

# Master of Science in Leadership

Multiple Concentration Options • Online or On-Campus



SCHOOL OF LEADERSHIP AND  
PROFESSIONAL ADVANCEMENT





**Leadership is not just for CEOs; it is for every person at every level who seeks to have an impact. Leadership encompasses skills such as goal-oriented teaming, ethical decision making, influencing without “directing,” managing conflict constructively, and embracing change in a rapidly changing organization and external environment.**

Duquesne University’s School of Leadership and Professional Advancement offers unique graduate degrees for people who want to make a difference ... in their careers ... in their personal lives ... in their communities ... in the world. It’s more than a learning experience; it’s exposure to new ideas and skills that can be readily applied.

The School of Leadership and Professional Advancement combines the academic distinction for which Duquesne University is renowned with the flexibility and convenience needed by adults with work, family and other responsibilities.

The Master of Science in Leadership program offers an opportunity to develop a strong foundation in leadership, and also offers optional concentration areas for those seeking additional specialization.

- MS in Leadership
- MS in Leadership, Concentrations in:
  - Business Ethics
  - Community Leadership
  - Global Leadership
  - Information Technology
  - Liberal Studies
  - Professional Administration
  - Sports Leadership

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## SCHOOL OF LEADERSHIP AND PROFESSIONAL ADVANCEMENT

**Founded in 1878, Duquesne University is accredited by the Middle States Commission on Higher Education. Our programs offer educational excellence for adults who are often juggling careers, families and other responsibilities. We are committed to the success of our students. We have experience working with adult students ... and we enjoy it immensely!**

### ■ **Nationally Recognized**

Duquesne University is a top tier university among 1,600 American institutions surveyed by *U.S. News & World Report* for 2012. It is among the top 10 Catholic universities in the nation. It is listed among the top seven schools in Pennsylvania.

Duquesne is also included in the 2012 *Princeton Review's The Best 376 Colleges*, which profiles only 15 percent of American and Canadian colleges.

### ■ **Award-Winning Programs**

Recent honors include the **Creative Use of Technology** and **Distinguished Credit Program** awards from the Association of Continuing Higher Education and the **Outstanding Leadership Program** award from the Association for Leadership Educators.

### ■ **Innovative Resources and Services**

Students have online access to learning resources and support services including the Duquesne University Library, online writing center, and contact with faculty and advisors.

### ■ **Outstanding Faculty**

Our distinguished faculty bring a wealth of academic and industry experience to the classroom. Faculty are drawn from a number of schools within Duquesne University, including the School of Leadership and Professional Advancement, John F. Donahue Graduate School of Business, and the McNulty College and Graduate School of Liberal Arts, as well as the professional community. Visit [www.duq.edu/leadership/graduate](http://www.duq.edu/leadership/graduate) to read more about our faculty.

### ■ **Programs for Military Service Members**

The School of Leadership has been named a **2012 Military Friendly School** by *GI Jobs* and *Military Advanced Education* magazines. We understand the unique needs of military students. Our students include active duty, reserve, veterans and retired personnel. Duquesne University's School of Leadership and Professional Advancement has programs listed in DANTES, the Service Members' Opportunity Colleges (SOC) and ConAP.

*Duquesne University is accredited by the Middle States Commission on Higher Education, 3624 Market Street, Philadelphia, PA 19104. (267.284.5000) The Middle States Commission on Higher Education is an institutional accrediting agency recognized by the U.S. Secretary of Education and the Council for Higher Education Accreditation.*



# Graduate Program Information

## Join a Peer-Learning Network

As an on-campus or online student, you'll join a network of students from the community and corporate, nonprofit, government and military sectors. As a graduate you'll join a network of more than 84,000 active alumni located around the globe.

## Program Structure

Programs are 36 credits. The academic year is structured with three semesters per year: two 15-week semesters in fall and spring and one 8-week semester in summer. During the 15-week semesters, campus courses are offered on 8 alternating Saturdays and online courses run continuously. During the accelerated summer semester, campus classes meet for 8 consecutive Saturdays, and online courses are also held for 8 weeks.

## Course Format Options

- **Online:** All graduate programs are available entirely online. There are no campus visit requirements. Online courses are highly structured and academically challenging. While students are not required to be online at any specific times, they are expected to meet specific participation guidelines.

