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Bernadette:

Leadership is a process involving influence and change – but is not necessarily limited to persons in a specific leadership position or role. As such leadership is an area of study that has been the subject of scholarly research and has been taught, based on foundations of defined leadership theories, principles, and concepts. The OSU Leadership Studies minor is not intended or designed to “certify” the leadership skills or competencies of students. Rather, the Leadership Studies minor will teach students about leadership theories, principles, and concepts that may be applied in various personal, professional, and career contexts. Completing the Leadership Studies minor will not necessarily produce “leaders” for any specific political or administrative position; however students completing the minor are expected to become better leaders in any future role or responsibility.

Leadership as an Academic Discipline -- Leadership is a relatively young and emerging academic discipline that is grounded in the social sciences. The discipline of Leadership is somewhat unique in that it spans both traditional academic disciplines such as psychology, philosophy, anthropology, political science, management, and sociology; although it has been studied in several situational contexts including work, business, family, community, and agriculture. Leadership, by its very nature, is a multi-disciplinary field, and has been the focus of academic studies for over 50 years, particularly during the past two decades. Scholars in many disciplines have used both quantitative and qualitative methodology to study leadership. The discipline of Leadership encompasses definitions, theories, principles, concepts, styles, functions, competencies, and historical examples. Collectively, research findings on leadership are far more sophisticated and complex than the simplistic views presented in the popular press and self-help books sold in airport bookstores.

There are 13 peer-reviewed journals with connections to leadership studies including:

- *Leadership Quarterly*
- *Journal of Leadership and Organizational Studies*
- *International Journal of Leadership Studies*
- *International Journal of Servant Leadership*

Several organizations and associations support the work of leadership scholars and educators:

- International Leadership Association (ILA)
- Association of Leadership Educators (ALE)
- Center for Creative Leadership, Greensboro, NC
- Greenleaf Center for Servant Leadership, Westfield , IN
- National Clearinghouse for Leadership Programs, University of Maryland

The Center for Creative Leadership estimated that there were over 700 college leadership programs at colleges and universities throughout the U.S. in 1998. Such programs range from leadership development activities offered by student services personnel to undergraduate and graduate degree programs at prestigious institutions (e.g. Maryland, Minnesota, Nebraska, Florida, North Carolina, Texas A&M, etc.)

Faculty consulted to provide input for the Leadership Studies minor included:

| | |
|----------------------------|------------------------|
| Eric Anderman (EHE) | Bob Birkenholz (FAES) |
| Trevor Brown (JGSPA) | Jamie Cano (FAES) |
| David Greenberger (BUSMHR) | Bob Gustafson (ENG) |
| Terry Gustafson (A&S) | Roy Lewicki (BUSMHR) |
| Stephen Mangum (FCOB) | Linda Martin (FAES) |
| David Tomasko (ENG) | Joseph Steinmetz (A&S) |

The minor is named Leadership Studies to reflect an intentional focus on teaching and learning leadership theories, principles, and concepts (as opposed to terms such as leadership development which primarily focuses on student experiential activities). As such, the structure of the minor reflects the scope in which the leadership theories, principles, and concepts are applied, namely: personally (individual level), team and organizationally (with intact groups), and community (grassroots). The fourth component of the leadership minor (i.e. Ethics and Diversity) was designated to emphasize the importance of ethical and diversity considerations in leadership processes. The Leadership Practicum was included as a culminating experience in which students could engage in authentic learning experiences in which they apply the leadership theories, principles, and concepts in the context of their career interest.

ASC courses considered [feedback comments regarding appropriateness for minor]:

Art Ed 480 (595A) – Exploring the Creative Sector: Art in the 21st Century. (Text: Understanding the Arts and Creative Sector in the United States) [course description, objectives, and topics were only marginally related to leadership]

Art Ed 481 – Managing Arts Organizations (5) – Focus Management of Community Arts Councils and Boards. (text: Fundamentals of Arts Management) [focus appears to be on management rather than leadership]

Art Ed 483 (683) – Developing Arts Careers & Positioning Passion (text: Utopian Entrepreneurs) [series of guest lectures]

Art Ed 795 (G5) – Arts/Cultural Institutions: Organizational Theories of Management Practice. [graduate course, not appropriate for UG minor]

Art Ed 782 – Nonprofit Arts Institution Governance and Board Leadership [graduate course, not appropriate for UG minor]

Comm 321 – Public Speaking (text: The Art of Public Speaking) [good communication course for skill development, but not leadership content]

Comm 531 – Communication and Conflict Management (text: Essentials of Negotiation and Negotiation: Readings, Exercises, and Cases) [there were no course topics or assignments included on syllabus]

Comm 631 – Communication in Decision Making. (texts: Decision-making in Group Interaction: Achieving Quality and Groups in Context: Leadership and Participation in Small Groups) [leadership was only mentioned in one lecture topic]

Econ 348 – Ethics and Social Responsibility in Economic Life [**approved course for Ethics and Diversity course**]

Philo 130 – Introduction to Ethics [**approved course for Ethics and Diversity course**]

Pol Sci 612 – Political Leadership [**approved course for Team and Organizational Leadership course**]

Psych 522 – Organizational Psychology [**approved course for Team and Organizational Leadership course**]

We are organizing a multidisciplinary advisory committee of faculty to help guide the further development and implementation of the Leadership Studies minor. We anticipate and are soliciting additional courses that could be approved for inclusion in the Leadership Studies minor.

