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:


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 etc…) 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 affect 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  Compelling Attention  
    Text: chapter 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:**