LEADERSHIP

The Master of Arts (MA) in Leadership focuses on the challenges facing leaders in the public, private and not-for-profit sectors, with an emphasis on the interaction between, and interdependency of, these spheres. Successful completion of the MA in Leadership degree involves a comprehensive program of theoretical study backed by significant practical experience and analysis. Participants will also undertake a formal self-assessment process to gain insight into their own strengths and weaknesses and their ultimate leadership potential.

Administrative Staff

Associate Dean, Research and Graduate Studies
Sean Lyons (303 Macdonald Hall, Ext. 58500)
lang.leadership@uoguelph.ca (https://calendar.uoguelph.ca/graduate-calendar/graduate-programs/leadership/lang.leadership@uoguelph.ca)

Graduate Program Coordinator
Laurie Barclay (325 Macdonald Hall, Ext. 58022)
lbarcl01@uoguelph.ca (https://calendar.uoguelph.ca/graduate-calendar/graduate-programs/leadership/lbarcl01@uoguelph.ca)

Graduate Program Assistant Team
lang.leadership@uoguelph.ca

Graduate Faculty

This list may include Regular Graduate Faculty, Associated Graduate Faculty and/or Graduate Faculty from other universities.

Laurie Barclay
BA Calgary, PhD British Columbia - Professor
Graduate Faculty

Cris Bravo Monge
BBA Georgia, MBA Clemson, PhD San Diego - Assistant Professor
Graduate Faculty

Nita Chhinzer
BA York, MBA, PhD McMaster - Associate Professor
Graduate Faculty

Rumina Dhalla
MBA, PhD York - Associate Professor
Graduate Faculty

Jamie Gruman
BA Concordia, MA Lakehead, PhD Windsor - Professor
Graduate Faculty

Louise Hayes
B.Sc., MBA British Columbia, PhD Waterloo, CPA, CA - Associate Professor
Graduate Faculty

Kalinga Jagoda
B.Sc. Moratuwa (Sri Lanka), PhD Western Sydney (Australia), CPA, CMA - Professor
Graduate Faculty

Audrey Jamal
BA Guelph, MBA Royal Roads, PhD Waterloo - Assistant Professor
Graduate Faculty

Elizabeth Kurucz
BA McMaster, MIR Toronto, PhD York - Associate Professor
Graduate Faculty

Sean Lyons
BPA Windsor, MA, PhD Ottawa - Professor and Associate Dean (Research and Graduate Studies), Gordon S. Lang School of Business and Economics
Graduate Faculty

Sara Mann
B.Comm. MBA McMaster, PhD Toronto - Professor and Interim Dean, Gordon S. Lang School of Business and Economics
Graduate Faculty

Sandeep Mishra
B.Sc. McMaster, M.Sc., PhD Lethbridge - Associate Professor
Graduate Faculty

Ann Pegoraro
BA, MBA, G.Dip Laurentian, PhD Nebraska - Professor and Lang Chair in Sport Management
Graduate Faculty

Davar Rezania
M.Sc. Utrecht, MBA Derby, PhD Ramon Llull, CPA, CMA - Associate Professor and Chair
Graduate Faculty

Sandra Scott
B.Sc. Toronto, MBA McMaster, CPA, CA, CFA - Associate Professor
Graduate Faculty

Agnes Zdaniuk
BA, M.A.Sc., PhD Waterloo - Associate Professor
Graduate Faculty

MA Program

Admission Requirements

Minimum admission requirements are:

- A four year undergraduate degree or its equivalent (from a recognized university or college) with an average of at least a "B-" (70-72%) in the last two years of study **and** having completed at least three years of relevant work experience
  or
- Alternate admission may be offered to applicants with a three-year General degree, diploma and/or an acceptable professional designation **and** having completed at least five years of relevant work experience.

Meeting the minimum criteria for admission does not guarantee acceptance into the program. Limitations of funds, space, facilities or personnel may make it necessary for the University, at its discretion, to refuse admission to an otherwise qualified applicant.

Learning Outcomes

Upon successful completion of the Master of Arts (MA) in Leadership program, graduates will have the capacity to:

1. Develop a strong sense of self-awareness as a leader and apply evidence-based strategies in developing both themselves and others.
2. Interpret and integrate complex information from a variety of diverse sources when making leadership decisions.

3. Understand the importance of being a role model in the workplace and apply key leadership principles in order to make ethical decisions and influence others.
4. Communicate appropriately using plain language and knowledge mobilization principles to a variety of stakeholders, both orally and in writing.
5. Develop and manage a team using evidence-based approaches to effectively collaborate and work with others.

Program Requirements

The MA in Leadership program is designed to enable mid-career professionals to complete a graduate degree without interrupting their careers. Normally, course modules are seven weeks in length.

All students must complete 4.00 credits of core online courses, listed below, and have the option of pursuing either a major research project (though completion of LEAD*6400 Research Methods for Decision-Making and LEAD*6900 Major Research Project) or two elective courses.