Classes cover the equivalent curriculum and workload, and are taught by the same faculty, as on-campus courses. Some instructors may hold webinars or other synchronous events where students can log in at a mutually convenient time.

- **Pittsburgh:** Many courses are held on Saturdays at Duquesne's main campus.
- **Military Installations:** Courses are offered in Moon Township, PA, and at Fort Indiantown Gap. Please visit [www.duq.edu/military](http://www.duq.edu/military) for more details.

## Financing Your Education

Corporate tuition deferment, payment plans and financial aid are available for those who qualify.

## Application

Requirements for admission are:

- Application: apply online at [www.duq.edu/leadership/apply](http://www.duq.edu/leadership/apply)
- An undergraduate degree from an accredited college or university
- A minimum of two years professional experience (Applicants with less than two years of experience will be considered on a case-by-case basis. Please include any community service, internships, sports teams or other relevant experience on your resume.)
- A 500-word statement describing your academic and professional goals (email to [slpaadmissions@duq.edu](mailto:slpaadmissions@duq.edu))
- Brief resume (attention service members: SMART or AARTS transcripts satisfy this requirement)
- An interview with an academic advisor (can be done by phone for applicants to the online program)

The GRE and GMAT are not required for admission.

## Transfer Credits/Advanced Standing

Adults bring a wealth of experience to their education. This knowledge and experience may be converted into up to 6 academic credits, depending on the program. Graduate credit sources include transfer credits and credit for military and/or approved professional development programs. Please contact an advisor to discuss your opportunities to earn credit toward a degree.

## For More Information

Additional program information is available at [www.duq.edu/leadership/graduate](http://www.duq.edu/leadership/graduate). You may also contact us via live chat, email or phone. The School is open Monday through Saturday.

Duquesne University  
School of Leadership and Professional Advancement  
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Pittsburgh, PA 15282  
1.800.283.3853 / [leadership@duq.edu](mailto:leadership@duq.edu)





# Dimensions of a Duquesne Education

## Understanding and Knowledge

- Understand the nature of the human experience through the lens of liberal arts, creative arts, and sciences
- Know essential ideas, skills, and methodologies required by specific disciplines

## Intellectual Inquiry and Communication

- Demonstrate effective research and communication skills
- Apply critical thinking and problem-solving skills
- Demonstrate intellectual curiosity
- Exhibit dedication to continuous growth and to excellence

## Ethical, Moral, and Spiritual Development

- Recognize the importance of faith and spiritual values
- Apply ethical, moral, and spiritual principles in making decisions and interacting with others
- Practice honesty and integrity in personal, academic, and professional domains
- Respect the dignity of all persons

## Diversity and Global-Mindedness

- Demonstrate appreciation of diverse cultures, religions, and persons
- Learn from diverse schools of thought and be open to new ideas and perspectives
- Appreciate the importance of community in local and global contexts
- Recognize the individual's potential to effect change in organizations, environments, and society at large

## Leadership and Service

- Demonstrate the academic and professional expertise needed to be leaders
- Understand the moral and ethical framework necessary to be a just leader
- Exhibit leadership and teamwork skills
- Promote social justice
- Demonstrate a spirit of service, social responsibility, and personal sense of stewardship for the community

# Master of Science in Leadership (MSL)

Leadership skills are essential for all levels of an organization and across all sectors. The best leaders are those who can bring out leadership in everyone around them — who can help other individuals contribute fully to the organization.

Often professionals may have a certain specialization such as engineering, accounting or technology, but need leadership skills in order to build their effectiveness in their organization and advance their career. Skills such as organizational communication, critical thinking, decision-making, problem-solving, and conflict resolution are valuable for success in the workplace. The MSL program is designed for those who want to develop their own leadership strengths so that they can enhance their own effectiveness and also develop the leadership in those around them.

Upon completion of the program, students will be able to:

- Understand and apply current theories and practice about organizational and personal leadership and followership in a professional setting
- Design and implement both formal and informal leadership development programs
- Express and support their ideas effectively in a variety of written and oral forms
- Understand the nature and practice of ethical leadership, communicate its value, and implement its practice
- Appreciate and navigate the complex interrelationships among various personal, financial, economic, political, and social environments surrounding the challenges of effective leadership
- Articulate an understanding of the larger environment and systems surrounding the challenges of effective leadership and decision-making
- Demonstrate an ability to work effectively with diverse individuals, groups and organizations



This program provides a core group of leadership courses along with the flexibility for students to tailor their program of study by selecting from a wide range of graduate courses tailored to their interests and motivations. Those seeking specializations in a particular area will benefit from reviewing the remainder of this booklet for specific concentration descriptions.

