

CWRU Action Form for Majors/Minors/Programs/Sequences/Degrees

(instructions on back)

Docket # \_\_\_\_\_

College/School: Weatherhead School of Management

Department: Organizational Behavior

PROPOSED:  major  
 minor  
 program  
 sequence  
 degree

TITLE: Leadership Minor

EFFECTIVE: FALL (semester) 2014 (year)

DESCRIPTION:

The Organizational Behavior Department of the Weatherhead School of Management would like to offer a minor in the skills of leadership for undergraduate students. The primary objective of the Leadership Minor is to provide students with an in-depth knowledge of the fundamental skills of leading people in organizations through a combination of theory, introspection, self-development, experiential learning, teamwork, and practice.

As with other minors at the Weatherhead School, the Leadership Minor will comprise five courses. Students electing this minor must take two required courses (ORBH 250 and ORBH 251) and three elective courses selected from among four elective options focusing on leadership skills and topics.

See detailed Proposal attached.

Is this major/minor/program/sequence/degree:  new  
 modification  
 replacement

If modification or replacement please elaborate: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Does this change in major/minor/program/sequence/degree involve other departments?  Yes  No

If yes, which departments? \_\_\_\_\_  
\_\_\_\_\_

Contact person/committee: Diana Bilimoria

SIGNATURES:

Department Curriculum Chair(s)/Program Directors:	<u>Diana Bilimoria</u>	DATE
Department Chair:	<u>Diana Bilimoria</u>	<u>10/23/13</u>
College/School Curriculum Committee Chair:	<u>Jennifer Johnson</u>	<u>10/23/13</u>
College/School Dean(s):	<u>Jennifer Johnson</u>	<u>10/31/13</u>
UUF Curriculum Committee Chair:	_____	_____

File copy sent to:  Registrar  Office of Undergraduate Studies/Graduate Studies  
 Other: \_\_\_\_\_

**Organizational Behavior Department  
Leadership Minor Proposal  
September 2013**

**Overall Plan:** The Organizational Behavior Department of the Weatherhead School of Management would like to offer a minor in the skills of leadership for undergraduate students. The primary objective of the Leadership Minor is to provide students with an in-depth knowledge of the fundamental skills of leading people in organizations through a combination of theory, introspection, self-development, experiential learning, teamwork, and practice.

As with other minors at the Weatherhead School, the Leadership Minor will comprise five courses. Students electing this minor must take two required courses (ORBH 250 and ORBH 251) and three elective courses selected from among four elective options focusing on leadership skills and topics.

**Required Courses:**

ORBH 250 - Leading People (LEAD I)  
ORBH 251 - Leading Organizations (LEAD II)

**Elective Courses (any three)**

ORBH 303 - Leading Teams  
ORBH 370 - Women in Organizations  
ORBH 380 - Managing Negotiations  
ORBH 391 - Leadership in Diversity and Inclusion

**Required Courses**

**ORBH 250 – Leading People (LEAD I)<sup>1</sup>**

Description: The principal goals of this course are to help students learn about the context in which managers and leaders function, gain self-awareness of their own leadership vision and values, understand the options they have for careers in management based on their own aptitudes, orientations and expertise, and develop the fundamental skills needed for success in a chosen career. Through a series of experiential activities, assessment exercises, group discussions, and peer coaching, based on a model of self-directed learning and life-long development, the course helps students understand and formulate their own career and life vision, assess their skills and abilities, and design a development plan to reach their objectives. The course enables students to see how the effective leadership of people contributes to organizational performance and the production of value, and how for many organizations, the effective leadership of people is the driver of competitive advantage. This is the first course in a two course sequence. Prereq: At least sophomore standing.

Learning Outcomes:

- Demonstrate an understanding of how the effective leadership of people contributes to organizational performance.

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<sup>1</sup> Previous designation was MGMT 250. Previous title was "Organizations and People I". Revised description provided.

- Apply relevant knowledge of individual-level and group-level organizational behavior and human resource management to become more effective as a leader and manager.
- Develop an accurate self-assessment of your strengths, vision, values and skills to enable you to become a more self-aware leader and manager.
- Identify and explore a long-term career target based on your interests and understanding of self.
- Create a plan to achieve your learning and development goals through yourself and others.
- Elevate knowledge of effective management and leadership and what it takes to be successful in those roles.
- Gain experience meeting an objective through team participation.
- Develop business writing skills.

### **ORBH 251 – Leading Organizations (LEAD II)<sup>2</sup>**

Description: The principal goal of this course is to help students enhance their leadership skills by understanding how organizations function through the lenses of structure, culture, and power/politics. The course enables students to discern how leaders function effectively as they integrate goals, resources and people within these constraints. Students learn about these organizational lenses while developing their own leadership and professional skills. Prereq: ORBH 250 or MGMT 250 and at least sophomore standing.

#### Learning Outcomes:

- Apply relevant knowledge of organizational-level organizational behavior and strategic human resource management to become more effective as a leader and manager.
- Demonstrate an understanding of how effective design of organizational systems contributes to organizational performance.
- Understand how the most effective leadership decisions are made within the context of an organization's structure, politics, and culture.
- Gain experience meeting an objective through team participation.
- Develop professional presentation skills.