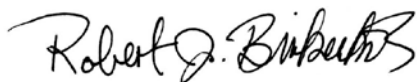
We note that a few of the course options available in the Leadership Studies minor have prerequisites; however the prerequisites can count in the GEC (e.g. Econ 200, Sociol 101, Psych 100)

As noted in the proposal, Fisher College of Business is proposing two new courses to be included in the Leadership Studies minor. The syllabi are attached. We welcome potential courses from other colleges and departments as well.

We would also welcome the opportunity to work with an ASC Advisor who might be able to assist with advising undergraduate students from that college.

I look forward to meeting with you about the Leadership Studies minor.

Respectfully,



Robert J. Birkenholz
Professor, Agricultural and Extension Education
Director of Research and Graduate Studies

Human and Community Resource Development

The Ohio State University
College of Food, Agricultural, and Environmental Sciences
Approved by Colleges of the Arts and Sciences

Interdisciplinary Minor in Leadership Studies

Bob Birkenholz, Coordinating Adviser
248 Agricultural Administration Building
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<http://cfaes.osu.edu/current-students/academics-advising/minor-requirements>

The undergraduate Interdisciplinary Minor in Leadership Studies provides students with knowledge of leadership theories, principles, and concepts to better prepare them for success in future professional roles. The minor is structured to include theories and principles of personal leadership, team and organizational leadership, community leadership, and ethics and diversity. Students should select courses in each of the four curricular areas that are tailored to their professional needs and interests.

This interdisciplinary minor is open to and appropriate for students in all majors at The Ohio State University.

A minor in Leadership Studies consists of a minimum of 24 credit hours (with at least 20 hours at the 200 level or above) as follows:

Personal Leadership Foundations (Choose One)

AEE 342 (5), Bus MHR TBD[#] (TBD),
Edu P&L 371 (3)

Team and Organizational Leadership (Choose One)

AEDE 460 (3), AEE 442 (5), Bus MHR 704 (4), Edu PAES 245 (3), Edu P&L 270.04 (3), Mil Sci 203 (3), Psych 522 (4), PubPol&M 290 (5)

Community Leadership (Choose One)

Edu P&L 271 (5), Rurl Soc 542 (5), Poli Sci 612 (5),
PubPol&M 240 (5)

Ethics and Diversity (Choose One)

Bus MHR TBD[#] (TBD), Econ 348 (5),
Edu P&L 571 (5), Philos 130 (5)

Practicum (Required)

Department of Major or Career Interest Area 693 (3)

Interdisciplinary Minor in Leadership Studies program guidelines

The following guidelines govern the Leadership Studies minor.

Required for graduation No

Credit hours required A minimum of 24

Transfer credit hours allowed A maximum of 10

Overlap with the GEC Permitted, maximum of 5 credit hours

Overlap with the major Not allowed and

- The minor must be in a different subject than the major.
- The minor is not available to students majoring in agricultural communication or agricultural and extension education.
- The same courses cannot count on the minor and on the major.

Overlap between minors Each minor completed must contain 20 unique hours.

Grades required

- Minimum C- for a course to be listed on the minor.
- Minimum 2.0 cumulative point-hour ratio required for the minor.
- Course work graded Pass/Non-Pass cannot count on the minor.

Approval required The minor program description sheet indicates if the minor course work must be approved by:

- A college/school counselor

Filing the minor program form The minor program form must be filed at least by the time the graduation application is submitted to a college/school counselor.

Changing the minor Once the minor program is filed in the college office, any changes must be approved by:

- A college/ school counselor

Arts and Sciences Curriculum and Assessment Office
<http://artsandsciences.osu.edu>
The Ohio State University
4132 Smith Lab, 174 W. 18th Ave.
06/01/2010

Course Syllabus

Personal Leadership and Team Effectiveness

BUS-MHR 6XX

Fisher College of Business

Ohio State University

Instructor:

Dr. Tony Rucci
842 Fisher Hall
614-425-0456
rucci_3@fisher.osu.edu

Course Description

This course will have a 'practical applications' bias. While technical and professional knowledge and skills are a necessary foundation for success in one's chosen *occupation*, it is increasingly apparent that understanding the behavior of people in organizations, as well as one's own leadership effectiveness, are the pivotal factors to success over one's *career* lifetime.