Core Courses

Code	Title	Credits
LEAD*6000	Foundations of Leadership	0.00
LEAD*6100	Theories of Leadership	0.50
LEAD*6200	Leadership of Organizational Change	0.50
LEAD*6300	Role of the Leader in Decision-Making	0.50
LEAD*6500	Ethics in Leadership	0.50
LEAD*6720	Politics of Organizations	0.50
LEAD*6740	Coaching and Developing Others	0.50
LEAD*6800	Personal Skill Self-Assessment	0.50
BUS*6440	Business Analytics	0.50

Courses

LEAD*6000 Foundations of Leadership Unspecified [0.00]
This seminar provides students with exposure to current and emerging topics in the field of leadership. Academic speakers present and students are encouraged to be engaged and participate actively during the presentations.
Restriction(s): Restricted to Lang Executive MBA and Leadership students.
Department(s): Executive Programs
Location(s): Guelph

LEAD*6100 Theories of Leadership Unspecified [0.50]
This course traces the development of the concept of leadership. Through the interplay of theory and practical application, participants will gain a deeper appreciation for the requirements, responsibilities, and consequences of effective leadership.
Restriction(s): Restricted to Lang Executive MBA and Leadership students.
Department(s): Executive Programs
Location(s): Guelph

LEAD*6200 Leadership of Organizational Change Unspecified [0.50]
This course studies the role of leadership in the management of change within an organization and the changes required of management. The course examines the development of trust, the building of organizational loyalty, and motivation and inspiring of high performance teams.
Restriction(s): Restricted to Lang Executive MBA and Leadership students.
Department(s): Executive Programs
Location(s): Guelph

LEAD*6220 Strategic Leadership and Management Unspecified [0.50]
As a research-intensive course in the MA in Leadership program, this course examines the conceptual and practical dimensions of strategic leadership and management in a variety of organizational, external and individual contexts using a selection of readings, discussions, case analyses and a final paper.
Restriction(s): Restricted to Lang Executive MBA and Leadership students.
Department(s): Executive Programs
Location(s): Guelph

LEAD*6300 Role of the Leader in Decision-Making Unspecified [0.50]
The role of the leader in decision-making is explored through the study of the rational model for decision-making, human biases, creativity, and risk and uncertainty in decision-making. The course will also examine ethical issues and group decision-making.
Restriction(s): Restricted to Lang Executive MBA and Leadership students.
Department(s): Executive Programs
Location(s): Guelph

LEAD*6350 The Role of the Leader as Reflective Practitioner Unspecified [0.50]
This course will enhance the leader's ability to navigate the complexity of organizational life and contribute to building a more sustainable society by developing skills in reflective practice. Reflective practice is divided into four areas that stretch over eight modules: Rethinking, Relating, Responding and Reinventing.
Restriction(s): Restricted to Lang Executive MBA and Leadership students.
Department(s): Executive Programs
Location(s): Guelph

LEAD*6400 Research Methods for Decision-Making Unspecified [0.50]
The course will explore both quantitative and qualitative techniques used in the analysis of research results from a variety of sources (surveys, government statistics, in-depth interviews, focus groups and program evaluation results). Case studies will be used to demonstrate the application of multiple research methods.
Restriction(s): Restricted to Lang Executive MBA and Leadership students.
Department(s): Executive Programs
Location(s): Guelph

LEAD*6500 Ethics in Leadership Unspecified [0.50]
Issues in the use and application of ethical standards by leaders are explored through examples from history, current events, novels, films and television. Relevant theory is applied to leadership examples to help students develop an ethical framework for the exercise of leadership skills.
Restriction(s): Restricted to Lang Executive MBA and Leadership students.
Department(s): Executive Programs
Location(s): Guelph

LEAD*6600 Foundations of Leadership for Retirement and Senior Living Unspecified [0.50]
Leadership in the senior living sector requires unique skills, competencies and practices. The purpose of this course is to explore leadership theories and concepts in this context. Understanding the rights and choices of seniors, the future of the aging population, care and support services available and legislative requirements is essential to individuals interested in pursuing career growth in senior living.
Restriction(s): Restricted to Lang Executive MBA and Leadership students.
Department(s): Executive Programs
Location(s): Guelph

LEAD*6720 Politics of Organizations Unspecified [0.50]
This course reviews a variety of theories and models that help to explain the behavioural underpinnings that influence and shape management and leadership processes within organizations. Examples from history and current events are explored to illustrate theory.
Restriction(s): Restricted to Lang Executive MBA and Leadership students.
Department(s): Executive Programs
Location(s): Guelph

LEAD*6740 Developing Others Unspecified [0.50]
This course will provide students with strategies for managing direct reports, managing and measuring work, motivating others, and building effective teams. Tactics for developing others, such as through the use of coaching skills, will be introduced to support the development of others.
Prerequisite(s): LEAD*6800
Restriction(s): Restricted to Lang Executive MBA and Leadership students.
Department(s): Executive Programs
Location(s): Guelph

LEAD*6800 Personal Skill Self-Assessment Unspecified [0.50]
Using the "Basis of Competence" model, this course examines personal skills in four areas: Managing Self, Communicating, Managing People and Tasks, and Mobilizing Innovation and Change. The skills required to make smooth transitions from one job to another in a dynamic workplace will be explored.
Restriction(s): Restricted to Lang Executive MBA and Leadership students.
Department(s): Executive Programs
Location(s): Guelph

LEAD*6900 Major Research Project Unspecified [0.50]
This course involves a directed research project leading to a referenced, professional report on a leadership problem or issue.
Prerequisite(s): LEAD*6400
Restriction(s): Restricted to Lang Executive Leadership MRP students.
Department(s): Executive Programs
Location(s): Guelph

Electives

Code	Title	Credits
BUS*6400	Canadian Business Law: Addressing Legal Issues in Organizations	0.50