

Leadership and Organizations

MORATORIUM ON ADMISSIONS FOR NEW STUDENTS

This major is open only to students enrolled in the Professional Studies Program.

A major in Leadership and Organizations, specifically designed for working professionals, shapes students to be dynamic leaders in their organizations with a commitment to organizational effectiveness. Participants are equipped with 21st Century hard and soft leadership skills to function effectively within organizations.

The skills of leadership in organizations include:

- administration of the organization's development and change
- human resources
- budget and finance
- monitoring and assessing the business environment to predict adjustments to the business plan
- maintaining and growing the bottom line

- self-awareness
- critical thinking
- verbal and written communication skills
- ethical decision-making
- functioning within team
- cultural competency as a leadership resource

Courses are taught by leader-practitioners through a curriculum based on current theories and best practice research applied to real-time work place tasks and responsibilities. Many who have graduated with this degree have been promoted to leadership positions, have discovered career paths for themselves, and/or have gone on to pursue an advanced degree.

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Major in Leadership and Organizations

Requires 33 credit hours. All students must complete the core leadership courses along with one concentration. The concentrations include: Organizational Development and Public Service.

Core Leadership Courses:

Twenty-one hours of core leadership courses consisting of:

LEOR 2050	Leading Teams and Groups	3
LEOR 2100	History and Theories of Leadership	3
LEOR 3140	Ethics in Leadership	3
LEOR 3150	Leadership and Diversity in Organizations	3
LEOR 3610	Leaders as Communicators	3
LEOR 4997	Integrating Seminar	3
PRST 3110	Research and Inquiry Methods	3
Total Credit Hours		21

Concentrations:

Organizational Development:

LEOR 3320	Organizational Processes	3
LEOR 3340	Organization Development and Change	3
LEOR 3350	Organizational Behavior	3
One upper division LEOR elective		3
Total Credit Hours		12

Public Service:

LEOR 3410	Political Leadership	3
LEOR 3440	Leaders as Agents of Change	3
LEOR 3520	Community Based Leadership	3
LEOR 3540	Leadership in Grassroots Organizations	3
Total Credit Hours		12

Cognates:

CMST 3210	Business and Professional Presentations	3
LEOR 3160	Systems Thinking	3
PRST 2110	Principles of Liberal Studies	3
Total Credit Hours		9

Undergraduate Professional Studies program Curriculum**Foundational and Communication Skills Courses (6 - 15 credit hours)**

PRST 1001	Foundations of Learning *	3
PRST 1005	Fundamentals of College Reading and Writing *	3
PRST 1010	Foundations of Research Writing *	3
PRST 2110	Principles of Liberal Studies	3
CMST 3210	Business and Professional Presentations	3

*Courses have been designed to enhance educational success strategies and acclimation to the demands of current college reading, writing, and research skills that emphasize critical thinking. Students may be required to complete one or more of these courses as a condition of enrollment upon recommendation of the admission committee.

MORATORIUM ON ADMISSIONS FOR NEW STUDENTS**Minor in Leadership and Organizations**

Requires 21 credit hours. All students must complete the 12 credit hours of required courses along with 9 credit hours of upper-division LEOR course work.

LEOR 2050	Leading Teams and Groups	3
LEOR 2100	History and Theories of Leadership	3
LEOR 3140	Ethics in Leadership	3
LEOR 3150	Leadership and Diversity in Organizations	3
Nine credit hours of upper-division LEOR course work.		9
Total Credit Hours		21

Leadership and Organizations Courses**LEOR 1260. Personal and Family Financial Planning. 3 cr. hrs.**

Focuses on the financial planning needs of individuals, families and working professionals. Specific emphasis is given to contemporary issues facing individuals and households by providing a general overview across a broad range of topics. These topics include family budgeting, personal investing, consumer purchasing, credit, home purchasing/mortgages, employee benefit selection and estate planning. Students will also develop detailed individual and family financial plans. Prereq: Enrolled in Professional Studies.