### **Elective Courses (any 3 out of 4)**

#### **ORBH 303 – Leading Teams<sup>3</sup>**

Description: This course is designed for students who want to increase their understanding of interpersonal and team dynamics. It is designed to help you to build more open and effective relationships and to improve your ability to cooperate with and lead others to work effectively in today's increasingly team-oriented organizations. The emphasis of this course is on learning about oneself in the

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<sup>2</sup> Previous designation was MGMT 251. Previous title was "Organizations and People II". Revised description provided.

<sup>3</sup> Previous title was "Leadership and Personal Development". Revised description provided.

context of others based on the here-and-now experience of the group. Prereq: At least sophomore standing.

Learning Outcomes:

- Understand effective group dynamics and how your behavior contributes to these dynamics.
- Practice methods of influencing and motivating others.
- See how different communication styles bring different team results.
- Understand differences and similarities (race, gender, age, nationality, ethnicity, personality, etc.) and how they affect your relationships and behaviors in teams.
- Become more aware of your own feelings and behaviors in small groups, and understand the effects of these on others.
- Learn how to take actions to improve group dynamics.

**ORBH 370 - Women in Organizations**

Description: This course explores the unique challenges of life for women, with a particular focus on entering modern adulthood after getting a degree. At this stage many choices can be made regarding future careers and relationships. The class guides thinking about how to create successful work-in-life integration in a global economy including cross-cultural comparisons. This course broadens self-knowledge about personal identity, direction, leadership, and values about the context of work in life; increasing gender intelligence to understand gender dynamics in the workplace and their intersection with race, ethnicity and class; and enhancement of leadership capabilities in organizational systems. Through application of concepts to case studies, experiential learning, and an interview project with practicing women professionals, students gain a greater awareness of key issues and concerns influencing effective participation and leadership in the work force. Offered as ORBH 370 and WGST 370.

Learning Outcomes:

- Understand unique challenges of life (in your twenties) including building inner resilience, making decisions that are right for you, and working out issues around career-life integration for this stage of your life.
- Gain understanding of biological, interpersonal, organizational, and societal structures and processes around gender (and race/ethnicity) that impact women and men in organizations, revising male/female relationships to meet demands in global economy.
- Enhance understanding of self in relationship to others in work settings, further developing interpersonal, communication, leadership, and analytic competencies necessary to succeed as global citizens.
- Increase gender intelligence and cross-cultural intelligence between men and women.
- Facilitate integration of personal experiences and thoughts, with new knowledge of issues surrounding women in organizations, into a framework for personal decisions, actions and personal development in order to grow through life experience.
- Understand that the issues of women's rights are human rights.
- Gain transformative leadership skills to make a difference.

## **ORBH 380 - Managing Negotiations<sup>4</sup>**

Description: Negotiation is the art and science of securing agreements between two or more interdependent parties. Negotiation skills are critical to influencing others and thus to effective leadership. The good news is that negotiation is a skill that can be developed. In this interactive course, you will learn how to be a more effective negotiator by learning about the theory and processes of negotiation, participating in negotiation simulations, reflecting on your own and others' negotiation experiences and completing assignments designed to help you hone your negotiation skills. This will be done through a variety of means, including: understanding the theory and processes of negotiation, participating in negotiation simulations, reflecting on your own and others' negotiation experiences and completing assignments designed to help you hone your negotiation skills. Prereq: At least sophomore standing.

### Learning Outcomes:

- Develop leadership skills by creating, and not just claiming, value
- Be better prepared for negotiations in order to avoid common negotiation mistakes
- Obtain your fair share of what is negotiated
- Recognize which strategies are effective for particular situations
- Work with people whose backgrounds, expectations and values differ from your own
- Improve your analytical abilities in understanding human behavior in cooperative and competitive situations to improve your ability to lead
- Develop confidence in the negotiation process and in your self-confidence as a negotiator and leader

## **ORBH 391 - Leadership in Diversity and Inclusion: Toward a Globally Inclusive Workplace<sup>5</sup>**

Description: Global workforce diversity issues from individual, group, organizational, and societal perspectives are addressed in this course. Analytical frameworks for understanding barriers and best practices in management and integration of diversity in organizations are presented. Leadership development for supporting diversity and inclusion is a major focus. Emphasis is on tools, strategies, ideas, and techniques that enable tapping the talent of diverse individuals, leading productive workgroups and organizations when people from different places, backgrounds, ages, and religions come together in the workplace. Prereq: At least sophomore standing. Cross listed with ORBH 491.

### Learning Outcomes:

- To gain greater awareness of the strategic advantage of diversity to performance in organizations
- To enhance understanding of yourself as a leader in relationship to the diverse people around you in work settings.
- To gain a thorough understanding of systems.
- To develop an increased awareness about the positive side of difference.
- To enhance development and practice of competencies and skills of leadership for employee inclusion in a multicultural, globally connected workforce.

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<sup>4</sup> This is a new course.

<sup>5</sup> Cross listed with existing ORBH 491.