

# Master of Science in Leadership (formerly Master of Science in Organizational Leadership)

## Program Overview

Program Director: Stacie L. L. Morgan

The Master of Science in Leadership (formerly Master of Science in Organizational Leadership) is offered to provide relevant educational experience to graduates who positively impact their organizations and communities as leaders or future leaders. The mission of the Master of Science in Leadership program is to promote leadership capabilities in adult learners through high standards of teaching and coaching by program faculty and staff.

A fundamental goal of the curriculum is to provide opportunities for students to research leadership theories to gain understanding about the major thinkers and practitioners in leading and leadership development. The Master of Science in Leadership has a strong application/demonstration component that allows students to not only learn about leadership, but to also synthesize course content and demonstrate understanding through both academic assignments and professional practice.

The Leadership Development Portfolio (LDP) is a required element of the program and a vehicle by which students assimilate course objectives into their professional role within their organization. The LDP is comprised of student work that demonstrates leadership development consistent with a plan of academic study and professional objectives. Students use the LDP to relate academic content to their professional lives and role within their organization so that they may “live what they learn.”

The core curriculum is designed to integrate major leadership issues relevant to individuals who work in organizations at either a direct leadership level, those positioned to directly lead in the future, or those individuals who aspire to lead. Current demographic trends have seen growth among younger executives and added responsibilities for those who may lack experience leading others. Contemporary workforce dynamics illustrate different values than prior generations and the need for new leaders to study topics such as emotional intelligence, knowledge management and leadership theory.

The marketplace and global economy require understanding of strategy and strategic communication for the contemporary leader. Contemporary leaders also must understand how to lead change within their organizations or support change efforts made by others, often in an environment of change. Realities of the global economy have created what is now commonly called the “knowledge-based economy” and the Master of Science in Leadership is structured to provide students with tools, understanding and vision to address the leadership challenges of our time.

## Curriculum Map

Semester 1	Credits	Semester 2	Credits	Semester 3	Credits
OL 510 Leadership Fundamentals	6	OL 530 Leading Change	6	OL 550 Strategic Organizational Behavior as Leadership in Organizations	6
OL 520 Emotional Intelligence	6	OL 540 Strategic Communication and Information Leadership	6	OL 560 Developing a Learning Organization for the Knowledge Base Economy	6
				OL 595 Residency <sup>1</sup>	0
	<b>12</b>		<b>12</b>		<b>12</b>

Total Credits: 36

<sup>1</sup> Students are required to attend a one-week, on campus Residency Conference the June following or concurrent with their final course.

## Curriculum Requirements

The Master of Science in Leadership program is made up of six, eleven-week seminars of six credits each for a total of 36 credit hours. The seminars must be taken in the order presented and are strategically sequenced to build context and the Leadership Development Portfolio as students move through the program.

### Required Courses (36 Credits)

OL 510	Leadership Fundamentals	6
OL 520	Emotional Intelligence	6
OL 530	Leading Change	6
OL 540	Strategic Communication and Information Leadership	6
OL 550	Strategic Organizational Behavior as Leadership in Organizations	6
OL 560	Developing a Learning Organization for the Knowledge Base Economy	6

### Culminating Academic Requirement

OL 595	Residency	0
Total Credits		36

## One-Week Residency

During the final phase of the Master of Science in Leadership program students are required to attend a one-week residency on the Norwich University campus. During this residency, students may attend

professional presentations, participate in roundtable discussions with faculty, and present papers. The one-week residency is a degree requirement.

Faculty Member	Institution at which highest degree was earned
Matthew Boyne, MS	Pepperdine University
Cam Caldwell, PhD	Washington State University
George Crombie, MPA	Northeastern University
Paul Katsampes, DPA	University of Colorado at Denver
Bianca LeGrand, MA	Norwich University
Tom Luckett, PhD	Walden University
Katherine McQuade, MBA	Rivier College
Stacie Morgan, PhD	Union Institute and University
Maureen Nixon, PhD	North Carolina State University
Erich Randall, PhD	Capella University
William Shirey, PhD	Regent University

## Courses

### OL 510. Leadership Fundamentals. 6 Credits.

This course focuses on differentiating the conceptual and theoretical aspects and models of leadership and leadership studies in order for students to apply leadership skills and principles to their place of work. The fundamentals of leadership are taught within the context of present and past leaders with an emphasis on how to live out these fundamentals in an ethical manner.

### OL 520. Emotional Intelligence. 6 Credits.

This course provides information about the new way of evaluating intelligence in individuals. This new measure of intelligence is called EQ or emotional intelligence. Students are given the opportunities and tools to evaluate their capacity to think about work through the lens of reflection and introspection as a guide to understanding the behavioral aspects of working together and providing customer service. By examining thinking patterns students will take away new skills in developing intuitive reasoning to enhance professional interpersonal relationships with peers and customers.

### OL 530. Leading Change. 6 Credits.

A leader's ability to understand and follow the change management process in a collaborative manner is a vital skill to master. A proactive mindset is a critical element in successful business or personal change. Students in this course will learn about different change management models, problem-solving to find the best ways to leverage change agents, and how to best manage change.

### OL 540. Strategic Communication and Information Leadership. 6 Credits.

Strategic communication is a vital skill in today's demanding, fast-paced, virtual or global workplaces. This course requires students to identify a personal leadership style, tendencies and preferences as a professional, and how one assimilates and applies information. Experiential learning is a large component of this course as students practice their skills at work and relay their experiences through a Leadership Development Portfolio (LDP).

### OL 550. Strategic Organizational Behavior as Leadership in Organizations. 6 Credits.

This course recognizes the fundamental importance of utilizing and believing in an ethical strategy as a leader. Principled decision-making promotes triple-bottom-line thinking to heighten awareness of how important ethical practices are to promoting a lasting, honored, socially responsible brand. Several case studies will be reviewed to contrast the paths and results of several organizations whose leaders had a strategy, but not one grounded in ethical principles.

### OL 560. Developing a Learning Organization for the Knowledge Base Economy. 6 Credits.

This course involves forward-thinking concepts of coaching, mentoring and succession planning to promote a learning organization that is prepared for the retiring baby-boomers, emerging X-ers, Nexters and "others" currently co-existing in the workplace. Using the new Human Resources model, Human Capital Management (HCM) learning becomes a strategic function formalized via a corporate university or learning management system. This course also addresses how a leader can recognize the key components of the knowledge-based economy in their organization.

### OL 595. Residency. 0 Credits.