

# LEADERSHIP AND ORGANIZATIONAL DEVELOPMENT (LROD1-CE)

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## LROD1-CE 8000 Horizon Media Fall 2016: Tailored Program in Invention and Intrapreneurship (0 Credits)

Every business or venture starts with an idea. Often idea development brings improvement or change to an existing process or product. Sometimes the result is something new that did not exist. An entrepreneur plans a new business based on an idea, manages it, and assumes the risks of success, failure, or iteration. Entrepreneurship starts with recognizing a good opportunity, then building an organization to pursue it. Intrapreneurship takes this concept and applies it to the organization or enterprise within which you work. This course coaches cohorts to search for, and develop, an entrepreneurial idea to be applied internally, develop a business model canvas around it, use entrepreneurial best-practices to integrate their innovative concepts, and capitalize on their opportunity.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

## LROD1-CE 9308 Leadership and Management Strategies Intensive (4.5 Credits)

Understanding the strategic nuances of when to lead and when to manage is a skill that many experienced leaders have yet to master. This intensive goes beyond theoretical approaches to provide professionals with the practical applications and skill sets necessary to function as leaders and to manage organizations. Gain effective knowledge and insight in the areas of strategic operations, organizational change, innovation, interpersonal skills and communication, styles of management, conflict resolution, and soft skills versus hard skills. The program is designed for those who are new to leadership or management, as well as for those who have been in leadership or management positions but have not received formal training. Individuals from international markets, as well as domestic professionals who oversee a global workforce, also benefit from this intensive.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

## LROD1-CE 9309 Organizational Behavior (3 Credits)

Explore behavioral influences that affect productivity, organizational effectiveness, and efficiency. Topics include perception, motivation, decision-making, communication, leadership, job and organizational design, group behavior, administrative processes, and organizational power and politics. Participate in group and individual experimental exercises, and analyze case studies that deal with real-world problems at specific organizations.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

## LROD1-CE 9310 Introduction to Management and Medicines Development (1 Credit)

Understand the cognitive aspects of management and medicines development. Learn how to manage the complexities associated with discovery; exploratory and confirmatory development; regulatory issues; and licensing, safety, ethical, and commercial issues. Upon completion of this course, students have gained proficiency in explaining the ethical aspects of clinical research, outlining drug safety monitoring, understanding the principles of medical-marketing and health economics, and managing a high-performance medicines development organization.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

## LROD1-CE 9340 Diagnosis, Assessment in Organizations, and Evaluation (2 Credits)

Discover the value of diagnostic techniques and assessment tools for enhancing organizational effectiveness. Use real business cases to study the diagnostic cycle and build skills with force-field analysis, focus groups, the Myers-Briggs Type Indicator, and the Thomas Kilmann Conflict Management Tool. Ask important questions that people in the training field must face, especially in light of budget cuts: What did trainees learn? How will they apply their learning on the job? Was it worth the expense? Examine how evaluation and training can shape behavior and change attitudes. Students prepare a proposal and design a training evaluation project.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

## LROD1-CE 9341 Physician Leadership (1.5 Credits)

As the implications of healthcare reform continue to unfold, changes in financial and quality requirements, physician compensation models and integration and interdependence among payers, providers, and hospitals are driving a shift from transactional to transformational leadership. Gain the requisite leadership skills to succeed in the emerging "web" of stakeholders, systems, and roles in the new healthcare landscape. This highly interactive and practical course empowers medical directors, department chairs, hospital executives, and other physician-executives to develop transformational leadership skills for personal and organizational success. Participants distinguish between leading and managing; contrast transactional and transformational leadership; assess personal leadership strengths; identify factors that increase personal influence; explore elements of vision; examine dynamics of a collaborative culture; and develop a personal leadership plan.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

## LROD1-CE 9342 Leading Meetings for Maximum Productivity (0 Credits)

High-value meetings allow you to accomplish significantly more in less time. While this may seem like the exception and not the rule, there are insider tips and tactics you can learn that will make your meetings stand out as highly productive and worth the time. Increase your credibility by knowing when not to call a meeting. In this course, explore techniques used by professional facilitators to create highly productive meetings for faster decision-making, greater buy-in, enhanced work relationships, and a quicker pace. Practice creating action-oriented agendas that include post-meeting follow-up. Role-playing, case studies, and meeting simulations allow you to experience three distinct types of meetings—the recurring/standing, the project/strategy, and the virtual meeting—and to deconstruct the elements of each.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

**LROD1-CE 9348 Organizational Change Management (2 Credits)**

To enhance corporate effectiveness, managers are increasingly required to respond to, and plan for, rapid and unexpected business fluctuations.

This course focuses on organizational change management, which provides leaders, managers, and change agents with strategies and methods for effectively defining, managing, and leading complex change initiatives. In class, engage in discussions, group projects, case studies, and exercises designed to improve your understanding of the implications of sudden change on corporations. Learn effective techniques and systems that facilitate change, and explore the dynamic role of today's change manager.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

**LROD1-CE 9349 Foundations of Organizational Development (2 Credits)**

Organizational development (OD) focuses on aspects of organizational life, including culture, values, systems, and behavior with the goal of increasing organizational effectiveness and health through planned interventions in an organization's processes or operations. Many human resource and management skills—including team building, coaching, training, and leadership development—have grown from, or are influenced by, OD. This foundational overview introduces the theories and concepts of organizational development. Develop OD vocabulary and build the skills and tools necessary for applying solutions in your organization.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