LEOR 1500. Introduction to Entrepreneurship. 3 cr. hrs.

Provides a solid foundation in the vital role played by entrepreneurs and entrepreneurship in the 21st century global economy. Introduces students to the process of launching a start-up business. Students learn the characteristics of entrepreneurs; the approaches used to create, identify and evaluate opportunities for a start-up; the skills that are needed to start and manage the opportunity; and how to develop a preliminary business plan. Prereq: Enrolled in Professional Studies or BUMD-Minor.

LEOR 2050. Leading Teams and Groups. 3 cr. hrs.

Team building and group theory, concepts, research and principles and applications; understanding how teams and groups function; development of skills needed to lead and work effectively in teams and groups; exercises, simulations, experiential learning. Prereq: Enrolled in Professional Studies or BUMD-Minor.

LEOR 2100. History and Theories of Leadership. 3 cr. hrs.

Analysis of the historical concepts and contemporary theories of leadership; emphasis on the application of leadership concepts to actual leadership situations. Prereq: Enrolled in Professional Studies.

LEOR 2210. Accounting Principles and Applications. 3 cr. hrs.

Measurement of income/expenses and the valuation of assets and equities under various kinds of organizations; structuring data to aid management decisions. Prereq: Enrolled in Professional Studies or BUMD-Minor, and MATH 1100 or PRST 1140 or equiv.

LEOR 2220. Economic Theory and Practice. 3 cr. hrs.

The Economic way of thinking (principles, analytic concepts and techniques) applied to consumer choice, resource use and the organization's pricing/hiring/production decisions; the operation of markets and the economic role of government; determinants of aggregate production, employment and the pricing level. Prereq: Enrolled in Professional Studies or BUMD-Minor, and MATH 1100 or PRST 1140 or equiv.

LEOR 2240. Principles of Financial Management. 3 cr. hrs.

Acquisition and utilization of funds to support the production, personnel and marketing functions; theory of finance in relation to planning, control, risk and optimum capital structure. Prereq: Enrolled in Professional Studies and MATH 1100 or PRST 1140 or equiv.

LEOR 2280. Marketing Concepts and E-commerce. 3 cr. hrs.

Examines the role of marketing from both a business strategy and societal perspective. Students will examine the strategic, decision-making aspects of marketing including demand creation, consumer behavior, product management, pricing strategies, e-commerce, and advertising. The course will emphasize contemporary marketing cases and students will participate in practical projects to reinforce demand creation theory. The program will also examine the societal aspects of marketing including the effects of advertising on shaping cultural attitudes, social mores, and public opinion. Prereq: Enrolled in Professional Studies or BUMD-Minor.

LEOR 3045. Interpersonal Conflict Management. 3 cr. hrs.

The theories and principles of interpersonal conflict will be explored. Emphasis on effective application of conflict management techniques, negotiation and resolution strategies in the workplace. Prereq: Enrolled in Professional Studies.

LEOR 3125. Issues in Organizational Leadership 1. 3 cr. hrs.

The study of selected topics and applications including ethics and leadership, leading individuals, decision making and problem solving, leadership in formal organizations, leader as change agent, leadership and motivation, policy and leadership, entrepreneurial leadership and leadership in non-Western cultures. Prereq: Enrolled in Professional Studies.

LEOR 3135. Issues in Organizational Leadership 2. 3 cr. hrs.

Provides an opportunity for students to discuss, learn and apply leadership concepts with regard to three primary challenges of leaders and managers: effective listening, conflict resolution and facilitation skills. Students are asked to integrate the knowledge and understandings they have accumulated throughout the Leadership and Organizations sequence and through their personal real-world experiences. The relevant topics are presented and approached through a variety of learning formats, including readings, discussions and writings. Prereq: Enrolled in Professional Studies.

LEOR 3140. Ethics in Leadership. 3 cr. hrs.

