

MASTER OF SCIENCE IN MANAGEMENT AND LEADERSHIP

Chair: Janice Jacobs, Ph.D., C.S.C

MASTER OF SCIENCE IN MANAGEMENT AND LEADERSHIP (30 credits)

The M.S. in Management and Leadership is a 30 credit program combining the art of leadership with the science of management, two different, vitally related and complementary sets of knowledge and skills critical to organizational effectiveness. Not an MBA because it is less technically specialized, it is today's MBA option for those who want an advanced degree that is practical, with learning immediately relevant and applicable. The rigorous course of study balances a broad curriculum of management—planning, organizing, controlling, budgeting and evaluating, with leadership—thinking strategically, challenging process, and aligning people to a vision through motivating and inspiring communication. Both management and leadership skills are critical to continuous change. Both management and leadership skills can be learned.

With increasing competition, continuing globalization and persistent technological shifts, employers are seeking professionals at all levels possessing a solid foundation and comprehensive understanding of the principles of effective work processes that promote stability and people processes that are dynamic and empowering. This program provides you with the skills to think creatively, remove obstacles for change, and at the same time, focuses you on the bottom line, ultimately moving the organization to higher levels of performance.

Program outcomes include:

- Understand the systems (social, cultural, political, economic, environmental, technological) impacting organizations and leveraging them as needed;
- Exercise effective leadership communication strategies capable of inspiring people to action, utilizing conflict in constructive ways and delegating;
- Develop data-driven, analytic intelligence, business knowledge and skills (basic skills in finance, project management, continuous improvement, information literacy), to make better decisions and solve problems in an environment characterized by complexity and ambiguity;
- Expand innovative and creative management strategies to lead diverse and distant groups and teams to greater performance;
- Deepen ethical integrity to make better decisions sustaining the organization, its people, its customers and our world;
- Develop leadership characteristics, including authenticity, optimism, resilience, perseverance, emotional intelligence, openness, and adaptability;
- Demonstrate mastery of foundational management and leadership principles through an applied change management project.

REQUIRED COURSES (30 credits)

MML 600	Leadership Foundations	(3)
MML 603	Managing Organizational Effectiveness	(3)
MML 606	Leading Global High Performance Teams	(3)
MML 609	Economic Foundations of Finance	(3)
MML 612	Leadership Ethics: Sustainability and Transparency in Organizations	(3)
MML 615	Leveraging Emerging Technologies and Cybersecurity	(3)
MML 618	Research Methods and Data Analytics	(3)
MML 621	Strategic Management	(3)
MML 624	Innovation and Project Management	(3)
MML 627	Leading Change Capstone	(3)
MML 635	Master's Comprehensive	(0)

MANAGEMENT AND LEADERSHIP COURSE DESCRIPTIONS

MML 600

Leadership Foundations (3) Fee: \$95

Distinguishing functions of leadership are explored in a theoretical framework. Students build practical strategies and skills to solidify their understanding of leadership performance and effectiveness.

MML 603

Managing Organizational Effectiveness (3)

A systems perspective to organizations, organizational change theory and best practices in design within the context of today's uncertain environment are explored and applied to assist students in enhancing operations and improving quality.

MML 606

Leading Global High Performance Teams (3)

The effective and appropriate use of teams as a competitive advantage is explored. A model and various strategies to creatively meet the rising expectations of diverse, global and an often times dispersed, distant workforce and customer base are presented.

MML 609

Economic Foundations of Finance (3)

Macroeconomic and microeconomic concepts are addressed as they relate to organizational performance, growth and entrepreneurship. Students analyze corporate financial reports and discuss accountability relating to regulation and compliance. Personal financial responsibility is also included.

MML 612

Leadership Ethics: Sustainability and Transparency in Organizations (3)

The leaders, managers and the structure of organizations must respond to complex legal, moral and ethical responsibilities. Foundational knowledge and practical approaches are developed to balance stakeholder interests, to ensure financial transparency and address economic, environmental and social sustainability.

MML 615

Leveraging Emerging Technologies & Cybersecurity (3)

Basics of the virtual organization are examined along with emerging technologies and virtual influence methods that serve organizational improvement. Foundational principles of cybersecurity are addressed.

MML 618

Research Methods and Data Analytics (3)

Issues relating to collection, analysis and dynamic application of data for effective decision making and performance improvement are explored.

MML 621

Strategic Management (3)

Strategy theories, concepts and processes are explored that relate to achieving organizational results. Key concepts of vision, mission, culture, planning, competitive advantage, innovation and strategy leadership are examined in the context of the external environment and market in uncertain and complex times.

MML 624

Innovation and Project Management (3)

Innovative skills are developed to enhance student thinking "outside the box." Project management techniques are introduced to harmonize and balance creativity with time and cost considerations.

MML 627

Leading Change Capstone (3)

Integrating theory, concepts and models addressed throughout the program and applying core elements of planned change, students demonstrate mastery of learning by leading a change effort in an organization.