

Leadership
Spring 2002 University of Hawaii, Hilo
Dr. Becker

Course Meets: Mon & Wed 3:00-4:15 PM/EKH 110

Office: 209 EKH

Office Hours: Monday & Wednesday 130:-2:50 PM;
Tuesday & Thursday 11:30AM-12:20 PM
and by appointment.

Phone: 974-7464

Email: beckerc@hawaii.edu

Texts:

Leadership: Research, Findings, Practices, and Skills (3rd Edition). Andrew J. DuBrin. Boston: Houghton Mifflin Co, 2001.

Be Heard Now. Lee Glickstein. New York: Doubleday, 1998.

Course Description:

This course focuses on the relationship between communication and leadership. It introduces students to relevant theories, concepts, and research findings. Students are provided opportunities to develop leadership goals and objectives while practicing leadership and communication skills.

Objectives:

Students will: 1) demonstrate familiarity with the various theories, concepts, tools, research, and skills related to leadership and communication 2) identify traits, styles, attitudes, strategies, and problem solving techniques of effective leaders 3) be able to speak about leadership goals and objectives 4) develop and practice other leadership skills 5) relate leadership to diversity and communication.

Evaluation:

| | |
|------------------|----------|
| Exams (3) | 15% each |
| Journals | 20% |
| Video Essays (2) | 10% each |
| Participation | 15% |

Exams:

There will be three exams comprised of multiple choice and true/false questions. The material on the exams will be based on the information in the text, the reader, class lectures, and discussions. The dates of the exams are listed on the schedule. There will be make-ups allowed only in cases of documented emergencies.

Journals:

You will be required to keep a journal that demonstrates your learning and your progress in this course. Each journal should contain a 1-2 page introductory essay, ten 1-2 page discussions of the each of the speaking circles, and a 1-2 page final reflection paper (total 12-25 pages). Journal entries must have clear headings (i.e. topic and/or date); they must be typed and double-spaced. Other topics that might be discussed in the journals include results of the self-assessment exercises in the text, applications of theories and concepts, or discussions of the skill building exercises.

Video Essays:

You will be required to tape two of your speaking experiences. The first must be one of the first four circles. You must tape your one minute, two minute, and five minute sessions that day and the feedback from your peers. Upon viewing your performance, reflect on the experience in a 2-3 page essay. The same procedure should be used for one of your later circle experiences (6-10). Upon viewing and reflecting upon your second taped experience, discuss your development over time. Both essays and the video must be submitted on the last day of class. The final essays should typed, double-spaced, and total 5-7 pages. Because there may be limited camera availability, you must bring a tape and be prepared to tape each time there is a circle. Do not use anyone else's tape. The tape will be returned and should have only your sessions on it.

Participation:

Participation is important. Many of the skills you will be developing in this course cannot be learned from a textbook. They require communicating with others. Therefore, it is essential that you come to class and participate fully. Participation requires that you become actively involved in class activities and speaking circles. Your verbal and nonverbal communication behavior should help to create a supportive communication environment. This means that you listen to others and respect their right to their feelings and opinions, even if you disagree with them. You will also be expected to maintain the standards of support discussed in your text (BHN pp. 215-216).

Attendance is required. You will be allowed three unexcused absences. After that, you will lose five points from your participation grade for each absence. Coming to class late or leaving early counts as _ an absence. When justified due to circumstances beyond your control, (i.e. illness, family emergency ect...) excused sessions, make-up work and extra credit proposals will be considered on a case to case basis. Please be mindful that excessive absences will be likely to also effect your performance on exams, ability to tape your speaking circle, and receive an outstanding or above average grade on the journal assignment.

Special Needs:

If you have a documented learning disability and would like to request accommodation please contact the University Disability Services at 933-0816 (V), 933-3334 (TTY), Campus Center Room 311, as early in the semester as possible. If there is anything else I can do to help you succeed in this course, please come and talk with me.

**Course Schedule
(Tentative)**

| | | |
|----------------|-----------------|---|
| January | 14 | Introduction Text: chapter 1 BHN: chapter 13, 1 & 2 |
| | 16 | The Nature and Importance of Leadership Developing Vision and Skills: Speaking Circles Text chapter 2 |
| | 21 | No Class: Martin Luther King Day |
| | 23 | Traits, Motives, and Characteristics of Leadership BHN: chapter 3 |
| | 28 | Being Yourself Text: chapter 3 |
| | 30 | Charismatic and Transformational Leadership BHN: chapter 4 |
| | February | 4 |
| 6 | | Effective Leadership Behaviors and Attitudes BHN: chapter 5 |
| 11 | | Connection Text: chapter 5 |
| 13 | | Leadership Styles |
| 18 | | No Class: President's Day |
| 20 | | Exam 1 Text: chapter 6 |
| 25 | | Contingency and Situational Leadership BHN: chapter 6 |
| 27 | | Vulnerability Text: chapter 7 |

| | | |
|--------------|----|---|
| March | 4 | Power, Politics, and Leadership BHN: chapter 7 |
| | 6 | Embracing Fear Text: chapter 8 |
| | | March 8 is the last day to withdraw from course |
| | 11 | Influence Tactics BHN: chapter 8 |
| | 13 | Humor Text chapter 9 |
| | 18 | Developing Teamwork BHN: chapter 9 |
| | 20 | Trust Text: chapter 10 |
| | 25 | No Class: Spring Recess |
| | 27 | “ “ |
| April | 1 | Motivation and Coaching Skills |
| | 3 | Exam 2 BHN: chapter 10 |
| | 8 | Attitude Text: chapter 11 |
| | 10 | Creative Problem Solving Leadership BHN: chapter 11 |
| | 15 | Opening Text: chapter 12 |
| | 17 | Communication and Conflict Management Skills BHN: chapter 12 |
| | 22 | Structure Text: chapter 13 |
| | 24 | Strategic Leadership and Knowledge Management Text: chapter 14 |
| May | 1 | International and Cultural Diversity Text: chapter 15 |
| | 6 | Leadership Development, Succession, and Followership |
| | 8 | Vision Circle |

Final Exam is May _____ at _____ in _____.

Notes: