

## M.S. EXECUTIVE LEADERSHIP AND CHANGE LEADERSHIP FOR THE 21ST CENTURY

Specializations: Business • Health Professions • Higher Education • Not-for-Profit

*"What distinguishes a leader from a contributor is a heightened sense of awareness."*

– John S. Frederick, Founder of the ELC Program



*"I not only drew out many new insights that allowed me to better understand myself but I also created a tool box of methods and approaches to better assist other organizations and organizational leaders."*

– Theodore Pietrzak

*"The program is about developing yourself as a leader. It provides tools and resources to promote change in the workplace. Regardless of the position you currently hold, this program will help you realize your potential and leadership capabilities."*

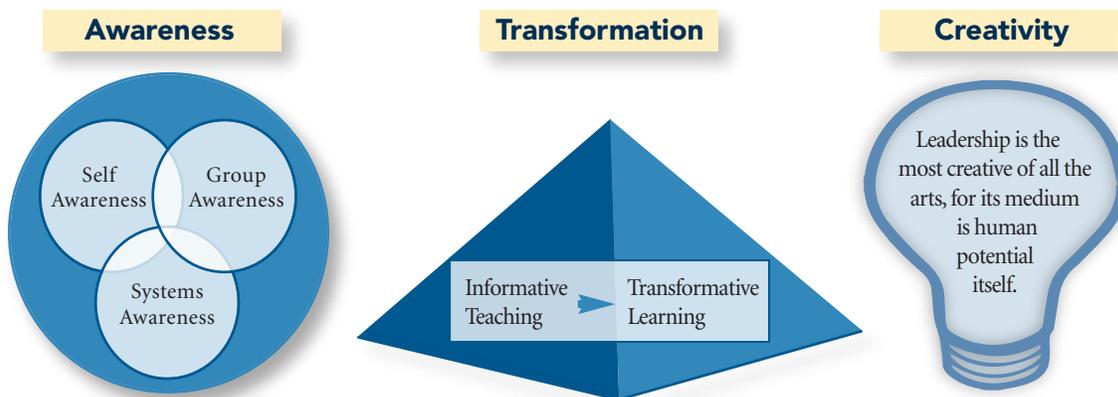
– Aileen Spero

**This innovative program combines the new science of leadership and the science of management, preparing you to meet the challenges of an increasingly complex fast-paced global society.**

### Program Philosophy

- Effective leaders empower rather than control, foster creativity, and embrace diversity in the pursuit of shared goals. Good leaders develop through a never-ending process of self-study, education, experience and reflection. Cultivate the Mindful Leadership capacity needed to navigate the emerging demands of the 21st century.

**This program balances theory, practice & research with real world application grounded in:**



### Delivery

- Develop organizational leadership capacity with our agile customizable format • Cohort-based seminar design – Interactive evening format
- Full Master's Program – 12 courses – 36 credit hours • Post professional graduate certificate – 6 classes – 18 credit hours

# Courses: MS Executive Leadership and Change

\*Advanced Certificate Available

**LEAF 500: Organizational Leadership and Self-Development:** As the foundation class for the program we review the history of leadership study. Students identify their individual leadership and personality preferences related to leadership effectiveness.

**LEAF 501: Critical Thinking, Problem Solving, and Decision Making:** The main objective of this course is to provide students with balanced, creative and critical thinking skills and facilitation tools necessary for effective problem solving and decision-making as leaders. Creative style preferences are assessed within the context of the Osborn-Parnes creative problem solving process.

**LEAF 502: Leadership and Organizational Ethics, Values, and Social Environment:** This course presents an inquiry into the philosophical foundations of interpersonal relations and values in organizational contexts with emphasis on applications of ethical, regulatory, and legal systems to the responsibilities of people in organizations toward society and individuals.

**LEAF 513: Developing Leadership Skills: One-on-One Leadership, Conflict, and Team Building:** This course explores, from the leaders' perspective, challenges and opportunities for effective leadership at three levels - the individual, the group or team, and the organization or system as a whole. Principles of Emotional and Social Competences are presented and assessed using 360o feedback.

**LEAF 514: Leadership and Community: Empowerment, Collaboration, and Dialogue:** Through a leadership immersion, within a business, agency or community group, students have the opportunity to observe in practice many of the leadership theories and strategic practices learned in previous classes. The students develop a better understanding of the leadership processes of empowerment, collaboration, and dialogue in the context of the four organizational frames of Human Resources, Structural, Political, and Symbolic. Students will also explore elements of corporate culture within an organizational setting.

**LEAF 515: The Business of Leadership: Financial, Organizational and Cultural:** This course prepares the leader to understand, interpret and respond to basic financial accounting and reporting processes covering the balance sheet, income statement, and statement of cash flows.

**SPECIALIZATION COURSES:** These courses examine in depth the unique challenges and opportunities when leading in the context of the particular specialization. A business and leadership plan is developed.

LEAF 525: Leadership in Higher Education

LEAF 526: Leadership in Business

LEAF 527: Leadership in Non-Profit Organizations and Community-Based Change

LEAF 528: Leadership in Health Care Organizations

**LEAF 529: Transformational Leadership and Organizational Change:** This course examines, in both theoretical and practical terms, the process of organizational change and the critical role that effective transformational self-leadership plays in successfully bringing change about and delivering the results required for long-term sustainability.

**LEAF 530: Modeling, Branding and Marketing Your Leadership:** Students design and develop a personal leadership model synthesizing their experiences and learning in the program. Students further apply principles of marketing to themselves as leaders incorporating the key elements of positioning and branding, integrating the perspectives of stakeholders and customers.

**LEAF 540: Research Project/Thesis in Executive Leadership and Change - I**

**LEAF 541: Research Project/Thesis in Executive Leadership and Change - II**

Students develop and complete their leadership research and application through the writing of a masters thesis or completing an evidence based leadership and change project. The class allows students to combine theories in leadership and their chosen discipline in order to expand their expertise and professional breadth of knowledge.

**LEAF 560: Capstone Course in Leadership:** This is the concluding integrative course of the leadership program. Individuals fine-tune their leadership model and develop and collect 360 degree feedback on their living the model. Students finalize a strategic leadership plan including a vision and mission statement, to be included in their leadership portfolio. Students present their research and synthesize their leadership development.

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**ELC Schedule** The ELC program is cohort based with a cohort beginning in January and September. Courses are offered sequentially. All classes are eight weeks in duration and meet from 5:30 to 9:45 PM.

For the complete schedule, visit: [daemen.edu/elc](http://daemen.edu/elc)