Provides a foundation in which the student examines, determines and applies the essential leadership dimension of ethical thought and behavior. Literature, presentations, projects, and discussion include contemporary and classical thinking and trace its evolution over time and circumstances. Consideration are given to Greek and Roman periods, the role of religious thought, the humanism of the Renaissance, the Age of Enlightenment and the Industrial Revolution. The outcomes of these eras in western civilization are compared to those of other cultures and regions with attention to the impact on related societies. Students experience the often complex and competing demands and interests of different cultures and societal groups and develop a personal sense of principles which have universal application along with areas of reasonable compromise in achieving ethical outcomes. Other world intercultural perspectives are explored including: political, legal, theological, environmental, educational and tradition-based institutions. Practical ethical issues and problems related to cultural diversity, international business environments and influences are explored. As a concluding exercise, students develop a paper on their personal philosophy concerning ethical leadership principles and practices to which they are willing to commit in their professional and personal lives. Prereq: Enrolled in Professional Studies.

LEOR 3150. Leadership and Diversity in Organizations. 3 cr. hrs.

Examination of interpersonal patterns of selected ethnic groups, races and social classes in the U.S.; gender differences and considerations; exploration of cultural diversity in the workplace: understanding appropriate behaviors; managing diversity in achieving the goal of the organization. Prereq: Enrolled in Professional Studies; LEOR 2050 recommended.

LEOR 3160. Systems Thinking. 3 cr. hrs.

The interconnections of infinitely complex networks of systems in organizational life will be explored. Basic concepts and principles of systems thinking will be explored. Application of such tools as behavior-over-time-graphs and causal loops will be a focus, as will strategies to see how various kinds of power flow through a system. Complex systems will be studied. Prereq: Enrolled in Professional Studies.

LEOR 3165. Leading Continuous Quality Improvement. 3 cr. hrs.

In-depth review of Continuous Quality Improvement (CQI) philosophies and guiding principles. Interactive, hands-on learning of tools and techniques utilized in a CQI environment occur. Case studies highlight systems and structures employed in multiple organizations. Prereq: Enrolled in Professional Studies; recommend PRST 2140 or equiv.

LEOR 3175. Principles of Human Resource. 3 cr. hrs.

Examines the principles, methods and practical applications of human resource management. Issues concerning the effective, equitable, ethical and legal treatment of employees are reviewed related to attracting, selecting, developing, retaining, evaluating and utilizing human resources. Prereq: Enrolled in Professional Studies.

LEOR 3210. Global Commerce. 3 cr. hrs.

Equips students with an analytical perspective on the most recent issues in contemporary global commerce. Focuses on those forces currently having a profound impact and imposing unique leadership challenges on either corporate societal responsibility, the business operating environment, economic and regulatory systems, leadership or financial climates. Examines from three to six global topics per term. Emphasizes developing and examining management interventions and leadership solutions. Students are required to assess topical issues and propose solutions to those contemporary commercial challenges. Students are expected to work in collaborative teams and in an environment of spirited, constructive debate. Prereq: Enrolled in Professional Studies; two of the following: LEOR 1260, LEOR 2220, LEOR 2240, LEOR 2280.

LEOR 3320. Organizational Processes. 3 cr. hrs.

Analyzes the major organizational processes and the role that managers play in changing those processes to increase organizational effectiveness. Course material presents the concepts of leadership, teamwork and communication within an organizational setting and requires students to design an organizational structure that effectively considers the environment, technology, goals, profile and stage of growth of the organization. Prereq: Enrolled in Professional Studies.

LEOR 3340. Organization Development and Change. 3 cr. hrs.

