CURRICULUM FOR PUBLIC POLICY AND ADMINISTRATION PROGRAM
SPECIALIZED KNOWLEDGE AREA MODULE 6
ORGANIZATIONAL LEADERSHIP AND CHANGE

Introduction

Using doctoral-level research, students will examine the theoretical underpinnings of Organizational Leadership and Change and apply it to their chosen area of specialization. By exploring the fundamental theories, current research literature, and the practices within the area of public administration, public policy, or nonprofit/nongovernmental organizations (NGOs), students will demonstrate their comprehensive understanding of the literature as it relates to their topic of interest. The emphasis of this KAM is on the changing internal organizational contexts in which public and nonprofit leaders function as well as the ethical dimensions and boundary spanning functions they perform. How public officials influence organizational and social change is a key factor of this study in this KAM.

Learners are 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 Organizational leadership and change.

Overall Learning Objectives

A primary purpose of KAM 6 is to help students establish extensive foundation knowledge of issues relative to organizational leadership and change in their field of study. Objectives for this KAM are

- Develop a comprehensive understanding of classical and contemporary theories and concepts of organizational leadership and change and their application in their area of specialization.
• Demonstrate a mastery of the current research literature organizational leadership and change as it relates to the area of specialization, and

• Solve a “real-life” problem in their area of specialization applying the theories, best practice principles, techniques, and tools explored in the breadth and depth components of the KAM.

Breadth Component

PPPA 8612 Classical and Emerging Paradigms of Organizational Leadership and Change

Learning Outcomes

The Breadth component allows students to examine the various theories and paradigms relative to leadership and change in various types of organizational settings or professions. Demonstrating mastery of a level of comprehension beyond basic definitions, conceptual frameworks, facts, and characteristics of the work on Organizational leadership and change is critical. In other words, students must not only explicate the basics but must also exceed that level to show depth of understanding by analyzing, comparing, contrasting, and synthesizing or reconceptualizing theoretical organizational leadership and change models in their area of specialization.

Demonstration of Competence

Making use of relevant readings, prepare a scholarly doctoral level paper demonstrating a synthesis of issues and factors as they relate to Organizational leadership and change (about 30 pages). For example, students may compare and contrast theorists, explore the historical foundations of their field of specialization in terms of leadership and change, or place important contemporary issues into a theoretical or historical context.

While there will be variations, the Breadth section may also include three or four theories about models or approaches to the study of organizational leadership and change in
your specialization. Learners may want to begin this section with a general treatment of the nature and study of organizational leadership and change. The Breadth section can examine how leadership has been defined and studied by various theorists over the years. Students may also synthesize the literature about effective leaders in your field, the development of leadership, and the importance of leadership on organizational change.

Even though theories, models, and approaches to leadership overlap, distinct differences exist. These similarities and differences are the basis for your analysis, comparisons, contrasts, or synthesis.

- What do the authors postulate as the basic characteristics of each theory?
- What key independent and dependent variables comprise the theory?
- What theoretical propositions related the variables to each other?
- What kinds of issues, problems, or needs give rise to the need for leadership or leaders in your field?
- 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?
Learning Resources

A bibliography of possible references for this KAM can be found at the Walden Library site accessed through the faculty or student personal start page/campuscruiser. Once in the Walden Library site, click on Get KAM Research Help and look for the appropriate program or KAM. The Resources links will take you to general references that will provide an overview of the field or key thinkers. The Bibliography link will take you to a list of possible writings. The books and authors listed here are meant only to provide examples of the kind of literature you should be accessing. You can compile your own bibliographic references using this list as a starting point. If you have difficulty compiling a bibliography or choosing relevant readings, consult with your faculty mentor or KAM assessor and the Walden librarians.

Depth Component

PPPA 8622 Research and Issues on Organizational Leadership and Change

Learning Outcomes

The purpose of the KAM 6 Depth Component is to allow students to gain in-depth knowledge of a specific aspect of organizational leadership and change by exploring the current research literature on the topic of interests. This will enable the student to effectively utilize the most current principles, methods, and tools in specific organizational contexts.
Demonstration of Competence

1. Create an annotated bibliography of at least 15 research references published in the last 5 years that specifically relate to the organizational leadership and change issues studied in this KAM.

2. Making use of relevant readings, prepare a scholarly doctoral level paper demonstrating an understanding of the contemporary research literature and how it informs our understanding of the principles, tools, and methods for leading organizational and social change (about 25 pages)

Learning Resources

A bibliography of possible references for this KAM can be found at the Walden Library site accessed through the faculty or student personal start page/campuscruiser. Once in the Walden Library site, click on Get KAM Research Help and look for the appropriate program or KAM. The Resources links will take you to general references that will provide an overview of the field or key thinkers. The Bibliography link will take you to a list of possible writings. The books and authors listed here are meant only to provide examples of the kind of literature you should be accessing. You can compile your own bibliographic references using this list as a starting point. If you have difficulty compiling a bibliography or choosing relevant readings, consult with your faculty mentor or KAM assessor and the Walden librarians.
Application Component

PPPA 8632 Professional Practice Application of a Theory of Organizational Leadership and Change

Learning Outcome

The purpose of the Application component is to allow the student to solve a “real world” problem by applying the theories, paradigms, current research and best practice principles of organizational leadership and change explored in the breadth and depth components of this KAM.

Demonstration of Competence

To demonstrate competence in the Application component, the student must complete a project in consultation with the faculty assessor. Additionally, the student must submit a 10 page paper which ties the project back to the relevant theory and practice, links all of the relevant components together and justifies the appropriateness of the project to meet the requirements for the application. The “application” should be related to a “real-world” problem or issue. Students are encouraged to think about the application that will be used during the design of the KAM to ensure that it is appropriate and can be linked to the breadth and depth components. In the Depth, a student might expand on a theoretical framework from the Breadth and then apply their previous work to a study of leadership in their workplace. The following are suggested possibilities:

- Reflecting on professional experience and considering the work completed in the Breadth and Depth components, describe a situation in which the policymaking or governance process succeeded or failed and the reasons why.
- Prepare and complete a change management strategy or leadership program in a public or nonprofit organization.
• Compare and contrast actual leadership or organizational change situations, describe best practices and how they may be determined and evaluated in light of the theories or current research.

• Reflecting on an organization of your choosing, describe what the organization would be like (its structure, culture and human relations) if it followed a particular theory, model, or approach to leadership. Analyze the current leadership or change management strategy to recommend what changes would be needed to implement a particular theory (e.g., training and development; cultural and structural changes, and so on).

• Another possible approach is to analyze case studies to determine which theory would be most useful in overcoming the leadership problems indicated in the case.

Learning Resources

Since the Application component builds on the Breadth and Depth sections, students may use some of the resources that were employed in those components. Additionally, nontraditional sources such as institutional documents, annual reports, project outlines, or organizational policies can be used and cited.