

# BLDP Curriculum

Week 1

## Leader Development

This course builds from individual and cultural differences, through team and group leadership styles, and finally to organizational identity and change topics. The end state for every LD 750 student is to understand the foundations and implementation of the West Point Leader Development System and build capacity to teach leaders of character at USMA and across the Army. The course consists of four modules

- *Module 1: Individual Differences & Development*
- *Module 2: Group/Team Leader Dynamics*
- *Module 3: Intro to Organizational Topics & Change*
- *Module 4: WPLDS Historical Foundation & Perspective*

Week Two:

**Leadership & Supervision (ORLJ 5005x)** – This course focuses on major psychological and other interdisciplinary approaches to the study of leadership and provides a critical analysis of relevant theories and research and an understanding of practical applications of successfully leading complex organizations.

**Organizational Psychology (ORLJ 4005x)** – This course is an introduction to theories and research that underlie the field of organizational psychology and is intended to help students understand the behavior of people in today’s complex organizations. Implications for and applications of topics such as motivation, leadership, group dynamics, organizational culture, decision-making, job design and workforce diversity in various organizational contexts are considered.

**How Adults Learn (4051x)**- How Adults Learn is designed to provide students with a sophisticated introduction to basic and significant concepts of adult learning development theories. During the course, students will attempt to both model and experience the very theories we are studying. Hence, we strive to learn in a variety of “ways of knowing”, exploring the theories behind the “ways” and our own responses to different modes of learning.

Week Three

**Executive Coaching (ORLJ 4010x)** – Executive Coaching intentionally integrates theory and practice. As such, this course is intended to provide students with an overview of theory, research, and practice related to executive coaching within organizational settings as executive coaching is viewed as a subset of organizational consultation. With basic knowledge of organizational behavior and theory and limited experience with coaching, the course is designed to give students an opportunity to gain foundational knowledge of the coaching process,

including how to create a coaching relationship, engage in coaching conversations, and build commitment for action planning. The focus will be on increasing self-awareness and other awareness, and linking one's experience to theory and research in service of developing effective individual coaching skills. As a result of coaching and being coached, reading and lectures, and through ongoing reflective exercises, each student will develop his|her own coaching model as well as a process of ongoing monitoring and revision of the model.

**Group Dynamics (ORL 5362)** – This course studies organizations as total systems with consideration of different types of organizations. Emphasis on the impact of such dimensions as mission, strategy, structure, culture, systems, and leadership on individual and organizational performance and vice versa, is considered. Organizational change is also addressed. *It also* covers the primary content and substance of organization change. The content includes theory, models and frameworks, research studies, and related concepts that influence the practice of organization change; and, vice versa, how the practice of organization change influences theory, models, research and concepts. The course is conducted as a combination of lecture and student activities and discussion.