## Leadership Core – 15 credits

- Introduction to the Graduate Study of Leadership
- Organizational Communication
- Conflict Resolution
- Leading People and Managing Relationships
- Leadership Colloquium or Leadership Capstone

## Additional Courses – 21 credits

Choose from courses in leadership, electives or concentrations. No more than two courses can be taken from any one concentration other than leadership. Up to two graduate electives may be transferred from another graduate program at Duquesne or other accredited university. Speak to an advisor for more details.



# Master of Science in Leadership, Concentration in Business Ethics (MSLBE)

Success in today's global marketplace depends on your ability to think critically, make ethical decisions, resolve conflict and empower others. The MSLBE program provides a comprehensive curriculum that addresses ethical theory as well as application of ethics and leadership in the business environment. At the completion of the degree, students will have developed a vision of leadership, sensitivity to ethical challenges that arise in the workplace, and the skills and knowledge to translate their leadership vision and ethical commitment into reality.

The degree has wide-ranging appeal and application for people seeking to enhance their leadership skills and ethics knowledge. MSLBE students hold diverse positions including: chief operating officer, sales manager, risk consultant, intelligence analyst and health care director.

The degree emphasizes:

- Becoming a change agent in your organization
- Encouraging and supporting individuals to summon from within the moral courage to behave ethically
- Decision-making from leadership, ethical and analytical perspectives
- Managing in the environment of business; in-depth look at managers in an economic and social setting
- Adapting new and creative perspectives on organizational issues
- Embracing change in a rapidly changing organization and external environment

## Business Ethics Core – 15 credits

- Business Ethics
- Information Ethics
- Organizational Ethics
- Global Ethics
- Special Ethics Topic – e.g. Ethics and Diversity

## Leadership Core – 15 credits

- Introduction to the Graduate Study of Leadership
- Conflict Resolution
- Leading People and Managing Relationships
- Legal Issues for Leaders or Human and Financial Resources
- Leadership Capstone

## Electives – 6 credits

The School of Leadership and Professional Advancement offers a variety of leadership elective courses. Students also may choose electives from courses offered in any graduate program. Up to six credits are transferable into the program from other graduate institutions pending approval.

*"Duquesne University's School of Leadership and Professional Advancement online degree programs offer an immense amount of flexibility combined with an easily accessible online classroom setting and extremely professional professors and staff. Compared to traditional classroom learning, Duquesne's online degree exceeded my expectations after only one semester. As an active duty Air Force officer, I am always hesitant to sign up for classes as our schedules and assignments are volatile, but Duquesne's degrees can be completed anywhere in the world. I highly recommend this program to anyone who is currently in a leadership position or seeking a leadership position in the future."*

– Andrea Hooper  
First Lieutenant, U.S. Air Force

*"Duquesne's MSLBE coursework has provided an educational program that allows me to make immediate professional use of the concepts and material learned in class. I waited 27 years before going back to school to pursue a master's degree, and now I know why: I was waiting for the right program to come along, and this is it! I have nothing but enthusiasm for this course of study!"*

– Stuart B. Weiser  
Vice President of Development,  
Marketing & Communications  
Idaho Youth Ranch

# Master of Science in Leadership, Concentration in Community Leadership (MSCL)

We believe that people — by bringing forth the best that is within themselves and by working together with committed others — can make a difference, leave a legacy and change the world. Through ingenuity, perseverance, goodwill, and collaboration they create neighborhoods, organizations, and environments that improve the quality of life for themselves and others.

Healthy communities require a vibrant blend of an involved and informed citizenry and the ongoing development of a multitude of local resources. Community-driven leadership is the intangible asset that combines these and other ingredients in creative and effective ways — to design and enact a desirable, sustainable future.

There is a call for renewed focus on community leadership that is collaborative in the face of diverse constituencies, competent in overcoming seemingly intractable social problems, and committed to positive and ethical social change. These forces combined with changing demographics have called for the education of leaders who are committed to improving — indeed transforming — the quality of life in the community. The MSCL program was designed to meet these needs.