**LROD1-CE 9411 Leadership Step by Step (3.5 Credits)**

Leadership Step by Step is a practical course that includes a comprehensive progression of exercises to develop the skills, beliefs, and experiences of successful and effective leadership for people of all levels and experience. It is not a course of abstract leadership principles, general advice, or habits of effective leaders. The exercises collectively form an integrated progression that is based upon leadership theory and practice. Each exercise is useful and valuable on its own, requires no experience to start, and builds upon the previous and leads to the next, guiding you from the basics to advanced leadership skills, beliefs, and experience. The course is divided into four units: Understanding Yourself, Leading Yourself, Understanding Others, and Leading Others. Gain knowledge of leadership not just by reading theory but also by putting it into practice, which in turn, will help you to grow as a professional into an effective, confident, empathetic, and even inspirational leader.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

**LROD1-CE 9415 Management Strategy and Communication (1.5 Credits)**

Managers in the current business climate cannot function effectively without the ability to analyze current business conditions, to set a strategy, and to communicate that strategy properly. This course is designed to help managers as well as human resource and organizational development professionals to understand the critical skills of strategy and business communication. Learn to present to executives, to target communications to audiences, to create communication plans, and to speak to diverse groups.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

**LROD1-CE 9441 Leadership and the Environment (2 Credits)**

This course teaches effective leadership techniques with wide applicability, but with a focus on leading yourself and others through perhaps the great challenge of our time: climate change. Most people do not want to pollute the Earth, but society's systems make avoiding it nearly impossible, even for knowledgeable people who are passionate about protecting the environment. The stakes are high and challenges great. Attempts to lead so far—by spreading facts, doom and gloom, and guilt and blame and by passing laws without popular support—haven't worked. They often provoke resistance. Many new technologies, market-based solutions, and other innovations sound promising, but they still require social change—by billions of people—and that requires leadership. Despite global demand for leadership in environmental protection, almost no one has stepped up. Yet, high demand and low supply create opportunities for those with the skills, which this course imparts. Learn how to help people to realize their values and motivations and help them to achieve their goals—techniques you can apply broadly to your work and life. This course focuses on using leadership techniques learned from and inspired by Martin Luther King Jr., Nelson Mandela, Mohandas Gandhi, Rachel Carson, Donella Meadows, and Henry David Thoreau. Learn to evoke people's existing motivations, help them to address and resolve conflicts, and connect those motivations to the challenge of reducing pollution and greenhouse emissions. Lead in a way that imbues the work with meaning and ownership.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

**LROD1-CE 9501 Conflict Management for Managers and Leaders: Intensive (4 Credits)**


Issues of conflict—and conflict management—have become front-page news. Studies show that managers and leaders spend an average of 50 percent or more of their time managing conflict on a daily basis. Effective conflict management skills can help enhance the productivity of the manager, the leader, and the organization. This results in reduced costs and a less stressful work environment, which in turn, can lead to successful career advancement. Through a combination of theory, interactive exercises, simulations, case studies, observations, and discussions, develop your critical conflict management skills and increase your effectiveness as a manager, business owner, team leader, or professional.

**Grading:** SPS Non-Credit Graded



**Repeatable for additional credit:** Yes

**LROD1-CE 9502 Conflict Management Techniques for the Workplace (1.5 Credits)**

Conflict is an ever-increasing occurrence in the workplace. Professionals spend more time on issues of conflict than they do on their core responsibilities. Gaining effective conflict management skills can help to enhance employee productivity, reduce business costs, and produce a less stressful work environment. Through a combination of theory, interactive exercises, simulations, case studies, observations, and discussions, learn to develop your own critical conflict management skills and increase your effectiveness as a professional. NYU SPS is recognized by SHRM to offer Professional Development Credits (PDCs) for SHRM-CP® or SHRM SCP® recertification activities. Registering at least three weeks prior to the course start date is highly recommended.



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**LROD1-CE 9512 Virtual Leadership (1.5 Credits)**

With most workplaces making the shift from localization to globalization, managers and directors must learn to effectively lead and engage team members remotely through technology based platforms to spearhead national and global leadership. Learn the nuances of synchronous and asynchronous communication; parse digital and verbal cues; research and use of virtual environments and online platforms to help facilitate communication, objectives, and corporate messages; balance group thinking and individual autonomy; and coach individuals using internal and external motivation. Topics include engagement among remote workers, global workplaces, and multi-generational employees. Students acquire a basic understanding of how to use technology and online platforms, coaching principles, group facilitation strategies, and feedback as motivational tools.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

**LROD1-CE 9513 Becoming an Agile Leader (0 Credits)**

For an organization to have a successful future, its leaders must be able to think and act differently when dealing with situations of volatility, uncertainty, complexity, and ambiguity. This experiential workshop challenges your leadership assumptions and provides strategy and tools for leading across multiple domains within increasingly blurred demographic and geographic boundaries. Learn to enhance your self-awareness, creativity, leadership engagement, and communication skills, as well as to heighten your problem-solving ability.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

**LROD1-CE 9950 Leading a Digital Enterprise (4 Credits)**

Digital technology has transformed organizational hierarchies, creating internal community and team-oriented business cultures. Leaders must learn how to successfully cultivate and sustain this collaborative atmosphere to ensure long-term viability for their company. This immersive intensive program will provide details on topics such as synchronous and asynchronous communication; connecting internal teams with the consumer; organizational behavior and its effect on organizational needs analysis; virtual leadership; management theory for digital-related agencies; developing perception and influence; feedback and motivation skills for employee retention and project management; employee intrapreneurship; and creating internal, collaborative teams. This intensive is designed for those new to digital leadership positions in addition to those currently in leadership positions (less than two years) who have never received proper training or education.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes