Ph.D. in Applied Management & Decision Sciences
Leadership and Organizational Change Specialization

Specialized Knowledge Area Module V
Leadership Development

Overall Learning Objectives

Learners selecting the Leadership and Organizational Change specialization will be expected to demonstrate a thorough knowledge of leadership and how it is developed, including an understanding of various theories, models or approaches to the study of leadership, both classical and contemporary. You are expected to review and critique classical and contemporary research supporting the various theories, models, or approaches related to the study of leadership.

Demonstrating mastery of knowledge on leadership development is critical, as a level of comprehension beyond the basic facts and characteristics of the topic is expected. You will explicate the facts and characteristics and indicate a depth of understanding by analyzing, comparing, contrasting, and/or synthesizing three or more theories.

Further, you must communicate your understanding through a scholarly demonstration—usually a written essay. Alternatives to the written essay should be discussed with your mentor or assessor. Whatever method is chosen, you must communicate effectively. In a written essay, the concepts and ideas must be organized logically and employ proper headings and subheadings, paragraphing, sentence structure, grammar, punctuation, and citations. You need to demonstrate that you are capable of presenting theoretical and research material on leadership at a doctoral level. You should conduct a professional bibliographic search on classical and current scholarly books and articles about leadership development; afterwards, discuss with your faculty assessor the specific materials you will use in completing this KAM.

Breadth Component
Classical and Emerging Paradigms of Leadership

In the Breadth section, you are expected to demonstrate a thorough understanding of theory and research related to leadership and its development. To begin, read a recent book on leadership that addresses classical and contemporary theories and research. Reading a recent comprehensive book should accomplish to objectives:
1. provide a general sense of work that has been done on the topic

2. inform an in-depth study of the topic.

While there will be variations, the Breadth section may include three or four theories about models or approaches to the study of leadership. You may want to begin this section with a general treatment of the nature and study of leadership. You could respond to the following questions to draw upon the ideas of authors in the field:

- How has it been defined by various theorists over the years?
- Has the approach to study and research changed over time and, if so, how?
- What do we know now about effective leaders and the development of leadership?

You might want to follow this with a description of your theoretical framework for studying leadership.

Even though theories, models, and approaches to leadership overlap, distinct differences exist. These similarities and differences are the basis for your analyses, comparisons, contrasts, or synthesizes. These following questions represent some of the components you may want to examine, which will provide the framework for analysis:

- What do the authors postulate as the basic characteristics of each theory?
- What key independent and dependent variables comprise the theory?
- What theoretical propositions relate the variables to each other?
- What attempts have been made to test the theories?
- What kinds of issues, problems, or needs give rise to the need for leadership or leaders?
- How thorough are the theories in including various components related to a leader’s work?
- Does the theory include how one handles communication, decision making, problem solving, motivation, interpersonal relations, the nature of influence, how rewards and reinforcement are handled, and the nature of culture or climate?

You should also critically analyze the research you consulted regarding design and results.

The demonstration of learning is usually an essay of about 30 pages; alternative demonstrations may be negotiated with your assessor.
Depth Component
Current Research On Leadership Development

You will demonstrate depth of understanding of one or more theories, models, or approaches to leadership. You may choose to focus on one theory and become an expert on that theory, or focus on two similar theories, or contrast two different theories. You could also choose a category of theories and become an expert on that group. Keep in mind that the Depth component is supposed to be a link between the Breadth and Application components; consider the entire KAM before designing the Depth component to integrate all components together. Whatever your choice, you need to demonstrate thorough understanding of the theory(s) and the related research.

In this section you are expected to critically evaluate current scholarly studies on leadership as reported in professional academic journals. An annotated bibliography of at least 15 journal articles less than 5 years old is required. The Depth section should be built around this bibliography. The demonstration of learning should be an essay of 20-25 pages in addition to the annotated bibliography.

Application Component
Professional Practice: Application of a Theory of Leadership Development

The Application component should be related to the real world. Having an application in mind before designing the whole KAM is recommended to help link the components. In the Depth section you might expand on a theoretical framework from the Breadth section and then apply your previous work to a study of leadership in your organization. If appropriate, the paper that results from this component could be submitted to your organization for consideration.

You may also project what an organization would be like if it followed a particular theory, model, or approach to leadership. Analyze the current leadership and consider what changes would be needed to implement a particular theory. This analysis could include necessary attitude changes, training and development, cultural and structural changes, and so on. Various instruments for measuring leadership are available to determine current perceptions of leadership.

Another possible approach is to analyze case studies. Using a case study similar to those used in the management program at Harvard, you could analyze two or more cases by applying a different theory to each one or by applying the same theory to all. This approach would entail...
thorough study of each case to determine which theory would be most useful in overcoming the leadership problems indicated in the case. You could suggest how the situation might be improved with by applying a particular theory. If applying more than one theory to the same case, you could cite the possible advantages and disadvantages of each theory for solving the indicated problem. If you pursue this option, include the cases you analyzed as appendixes to the Application component.