Throughout your career, in any type of organization (business or otherwise), you will continuously be asked to perform and achieve results along with and through other people – either as a colleague and team member, or as a team or organizational leader. This course will examine what we know about effective organizational behavior and management practices, as well as what leadership practices lead to effective team and organizational performance.

Course Objectives

The objectives of this course are to create a class room experience and provide readings and assignments that allow each student:

1. To understand and appreciate both the academic literature as well as the practical application of good organizational management and leadership practices.
2. To critically evaluate the unique nature of effective leaders, and identify key similarities/differences among proven leaders and guest speakers.
3. To participate in a team-based project assignment over the course of the class, and receive constructive feedback on your team and leadership skills through a 360 survey peer feedback process.
4. To develop a personal leadership legacy statement designed to help guide and achieve their career goals.

Possible Required Books and Readings:

A.H.Bell & D. M. Smyth, *Developing Leadership Abilities*. 2nd Edition. Pearson, 2010.

P.G. Northouse, *Introduction to Leadership*. Sage Publications, 2009.

Larson, C. and F. LaFasto, *Teamwork: What Must Go Right, what can go wrong*. (Newbury Park, CA: Sage Publications, 1989).

Course Packet: Contains all additional articles and cases listed in the course syllabus reading list above, except those which will be handed out in class.

Topics:

Understanding approaches to leadership

Building Self-Awareness as a Leader

Leadership Effectiveness: Vision and Purpose

The Critical Role of Vision in Leadership

Leadership Effectiveness: Building and Managing a Team

Leadership Effectiveness: Emotional Intelligence

Leadership Effectiveness: Motivating and Coaching Others

Effective Leadership: Communicating well with others

Effective Leadership: Making Effective Decisions

Effective Leadership: Understanding How Our Leadership is Viewed by Others

Leadership Effectiveness: Developing Character and Integrity

Leadership Effectiveness: Understanding a Leadership Legacy

Course Requirements and Grading

The course will include a mix of class discussions, textbooks, articles, cases, videos, class presentation assignments, a midterm exam and a final written assignment.

Grades will be based on the following criteria:

- Participation and Reflection on Self-Assessment Exercises
- Exam on Leadership Concepts/Readings
- Group (team) project on an effective leader
- Personal Development Paper

Bus-MHR 7XX Leadership and Character

Faculty: Prof. Roy J. Lewicki
Fisher College of Business
Phone: 614-292-0258
Email: Lewicki_1@fisher.osu.edu

Prof. Matt Rodgers
Fisher College of Business
Phone: 614-292-4395
Email: Rodgers_179@fisher.osu.edu

The purpose of this course is to explore issues of leadership as they relate to value-based decision making, character and personal integrity.

The course will employ cases (written and video), readings and presentations on the following topics:

- why character and integrity are important components of leadership
- how organizations design systems to maintain individual and organizational integrity, and manage challenges to integrity;
- how leaders deal with challenges to their integrity;
- ways that individuals can strengthen their character and personal integrity as they make important personal and organizational decisions.

Prerequisites: AEE 342 (5) or **Bus Adm Mgt HR 6XX** (TBD) or Edu P&L 371 (3)

Course Resources:

Possible Required Textbooks:

George, Bill. **True North: Discover your Authentic Leadership.** 2007. Jossey Bass/John Wiley.

George, B., McLean, A. & Craig, N. **Finding Your True North: A Personal Guide** 2008. Jossey Bass/Wiley.

James Clawson, **Level Three Leadership, Prentice Hall,** Fourth Edition, 2008.

Learning Activities:

Lecture/Discussion

Case Preparation and participation

Study Groups and Small Group Discussion

Self-assessment exercises

Guest speakers (leaders who model strong elements of character)

Examples of Cases to be used include:

Sears Roebuck
Martin Marietta
Hauser Foods
John Wolford
Barings Bank
Coach K and Coach Knight
Martha McCaskey
Nike
Martha Stewart
Oprah Winfrey

Assignments:

1. **Individual case write-ups.** Students must write up several of the cases to be covered in class. The case write-up should address the major discussion questions for the case.
2. **Prepare a personal integrity case.** Write up a personal integrity challenge. In the write-up: (about yourself or a positive or negative role model for whom you have *close personal* data and/or insight.
3. **Leadership Self Assessment**
Individually read designated chapters in George, **True North**, Read and consider the related self-assessment activities. Complete small group papers on the discussion.
4. **Group Paper/Presentation:**
As a group, prepare a case of a leader whose integrity was challenged, and who either 'passed' or 'failed' that test.
5. **Exams:**
Tests/quizzes on readings and class discussion

Grading:

Personal integrity paper
Short papers on cases and group discussions
Quizzes on required readings
Group paper and presentation on a model leader
Class participation
Exams/quizzes