organizations, and communities.

The program provides training in leadership-relevant research, and some students continue on to pursue a doctoral degree. Required research may be conducted in Penn State Great Valley's Library and Computer Center, which provide local research support as well as access to the library and computer resources of the entire Penn State system.

The M.L.D. program is geared primarily toward the needs of part-time students who are employed full-time. Courses in the program, which are offered at Great Valley, are scheduled for the convenience of adult learners, mainly in the evening or on Saturdays.

Admission Requirements

Applicants apply for admission to the program via the Graduate School application for admission (http://gradschool.psu.edu/prospective-students/how-to-apply). Requirements listed here are in addition to Graduate Council policies listed under GCAC-300 Admissions (http://gradschool.psu.edu/graduate-education-policies).

Admission is granted only to candidates who demonstrate high promise of success for graduate work.

An undergraduate and/or graduate GPA of at least 3.0 on a 4.0 scale is required for admission. It is strongly preferred that applicants present at least five years of related professional work experience.

The language of instruction at Penn State is English. English proficiency test scores (TOEFL/IELTS) may be required for international applicants. See GCAC-305 Admission Requirements for International Students (http://gradschool.psu.edu/graduate-education-policies/gcac/gcac-300/gcac-305-admission-requirements-international-students) for more information.

Applicants to the Leadership Development program must have a minimum of 80 points on the Internet-based test with a minimum of 23 points on the speaking portion, or a 570 on the paper-based test.

Admission decisions are based on a review of the applicant's professional and academic accomplishments as presented in the Admissions Dossier and the quality of the applicant's credentials in relation to those of other applicants who meet the requirements for admission. A complete Admissions Dossier includes the following:

• Online Graduate School application (http://gradschool.psu.edu/prospective-students/how-to-apply) and non-refundable application fee;
• current resume, preferably indicating at least five years of related work experience;
• official transcripts from all post-secondary institutions attended (http://www.gradschool.psu.edu/prospective-students/how-to-apply/new-applicants/requirements-for-graduate-admission);
• completion of two 300-word leadership essay questions developed by the faculty to assess an applicant's logical reasoning and writing skills;
• two confidential evaluation forms/letters of endorsement from executives or community leaders detailing their evaluation of the applicant's leadership ability and potential.

Application Filing Dates

Penn State Great Valley's M.L.D. program has a rolling admissions policy. Students may be admitted and enroll in classes in early September or early January.

Degree Requirements

Master of Leadership Development (M.L.D.)

Requirements listed here are in addition to Graduate Council policies listed under GCAC-700 Professional Degree Requirements (http://gradschool.psu.edu/graduate-education-policies).

Thirty-six (36) credits are required to complete the M.L.D. degree. A series of leadership cornerstone (12 credits) and leadership competency courses (9 credits) are required to provide all MLD students with a common body of knowledge. Leadership Context courses (12 credits) and a Capstone course (3 credits) round out the program.

<table>
<thead>
<tr>
<th>Code</th>
<th>Title</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>LEAD 501</td>
<td>Leadership Across the Lifespan</td>
<td>3</td>
</tr>
<tr>
<td>BUSAD/LEAD 555</td>
<td>Full Range Leadership Development</td>
<td>3</td>
</tr>
<tr>
<td>BUSAD/LEAD 556</td>
<td>Diversity Leadership</td>
<td>3</td>
</tr>
<tr>
<td>LEAD 557</td>
<td>Leadership Models and Methods</td>
<td>3</td>
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</table>
Leadership Development

Leadership Competency courses (9 credits) build a foundation for effective leadership communication, creativity/innovation, and moral development. They include:

