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 demographic 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 online 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 555 BUSAD (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 BUSAD (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.

**Prerequisite:** LEAD 555 BUSAD555

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.

**Prerequisites:** (LEAD 501; MGMT 501; PSY 532), LEAD 555.
Recommended preparations: Completion of 24 credits including for MLD
students, LEAD 501, LEAD 555, LEAD 557; for PSYLD students, PSY 532
and LEAD 555; or with permission of instructor.

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
Cross-listed with: BUSAD 882