The program emphasizes:

- Acknowledging our global interdependence
- Creating and sustaining transformational community change
- Leading, motivating and empowering others
- Strengthening the overall societal impact of individuals and organizations
- Communicating effectively and persuasively

- Building consensus and a community of leaders
- Leveraging the use of resources to further the mission and build the capacity of the organization
- Forming and maintaining unusually effective coalitions and partnerships at the local and regional levels
- Instilling excellence, not as an action, but as a habit
- Building upon individual and organizational strengths

## Community Leadership Core – 15 credits

- Interagency Collaboration
- Organizational Design and Development
- Leadership, Community, and Change
- Catalyzing Community Change
- Governing for Community and Organizational Leadership

## Leadership Core – 15 credits

- Introduction to the Graduate Study of Leadership
- Conflict Resolution
- Leading People and Managing Relationships
- Organizational Communication
- Leadership Capstone

## Electives – 6 credits

The School of Leadership and Professional Advancement offers a variety of leadership elective courses. Students also may choose electives from courses offered in any graduate program. Up to six credits are transferable into the program from other graduate institutions pending approval.

*“After a full two years of total exposure to the real issues of leadership — from the legal to the humanistic perspective and beyond — I am proud with myself that I made the right decision to pursue this course. I am fully confident that the skills I acquired not only will enhance my professional career at the United Nations, but also have prepared the groundwork for me to embark on a new venture after retirement from the United Nations service.”*

– Abdullah Saleh Mbamba  
Director - Retired, United Nations Information Centre  
Canberra, Australia



# Master of Science in Leadership, Concentration in Global Leadership (MSGL)



*Economic difficulties, environmental concerns, poverty and human rights — these are all issues that cut across national boundaries, affecting individuals and populations alike, all around the world. As countries around the globe become more and more interdependent, and as events in one nation produce a chain reaction with strong impacts — both positive and negative — in other countries, it becomes increasingly critical for those who work, or want to work, in the public, private, and nonprofit/non-governmental sectors to understand their responsibility for making and implementing decisions that have the global good in mind.*

Gain a broader global perspective and a foundation of knowledge to work in a global organization. The MSGL program takes a systems approach to teaching international leadership. The curriculum focuses on several main areas: skills for cross-cultural interaction; knowledge of critical global issues; and international leadership skills.

The MSGL program is designed to develop globally conscious leaders, leaders who understand the impact that their actions and decisions have upon their own regions and nations, as well as upon other nations around the world. The program is designed for those working in, or interested in working in, organizations such as embassies, NGOs, corporations doing business in the global market, government, and the military.

Faculty are a diverse blend of practitioners and academicians with extensive experience working in the global environment. They include instructors who have worked with NGOs, governments from a variety of countries, the United Nations, and globally-conscious corporations.

At the end of this program, students will be able to:

- Demonstrate strong cross-cultural communication, negotiation, leadership, and team-building skills
- Describe the intended and unintended potential cross-sectoral and international ripple effects of an organization's policies and decisions
- Demonstrate a working literacy of global issues and utilize this knowledge for critical thinking, thoughtful analysis, and globally-conscious decision-making
- Collaborate effectively with their professional and organizational counterparts in other countries

## Curriculum (select 12 courses)

- Framing Global Issues
- Comparative Leadership Studies
- Understanding the Global Political Arena
- Leading International Teams
- Human Rights and Social Justice
- Leading People and Managing Relationships
- Leading Across Cultures and International Communication
- Issues in Leading International Development
- Global Environmental Issues
- Understanding the Global Economy
- Global Health Issues
- Ethical Governance
- Leading International Change in a Global Setting



# Master of Science in Leadership, Concentration in Information Technology (MSLIT)

With the increased pace of technological change, as well as growing organizational complexities, ensuring that IT remains effective in enabling organizational success is a key leadership challenge. Leading people to leverage the power of IT is of growing importance to an organization's future success. The degree will assist professionals in leading organizational change and understanding the role of technology and its interface with business processes.

