

The Master of Arts (MA) in Innovative Leadership offers graduate students the opportunity to assess and develop their leadership skills for use in a changing, diverse workplace. The program emphasizes the impact of leadership and organizational climate and culture on organizational productivity. Students study stakeholder groups within organizational and societal cultures. Communication and leadership styles are analyzed and practiced as strategies for motivating, mentoring, and coaching organizational members. Coursework highlights skills related to team development and motivation within organizations and provides communication strategies associated with negotiation and conflict resolution. Students study the impact of global contexts and marketplaces with specific focus on transnational and cross-border organizations.

For gainful employment disclosures about this program, visit <http://west.edu/content/dam/westedu/gainful-employment/MAIL/52.0213-Gedt.html>

Program Learning Outcomes

1. Evaluate the impact of leadership on organizational change in a fast-changing environment.
2. Apply and practice leadership skills that influence others to perform ethically at a high level through motivational strategies, mentoring, and coaching.
3. Apply various leadership styles to different business contexts and analyze the nature of power sources that affect leadership behavior in those contexts.
4. Synthesize the strategies needed to create an adaptable organization with an emphasis on transnational and cross-border collaboration.
5. Analyze challenges in leadership related to the global marketplace with a focus on technological innovations.
6. Evaluate leadership in relation to organizational climate and culture and its impact on organizational productivity.
7. Apply and practice leadership strategies related to negotiation and conflict resolution in culturally diverse contexts.

Required Course of Study

Innovative Leadership Core Requirements - 24 credits

Major Requirements - 15 credits

Credits Required for Degree: 39

Innovative Leadership Core Requirements

Innovative Leadership Core Requirements – 24 credits

CUL 623 Global Communication for Professionals

This course provides an overview of critical topics related to professional communication in the global economy and prepares students to develop strategies for successful intercultural exchanges. Students evaluate verbal and non-verbal communication models as they are manifested across cultures and create research-based analyses of cross-cultural scenarios. Course content addresses the application of intercultural communication skills to organizational structures and decision-making, negotiations, and ethics.

BUS 620 Ethical Leadership and Corporate Responsibility

This course examines ethical systems and the ways in which corporate ideals are reflected in individual and organizational behavior. Students investigate ethical dilemmas to discover how congruence between individual and corporate values is developed and maintained. Themes include the nature of morality, disparate legal systems, and business ethics.

LDR 610 Leadership Styles

This course focuses on leadership models and how to recognize and apply them in the workplace. Students will explore leadership theories while assessing their own personal leadership style. Topics include leadership styles, ethical leadership, and leadership strategies.

LDR 615 Interpersonal Communication Skills for Leaders

This course highlights the skills required for effective interpersonal communication. Students enhance their verbal and nonverbal communication skills by studying effective leadership communication strategies, motivational communication, and strategies for enhancing teamwork through negotiation and conflict resolution.

LDR 625 Leading Organizational Change

This course emphasizes the importance of leadership in times of organizational change. Students learn to



assess internal and external forces, communicate the change vision, and develop strategies to address resistance. Subjects include philosophies of change, the open systems model, stakeholders, and fostering high performance organizations.

ORG 610 Organizational Culture and Style

This course examines organizations as social organisms. Students assess the relationship between an organization's culture and a society's culture, as well as individuals within the organization. Themes include organizational stratification, worker and leadership behavior, and the social roles of workers and leaders.

ORG 620 Behavior in International Organizations

This course explores organizational theories and their relationship to international organizational behavior. Students examine the effect of globalization on management theories and practices. Topics include international and cultural diversity in the workplace, management strategies for international groups, and the use of virtual teams.

RES 600 Graduate Research Methods

This course provides graduate students with the tools necessary for completing the in-depth research, reading, writing, and speaking activities central to all coursework at West. Students advance their studies of research design and methodology and apply these skills to their programs of study. Subjects include primary and secondary research, descriptive and inferential statistics, regression and correlation analysis, and research presentation.

Major Course Descriptions

Major Requirements – 15 credits

LDR 635 Leadership and Organizational Climate and Culture

This course presents the importance of organizational climate and culture for successful leaders in contemporary global business. Students learn how to define organizational climate and culture, as well as assess the assumptions, values, and norms of different organizations. Topics include cultural bias, productivity, customer service, and competitiveness.

LDR 640 Building Stakeholder Relationships

This course provides a foundation for creating business

value through stakeholder relationships. Students discover the significance of stakeholder dynamics related to achieving organizational objectives. Topics include the global business environment, the identification and engagement of stakeholders, and future stakeholder relationships.

LDR 645 Innovative Leadership in a Global Context

This course focuses on the rapidly changing global environment, placing great importance on leadership competencies. Students investigate the underlying forces driving globalization, as well as adjustments required to remain competitive. Topics include international contexts, leadership strategies, transnational organizational development, and cross-border collaboration.

LDR 652 Virtual Leadership

This course expands on leadership theories, research, and strategies with a focus on virtual settings. Students examine the impact of leadership on motivating individuals within the organization while learning how to use leadership principles in a virtual environment.

LDR 655 Critical Issues for Innovative Leaders*

This course discusses traditional leadership theories in order to address the complex and dynamic challenges facing modern leaders. Students explore different philosophical frameworks for understanding innovative leadership within the current global environment.

*Prerequisite: LDR 610, LDR 615, LDR 620, and LDR 625