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>LEAD 561</td>
<td>Dynamic Communication in Leadership Contexts</td>
<td>3</td>
</tr>
<tr>
<td>One of the following:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>MGMT 873</td>
<td>Corporate Innovation Strategies</td>
<td>3</td>
</tr>
<tr>
<td>SYSEN 550</td>
<td>Creativity and Problem Solving I</td>
<td></td>
</tr>
<tr>
<td>BUSAD/LEAD 519</td>
<td>Developing Creative High Performance Organizations</td>
<td></td>
</tr>
<tr>
<td>One of the following:</td>
<td></td>
<td>3</td>
</tr>
<tr>
<td>BUSAD 834</td>
<td>Ethical Dimensions of Management in the Biotechnology and Health Industry</td>
<td></td>
</tr>
<tr>
<td>PHIL 597</td>
<td>Special Topics</td>
<td></td>
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<tr>
<td>BUSAD 876</td>
<td>Ethical Issues in Information Technology</td>
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Leadership Context courses (12 credits) provide an overview of the situations in which leadership processes are embedded. They include:

<table>
<thead>
<tr>
<th>Course</th>
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<th>Credits</th>
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</thead>
<tbody>
<tr>
<td>LEAD 862</td>
<td>Strategic Leadership</td>
<td>3</td>
</tr>
<tr>
<td>BUSAD 551</td>
<td>Business, Ethics, and Society</td>
<td>3</td>
</tr>
<tr>
<td>or BUSAD 830</td>
<td>Biotechnology and Health Industry Overview</td>
<td></td>
</tr>
<tr>
<td>Two context-specific electives</td>
<td></td>
<td>6</td>
</tr>
</tbody>
</table>

**Culminating Experience**

All students must complete a capstone course that provides students with an opportunity to enact what they have learned in their course work in the context of promoting positive change in their community:

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>LEAD 882</td>
<td>Social Entrepreneurship and Community Leadership</td>
<td>3</td>
</tr>
</tbody>
</table>

Total Credits 36

**Student Aid**

Graduate assistantships available to students in this program and other forms of student aid are described in the Tuition & Funding (http://gradschool.psu.edu/graduate-funding) section of The Graduate School’s website. Students on graduate assistantships must adhere to the course load limits (http://gradschool.psu.edu/graduate-education-policies/gsad/gsad-500/gsad-501-credit-loads-graduate-assistants) set by The Graduate School.

There are a limited number of scholarships, fellowships, and graduate assistantships available. For more information on these, contact the Financial Aid Office at Penn State Great Valley.

Most students work full-time and take classes part-time. In many cases, employers have a tuition-reimbursement plan paying for partial or full tuition. To learn more about payment options for students who receive employer tuition reimbursement benefits, or for more information on other payment options that may be available to you, contact the Great Valley Financial Aid Office at 610-648-3311.

**Courses**

Graduate courses carry numbers from 500 to 699 and 800 to 899. Advanced undergraduate courses numbered between 400 and 499 may be used to meet some graduate degree requirements when taken by graduate students. Courses below the 400 level may not. A graduate student may register for or audit these courses in order to make up deficiencies or to fill in gaps in previous education but not to meet requirements for an advanced degree.

Leadership Development (LEAD) Course List (https://bulletins.psu.edu/university-course-descriptions/graduate/lead)

**Learning Outcomes**

**Learning Goal 1:** Build one’s own personal authentic transformational leadership competencies through self-reflection and behavioral display.

- Develop and implement a personal diversity leadership improvement plan to build expertise in relating with diverse individuals in the workplace.
- Prepare a personal leadership development plan incorporating feedback from others, and personal strengths and weaknesses with respect to specific leadership behaviors.

**Learning Goal 2:** Build communication and critical thinking skills as they relate to authentic transformational leadership concepts and processes.

- Write three short essays applying communication theory to specific leadership contexts, situations, and opportunities.
- Demonstrate skills required for conducting research in organizations.

**Learning Goal 3:** Foster a commitment to high integrity practices.

- Evaluate and analyze the ethical dimension of decision making.

**Learning Goal 4:** Value differences in people as a vital force in work groups, teams and organizations.

- Develop and implement a personal diversity leadership improvement plan to build expertise in relating with diverse individuals in the workplace.
- Discuss how concepts of transformational leadership and authentic leadership relate to social entrepreneurship, and add value to personal relationships, community, and society at large.

**Contact**

**Campus**

Great Valley

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**Program Website**

View (http://greatvalley.psu.edu/academics/masters-degrees/leadership-development)