

Welcome to ORG321L 741: Issues in Leadership with Melissa Extein, Psy.D.

I look forward to engaging with you as we go on an 8-week learning journey together as a group. I'm including course basics below, but please thoroughly review the course syllabus once it is published. This syllabus will be our road map and offers details about all of the course assignments and policies. Once you have reviewed the syllabus, please post your acknowledgement in the "Before We Get Started" discussion forum. Don't hesitate to reach out with any questions. My contact information is at the bottom of this letter.



Course Description

This course examines both the theoretical and practical aspects of leadership focusing on the role of the leader within business and community organizations. Leadership will be examined from historical, cultural, ethical and psychological perspectives with an emphasis on the changing nature of effective leadership in a global business environment. Students will have an opportunity to examine and develop their own personal leadership styles and potentials through collaborative and experiential learning experiences.

Course Learning Outcomes

Upon the completion of this course, students will be able to:

1. Define and explain leadership and followership
2. Articulate the difference between leadership and management
3. Explain different theories of leadership
4. Identify their own strengths and leadership style
5. Demonstrate the ability to articulate a definition of effective, ethical leadership and analyze leadership effectiveness in the context of systems and organizations
6. Identify common leadership challenges and strategies for overcoming these challenges
7. Explain how leaders can manage groups

Required Textbook

Northouse, P.G. (2025) *Introduction to leadership, concepts and practice* (6th ed.). Sage.

ISBN for Vantage: 9781071914182

ISBN for paperback: 9781071884928

ISBN for the bundle (eBook and loose leaf) 9781071975893

Please be sure to rent, purchase, or otherwise gain access to this text prior to the beginning of the term, as the course requires weekly reading assignments from it.

Additional readings and videos will be assigned in Brightspace.

About the Instructor

For over 20 years, I have mostly worked as an independent consultant to organizations, primarily in the fields of philanthropy and social justice. Guided by theory, I use an equity lens in my approach, considering organizational and group dynamics related to identity (e.g., gender, race, age), power, and authority. I work with clients and their stakeholders as partners, jointly participating in the creation of knowledge and the development of solutions. My clients have included start-ups, foundations and other grantmakers, government, schools and universities, networks, advocacy campaigns, and nonprofits inside and outside the US. I have taught organizational assessment and diagnosis, leadership, and group dynamics to graduate students and executives at Columbia University, The New School, and the University of Pennsylvania. I also served as Director of Strategic Learning, Research, and Evaluation for International Programs at American Jewish World Service. I hold a Psy.D. in Organizational Psychology from the Graduate School of Applied and Professional Psychology at Rutgers University and a B.A. in Psychology from Yale University.

I live in Brooklyn, NY, with my 6-year-old daughter and besides playing with her, I enjoy taking a weekly modern dance class and getting outside as much as possible.

I'm looking forward to meeting you all in the course soon!

Dr. Melissa Extein

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