RUTGERS
School of Business | Camden

Strategic Leadership

Leadership is a centerpiece in every business student's education. The graduate module in strategic leadership is grounded in the centrality of leadership and its importance for both personal and organizational success. The personal benefits are critical because the ability to influence others in a positive way is key for personal advancement in business. Students who pursue this module will also be able to help their organizations become more successful since they will learn critical skills in assisting the people they lead to be more productive, creative, and efficient. These leadership skills are paramount to anyone striving to be successful in business, given that organizations are increasingly flattening hierarchies, building on teamwork, and expecting more and more people to lead. Thus, this leadership module does not focus on specific career tracks or positions but is broadly applicable to students with any functional orientation or interest. It is an ideal complement to any of the other career-specific tracks.

The courses in this module help students develop skills and understand concepts in a broad set of leadership areas. Key topics include principles of leadership as well as evidence-based approaches for motivating individuals and teams. Students are given hands-on, experiential practice in resolving disputes and differences over both personal and task-related workplace issues, as well as how to effectively lead organizational transformations. Moreover, students develop knowledge and skills focused on encouraging employees to innovate with new products, services, and business processes. An important theme of this module is showing students how to use these concepts in a strategic, systematic way that results in positive organizational change.

1) 53:620:505 Leadership and Managing Human Capital

This course is designed to help students acquire foundational knowledge and skills related to understanding, predicting, and changing human behavior and processes in and around organizations. Students will become more aware of their strengths and weaknesses as individuals and team members. They will learn how to apply theoretical concepts to master real-world challenges. Topical coverage includes, but is not limited to, leadership models and theories, job attitudes, employee motivation, group/team dynamics, decision-making, organizational climate and culture, stress, diversity, and individual differences such as perceptions, attitudes and personality. The content of this core course is critical for the more-focused courses in this FLM.

2) 53:620:570 Conflict Resolution and Negotiation

This course examines major concepts, theories, processes, and practices associated with conflict analysis, resolution, and negotiation. Within an interactive learning environment, emphasis is placed on preparing for and analyzing conflict and negotiation situations, various goals of conflict management and negotiation, principles of constructive and destructive communication, biases and barriers to effective conflict resolution and negotiation, and reflecting on these processes for managerial growth and development. This course is designed to address a broad spectrum of conflict resolution and negotiation problems that are faced by managers and professionals. Moreover, we will combine the theoretical concepts from class with applications, so you can understand why and how things work in context. Successful completion of this course will enable you to recognize, understand, and analyze essential concepts in conflict resolution and negotiation.
Prerequisite: 53:620:505.

3) 53:533:524 Leading Change and Organizational Development

This course focuses on the process by which managers sense and respond to change. It emphasizes proactive, planned, and managed change that can involve the adaptation

of structure and policy, as well as the influence of underlying system of beliefs, values, and attitudes. The course includes an examination of leadership climate, organizational culture, and individual resistance as factors influencing the change process and compares the efficacy of possible interventions.
Prerequisite: 53:620:505.

4) 53:533:527 Leading Innovation and Creativity
This course examines how managers can create value through creativity and innovation in their companies. It is targeted to those interested in managing in high or low technology firms, as well as those interested in consulting. The course objectives are to build familiarity with creativity and innovation concepts and terms, develop skills in creative strategic thinking, build skills in persuasively communicating creative ideas, and develop skills necessary for implementing creative ideas. Through interactive exercises and simulations, the emphasis is on helping the student develop their own knowledge and skills, as well as build their capacity, as future managers, to influence the creativity and innovation process in organizations.
Prerequisite: 53:620:505.