Reviews the broad background of organizational development (OD) and examines the assumptions, strategies, models, intervention techniques and other aspects of organizational development. The fundamental theories that underlie planned change are examined. The process of planned changes is then studied through a look at how OD practitioners enter and contract with client systems to diagnose organizations, groups and jobs; collect, analyze and feed back diagnostic data; design interventions; manage change; and evaluate and institutionalize change. Major OD methods - human process, techno-structural, human resource management and strategic interventions are deliberated. Students learn through case studies how different OD techniques or interventions are used by actual organizations. Prereq: Enrolled in Professional Studies; Jr. stndg.; LEOR 3350 and LEOR 3320.

LEOR 3350. Organizational Behavior. 3 cr. hrs.

The behavior of people as individuals and in groups with emphasis on supervision, productivity and the organizational environment; the fundamentals of organizational theory, structure and administration. Prereq: Enrolled in Professional Studies or BUMD-Minor; LEOR 3320.

LEOR 3390. Organizational Strategies. 3 cr. hrs.

Investigates how to craft, implement and execute organization strategies. The importance of identifying and determining the value-creating potential of a firm's resources, capabilities and core competencies are examined. The dynamics of strategic change in the complex global economy and at the corporate level are studied. Prereq: Enrolled in Professional Studies and LEOR 3320.

LEOR 3410. Political Leadership. 3 cr. hrs.

Basic political theory and principles will be examined using the writings of Plato, Aristotle, Marcus Aurelius, St. Augustine, St. Thomas Aquinas, Machiavelli, Hobbes, Locke, Montesquieu, Rousseau, Bentham, Marx, Spencer, and Gandhi. These theories will then be compared to the actions of political leaders during crises times, such as the U.S. Civil War, World Wars I and II, the Vietnam War, Civil Rights Movement, the Cold War, and the Suffrage Movement. Prereq: Enrolled in Professional Studies.

LEOR 3420. Integrity in Leadership-Religious Perspectives. 3 cr. hrs.

Considers the lives and teachings of some of history's outstanding religious leaders, including Jesus of Nazareth, David, St. Augustine, St. Ignatius of Loyola, Dietrich Bonhoeffer, Dorothy Day, Mahatma Gandhi, Martin Luther King, Jr., Thomas Merton, and Pope John Paul II. Through critical analysis of autobiographical, biographical, and primary texts, the course will examine the manner in which each figure exemplifies the theological virtues of faith, hope, and love, and how these virtues guide, drive, and inform their respective lives and leadership. Prereq: Enrolled in Professional Studies and THEO 1001.

LEOR 3440. Leaders as Agents of Change. 3 cr. hrs.

Focuses on the manifestation of social movements, with a special emphasis on the leaders in these movements. Through readings, film, primary and secondary research, as well as class participation, students discover how social movement leaders emerge and the roles these leaders play in social movements and societies. Prereq: Enrolled in Professional Studies. LEOR 2050 and LEOR 3540 recommended.

LEOR 3460. Leaders in Literature. 3 cr. hrs.

Through a variety of literary texts, this course will provide perspectives on leadership by examining past examples of leaders who have emerged from the imagination of writers past. As we read these texts we will examine and debate the relevance of leadership figures in literature as embodiments of great ideas and moral concerns. We will contrast them to contemporary experiences and conduct, both professional and personal, as a means for establishing the value of such literary constructs to the formation of our own ideas and understanding of leadership. Study of leaders in literature will expand to the historical and literary contexts in which the works were created and from which the authors are writing. Students will develop an increasingly sophisticated understanding of literary period, and will be challenged to see the value of such literary works as powerful constructions of human imagination and spirit. Exposure to a variety of literary constructions of leadership can challenge students to develop a rich sense of their own leadership qualities and a method for reflecting upon, and analyzing the instances of leadership in their own workplaces and communities. Prereq: ENGL 1002.

LEOR 3480. Historical Leadership during World Conflicts. 3 cr. hrs.