If you are interested in advancing your skills, the MSLIT program can help you get there. The program covers topics important to employers and relevant to organizational success. A 2011 survey of CIOs cited the following "critical leadership skills":

- Long-term strategic thinking and planning
- Change leadership
- Expertise running IT
- Collaboration and influence
- Team leadership

The degree emphasizes:

- Cultivating an ability to lead, and developing and refining critical thinking skills
- Leading organizational change
- Communicating effectively and persuasively
- Assessing information technology risk
- Leading in the information age
- Process and data modeling
- Conflict resolution and problem-solving
- Decision-making from leadership, ethical, technological and analytical perspectives
- Systems design and analysis



## Technology Core – 15 credits

- System Analysis and Delivery
- Information Systems Strategy and Governance

Choose three:

- Information System Security and Assurance
- IT Regulatory and Ethical Issues
- IT Program and Project Management
- Special Topics in IT

## Leadership Core – 15 credits

- Introduction to the Graduate Study of Leadership
- Conflict Resolution
- Leading People and Managing Relationships
- Leading Technical Change in Organizations
- Leadership Colloquium or Leadership Capstone

## Electives – 6 credits

The School of Leadership and Professional Advancement offers a variety of leadership elective courses. Students also may choose electives from courses offered in any graduate program. Up to six credits are transferable into the program from other graduate institutions pending approval.

*"The program has definitely been a benefit to me. My knowledge of leadership has expanded greatly, and this has transformed me into a more effective leader with increased ability to recognize and groom the leadership skills in others."*

– Kevin Erdner  
Senior Applications Analyst, West Penn Allegheny  
Health System in Pittsburgh



# Master of Science in Leadership, Concentration in Liberal Studies (MLLS)

Rooted in the liberal arts, the MLLS program emphasizes the importance of integrity and social responsibility in leaders. You will expand your intellectual horizons through the study of how the great thinkers of the past have understood and explained leadership and how contemporary thinkers react to their ideas.

The MLLS program has been carefully designed to incorporate all the disciplines that contribute to skillful leadership. The program emphasizes the self-assessment and development of skills that are crucial to the leader's role, an examination of the world in which today's leaders will function. Through the program, you will:

- gain goal-oriented teaming skills
- enhance coaching skills for improving performance in others
- learn to embrace change in a rapidly changing organization and external environment
- bring solutions, not just problems, to the forefront
- develop a broader perspective of the social, economic, and political issues that impact organizations
- gain the ability to communicate with all levels in an organization
- adapt new and creative perspectives on organizational issues
- embrace individual responsibility as the key to your success

## Liberal Arts Core – 9 credits

- Humanistic Perspective of Leadership
- Social, Political and Economic Issues in Leadership
- Ethical and Spiritual Dimensions of Leadership

## Leadership Core – 18 credits

- Introduction to the Graduate Study of Leadership
- Conflict Resolution
- Leading People and Managing Relationships
- Leadership Colloquium or Leadership Capstone

Choose two:

- Organizational Communication
- Decision Making and Problem Solving for Leaders
- Valuing a Diverse Workforce

## Electives – 9 credits

The School of Leadership and Professional Advancement offers a variety of leadership elective courses. Students also may choose electives from courses offered in any graduate program. Up to six credits are transferable into the program from other graduate institutions pending approval.

*“Imagine teaching leadership and management to journalists, people who are trained to be skeptics. They expect documentation, not just opinion. They love to challenge and deconstruct ideas. Imagine how helpful the MLLS program has been to my teaching. It has helped me illustrate leadership and management topics through research, theory, and practical information, too. Duquesne’s MLLS program was rigorous, comprehensive and convenient, just as I had hoped.”*

– Jill Geisler  
Group Leader, Leadership and Management Programs, The Poynter Institute

*“One of the truly wonderful aspects of my studies here has been my exposure to some of the most intelligent, articulate, accomplished individuals in their respective fields. All of the professors and instructors I have had the honor and pleasure of working with here are amazing and inspiring professionals. My studies in Leadership and Liberal Studies have been particularly helpful in this era of economic change and the challenges facing most organizations. I have applied some of the most timely and significant leadership concepts to both my own employer and to the organizations we have encountered.”*

– Elizabeth Beard  
Regional Consulting Manager,  
instructional technology services organization

# Master of Science in Leadership, Concentration in Professional Administration (MSPA)

The MSPA program is designed for professionals who have, or are seeking, expanded responsibility for:

- oversight of administrative processes
- coordination, analysis, and presentation of information
- supervision of human and financial resources in support of organizational goals

Real-world problems will provide the primary context for much of the learning in both core and concentration courses. Faculty will infuse student learning with current theory and research while emphasizing the practical application of theories.