Requires the student to examine leadership events during world conflicts and analyze them using leadership theories that elucidate the critical elements of leadership and decision making. These elements include how the leader(s) and followers exerted influence, decided upon goals and objectives, developed courses of action to attain those goals, and developed a shared sense of purpose to successfully implement a course of action. Students develop case studies of key events and decisions. Prereq: Enrolled in Professional Studies; HIST 1001 or HIST 1002 and LEOR 2100.

LEOR 3520. Community Based Leadership. 3 cr. hrs.

A historical, sociological and political examination of not-for-profit, non-profit and for profit organizations. Distinctions between non-profit, not-for-profit and for-profit organizations are examined. Reviews current theories of leadership in not-for-profits, non-profits and for profits and examines the impact of the leader on fund raising, public policy, meeting legal requirements, recruiting and mission. Prereq: Enrolled in Professional Studies. LEOR 3440 recommended.

LEOR 3540. Leadership in Grassroots Organizations. 3 cr. hrs.

The importance of an involved citizenry as key to the preservation of a democratic society is examined. The study and value of grassroots organizations provide a unique opportunity to examine the value and impact of such organizations in American life. What social and/or political events give rise to grassroots organizations? How do "ordinary" people emerge as leaders? To examine these questions, this class explores strategies, tactics, motivation, community-building and leadership emergence. An optional service-learning component is available.

LEOR 3610. Leaders as Communicators. 3 cr. hrs.

Moves beyond the study of what a leader is to how a leader accomplishes. While examining how leaders use communication students critically analyze these questions: What is the relationship between leadership and communication styles? What communication competencies are needed by organizational leaders? How do leaders use communication to facilitate change in organizations? How does an individuals' gender, race and/or ethnicity affect leadership and communication behaviors. Prereq: Enrolled in Professional Studies.

LEOR 3710. Information Systems for Management. 3 cr. hrs.

An overview of the technological, managerial and organizational factors which impact information systems. The critical role of information systems at the operational, tactical and strategic levels of the organization will be examined. Advanced productivity application software projects. Prereq: Enrolled in Professional Studies and PRST 1110; suggest completion of 3 of the classes LEOR 2210, 2220, 2240, 2280.

LEOR 4931. Topics in Leadership and Organizations. 1-3 cr. hrs.

Various topics selected from one of the various within organization and/or leadership. Specific topics to be announced in the Schedule of Classes. Prereq: Enrolled in Professional Studies and Jr. stndg.

LEOR 4995. Independent Study in Leadership and Organizations. 1-3 cr. hrs.

Research on a selected topic under the direction of a faculty member of the college of Professional Studies. Prereq: Enrolled in Professional Studies; cons. of Associate Dean.

LEOR 4997. Integrating Seminar. 3 cr. hrs.

Interdisciplinary, capstone experience; concentration on leadership as an integrated theme; shaping individual theories and applications across the curriculum into a holistic approach; using leadership skills to promote the advancement of community and organizational goals. Completion of all previous course work required. Prereq: Enrolled in Professional Studies; Sr. stndg.

Professional Studies Courses**PRST 1001. Foundations of Learning. 3 cr. hrs.**

Orientation to the environment and demands of the college classroom and a Marquette education; readings and discussion in literature and humanities; exploration of the learning skills needed for academic success; critical thinking, writing, studying memory, note and test taking, library and others. S/U grade assessment. Prereq: Open to first-year College of Professional Studies students only.

PRST 1005. Fundamentals of College Reading and Writing. 3 cr. hrs.

Focus is on the reading and writing skills necessary for success in the college's core curriculum courses. Introduces students to the critical reading strategies required in an academic setting and to the elements of the composing process (prewriting, drafting, editing and revising). Course covers the basic writing skills of various essay structures and grammar conventions. Students are instructed on how to write essays using scholarly sources and appropriate documentation (APA). Close collaboration with the university's librarians help students establish a research environment for this and future courses. Students are expected to write often, participate in peer review and become critical readers of their own work. Students may be required to register for this course upon recommendation of the admission committee as a condition of enrollment.

PRST 1010. Foundations of Research Writing. 3 cr. hrs.

Designed to help students with little or no experience using current research methods to implement the critical reading and thinking skills and other strategies necessary to the practice of persuasive research writing. Focuses on the process of learning how to argue effectively on paper. Students have the opportunity to develop their research writing skills by writing multiple drafts with well-documented, credible sources. Entering transfer students may be required to register for this course upon recommendation of the admission committee as a condition of enrollment. Prereq: Enrolled in the College of Professional Studies; ENGL 1001 and/or 1002 equivs. Must be completed within the first year of student's academic career.

PRST 1110. Introduction to Information Systems. 3 cr. hrs.

Fundamental information technology concepts and processes. An introduction to the major productivity application software packages and computer-based research. Prereq: Enrolled in Professional Studies.

PRST 1120. Aspects of Modern Science. 3 cr. hrs.

An interdisciplinary, integrated study of processes and principles of modern biology, chemistry, and physics. Scientific inquiry as a means of knowledge; major technological contributions to modern societies: stability, information transfer, and evolution of biological systems, emphasizing relevant chemical and physical processes in specific environments. Accepted as natural science requirement for Leadership and Organization students only. Prereq: Enrolled in Professional Studies.

PRST 1140. Foundations of Applied Mathematics. 3 cr. hrs.

This course includes the development of computational skills and the application of mathematics in business and other organizational disciplines. Topics will include algebraic operation, formula use and interpretation, equations and inequalities, graphs and functions, probability concepts, mathematics of finance, linear systems and linear programming. Prereq: Enrolled in Professional Studies; two years of college preparatory mathematics.

PRST 2110. Principles of Liberal Studies. 3 cr. hrs.

Introduction to the disciplinary frameworks of the common core offered by Marquette University. Its purpose is to promote lifelong learning, and enhance the skills of analysis, problem solving, critical thinking, writing and communication needed for successful academic achievement in a liberal arts education. The course develops a common ground of understanding and values among students through shared knowledge of the liberal arts. The course offers students an opportunity to enhance their critical thinking, oral expression and writing. Prereq: Enrolled in Professional Studies; ENGL 1001 and ENGL 1002 or equiv.

PRST 2140. Research and Statistical Methods. 3 cr. hrs.

Introduction to research and statistical methods used in business-related decisions; descriptive statistics; probability theory and distributions; sampling and sampling distributions; estimations and inferences; hypothesis testing; chi-squared and testing goodness-of-fit; contingency tables; correlation and regression. Prereq: Enrolled in Professional Studies; MATH 1100 or PRST 1140 recommended.

PRST 3110. Research and Inquiry Methods. 3 cr. hrs.

An upper-level course designed to expose the learner to the methods and means of scientific inquiry. The course offers the student three topical emphases to explore: multi-disciplinary case analyses, an examination of ethical issues in research and reporting, and statistical software use. Students will construct a survey instrument, practice focus group studies and engage in comparative analysis through group work. An introductory statistics course is required as a prerequisite. Prereq: Enrolled in the College of Professional Studies; PRST 2140 or equiv.

PRST 3986. Internship in Professional Studies. 1-3 cr. hrs.

Field experience in government, non-profit, corporate, and/or other administrative law agencies for the purpose of furthering the student's integration of theory, skills, and practice as related to a student's major or minor within a professional organizational setting. Experiential opportunities are augmented with selected readings, reflective journals, papers, and in-class seminars. Prereq: Enrolled in Professional Studies; Jr. stndg.; cum GPA of 2.000; ENGL 1001, ENGL 1002, and LEOR 2100 or CMST 1000, or CRLS 1001.

PRST 4995. Independent Study in Professional Studies. 1-3 cr. hrs.

Research on a selected topic under the direction of a faculty member of the College of Professional Studies. Prereq: Enrolled in the College of Professional Studies; cons. of Associate Dean.