At the end of this program students will be able to:

- manage employee strengths to build more effective teams
- understand and facilitate cross-functional roles and responsibilities
- generate organizational change plans to implement workplace improvements
- employ administrative and analytic principles to maintain and enhance organizational operations
- develop communication tactics and strategies to apply in diverse situations
- resolve conflicts to maximize productivity in a multi-generational workplace
- use technology tools to access, manage, create, and communicate information
- understand strategies and systems used to plan, allocate, and control the use of financial resources
- employ organizational methods to recruit, hire, train and develop staff
- recognize the importance of professional ethics and legal responsibilities

## Professional Administration Core – 15 credits

- Leadership in Administration
- Accounting and Budgeting
- Personnel Administration
- Information Communication
- Applied Leadership Ethics

## Leadership Core – 12 credits

- Introduction to the Graduate Study of Leadership
- Conflict Resolution
- Leading People and Managing Relationships
- Leadership Colloquium or Leadership Capstone

## Electives – 9 credits

The School of Leadership and Professional Advancement offers a variety of leadership elective courses. Students also may choose electives from courses offered in any graduate program. Up to six credits are transferable into the program from other graduate institutions pending approval.

*“The program has benefited me greatly! There are obvious benefits like being able to apply what I’m learning immediately in the workplace. Many of the professors are industry professionals who bring real world experience into the classroom. They are also very caring and willing to help students in any way they can in order to be successful. I would definitely recommend the program to others.”*

– Lauren Wazontek  
Stanford Alumni Association  
Associate Manager, Membership



# Master of Science in Leadership, Concentration in Sports Leadership (MSSL)

The MSSL program was developed in response to feedback from professional sports employers and managers who indicated a strong demand for these skills in today's complex and dynamic global market.

The knowledge and skills attained through the online MSSL program will enable sports administrators, managers, and employees to add increased value to their organizations. Students will cultivate an ability to lead and refine critical thinking and problem-solving abilities. As part of a peer-learning network, sports professionals will better understand current industry issues in law, negotiation, market research, and sales. Current students in the program include collegiate team coaches, senior directors, ticket managers, and other professionals representing Major League Baseball, professional football, stadia, pro sports agencies and more.

Upon completion, students will:

- Demonstrate increased knowledge of the sports industry
- Have an increased ability to negotiate various professional arrangements and contracts
- Demonstrate sensitivity to the range of external forces (social, economic, international, political, and technological) that arise within the sports industry; and have the skills and knowledge to forge a leadership vision from these forces and translate it into reality
- Manage organizations in the sports industry including marketing firms, licensing agencies, major retailers, professional sports organizations and sporting venues
- Obtain the information needed to support marketing decisions within the sports industry: selection of target market, design of product, distribution, promotion and pricing policy
- Describe the place of personal ethics and shared organizational culture within the sports industry

## Sports Leadership Core – 18 credits (select six courses)

- Strategic Sales Management and Negotiation
- Legal Issues for Leaders in Sports
- Competitive Intelligence
- Business Ethics in Sports
- Strategic Sports Marketing
- Case Studies in Sports Business
- Business of Sports Media

## Leadership Core – 18 credits (select six courses)

- Leading Teams
- Organizational Communication
- Decision-Making and Problem Solving for Leaders
- Conflict Resolution
- Valuing a Diverse Workforce
- Leading People and Managing Relationships
- Leadership in Sports Management

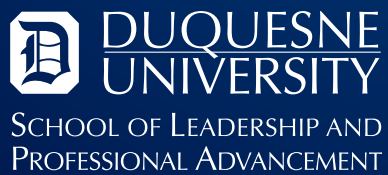
It is recommended that applicants have a minimum of two years of professional experience in the sports industry or an undergraduate degree in sports management.

*"I would have to say this was one of the best decisions I ever made in going back and earning my master's degree. The curriculum gave me a different perspective on leadership and allowed me to take a step back and identify other imperative ways to manage and lead a team. More importantly, the diverse backgrounds of classmates within the industry and those outside the industry gave me an even greater appreciation of other ways of making decisions, leading people and managing relationships."*

– Steve Swetoha  
President, Tulsa Shock







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