Course Information: CRN: 14778    Location: Bldg. L/SU L-108
Instructor: Constance Strickland, Instructor, & Coordinator of Student Life & Cultural Activities
Office: L/SU L-107    Office hours by appointment
Phone: 206-7616    Email: estrickland@pima.edu

Required Text: Phi Theta Kappa Leadership Development Studies, A Humanities Approach, 4th Ed.

Course Objectives:
There are three important ideas taken from the Phi Theta Kappa materials for this course:
First, within every individual there exists leadership potential; Second, leadership can be taught;
Third, developing a personal leadership philosophy is a prerequisite to learning and applying leadership
skills.

The principle objectives of this course are to help you successfully learn leadership principles and apply them
to real world leadership situations. As we work toward these goals you will:

- Discover the humanities as a source for leadership wisdom.
- Identify the many and varied characteristics and skills manifest in effective leaders.
- Improve your leadership skills and abilities.
- Develop and communicate your own personal leadership philosophy and discover your leadership
  style and/or enhance self-awareness.
- Acquire a functional understanding of leadership and group dynamics through team building, group
  empowerment and be able to discuss the complexities inherent in ethical leadership.
- Improve your skills in articulating a vision, goal setting, decision making, and how to initiate
  change.
- Discuss the complexities inherent in ethical leadership.
- Recognize the different types of conflict and appreciate the role a leader can play in leading through
  conflict.
- Express the methods leaders can use to initiate change and help others adjust to change while
  comprehending the concept of empowerment and the techniques effective leaders use to empower
  others.
- Expand your awareness of leadership to include the concept of servant-leadership.
- Develop or participate in a leadership project demonstrating your ability to use what you have
  learned.

Instructional Approach: This course uses a student-centered learning approach incorporating film, group
activities and discussions to build knowledge and develop application. The emphasis will be on helping you
explore leadership principles and apply them rather than memorizing a log of facts and figures and regurgitating
them during an exam. On average you will be required to read two to three articles prior to each class session
and you will be expected to arrive prepared to discuss them. You will be required to participate in or develop
and implement a service project that benefits the College and/or the community. The leadership project will
require you to collaborate with at least two or more of your classmates in a team effort to apply the leadership
skills taught in this class.
STU 230- Dynamics of Leadership - CRN 14778 - Fall 2007

Learning Assessment: Learning will be assessed through several learning style indicators, the midterm and final examinations and group presentations of a leadership project. This year all projects will be centered on Service Learning.

Journals: Class preparation is important for class participation. To insure that every student is prepared for the class discussion, each student will be required to complete and hand in an article/journal summary sheet in which you identify the key points of the reading and/or article and then summarize these points in your own words. These typed journal summaries will be worth 10 points total for all readings each class period. Total points for class preparation = 110 points. Summary sheets will be handed in at the beginning of each class. If you are late for class your summary is also considered late and will not be accepted.

Class Attendance: Since participation is an important component of your course grade, it is essential; that you attend each class session, as attendance will be noted at every meeting. To encourage attendance, you will receive five points for each of the 15-scheduled class periods, for a maximum of 75 points. Extra Credit: given throughout the semester. There is a maximum of 50 points for extra credit. There will only be a few opportunities for extra credit. Therefore, please do not count on extra credit to save you.

Life's events do and will happen occasionally that may prevent you from attending class. Taking such instances into consideration, during the semester you will be granted one excused absence without loss of attendance points. If you know you are going to miss a class please contact my office immediately by calling or emailing me. Therefore, absences in excess of two or more will result in your final grade being lowered by one letter grade. You must get notes from your fellow classmates; I will not discuss with you what you have missed unless you made specific arrangements with me prior.

Class Participation: Participation and in class discussions is mandatory because the most effective learning will occur through the exchange of ideas and involvement in class activities. To promote student participation, you will receive 5 points for your contributions to the discussion and activities during each scheduled class, for a maximum of 75 points. You will not receive participation points for the one excused absence mentioned above.

Examinations: Mid-term is a take-home exam, open book, and must be in essay format. The exam will be worth 100 points. The Leadership Portfolio will replace the final exam. The distribution and due dates for the exams and portfolio appear in the class syllabus. However, depending on our progress in the class these dates may change by one week only. Questions will be designed to evaluate your knowledge and application of leadership principles rather than rote memorization, as good leadership is more about application than the ability to recite what someone else has written. A typical exam will contain from five to ten questions with full to partial credit given for each answer.

Leadership Project: You will be required to team with two or more classmates and participate in or develop and implement a service project that benefits the College and/or the community. A brief one-page project proposal must be submitted and approved by the instructor no later than the end of class on September 25, 2007. Each group will present their project in class starting the week of November 26, 2007. A sign-up sheet will be available November 20, 2007.

I believe in using technology or some form of professional handout. The best use of technology is that your presentations be a PowerPoint presentation. During that presentation your group will describe the nature of the
project. Leadership principles applied, what was learned from the experience, and what might be done to improve the project for future implementation. However, your level of involvement and participation in the Project and presentation will determine your final grade for the project. The project is worth 100 points for each member of the group.

**Final Grading Scale:**

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<tr>
<th>Component</th>
<th>Points</th>
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<tbody>
<tr>
<td>Journals</td>
<td>400</td>
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<tr>
<td>Attendance</td>
<td>75</td>
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<tr>
<td>Class Participation</td>
<td>75</td>
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<tr>
<td>Mid-Term</td>
<td>100</td>
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<tr>
<td>Outreach Project</td>
<td>100</td>
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<tr>
<td>Final Exam</td>
<td>100</td>
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<tr>
<td><strong>Total</strong></td>
<td>850</td>
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The course is worth a total of 850 points: 90% or above 850-765 = A, 80% or 764-680 = B, 70% or 679-595 = C, 65% or 594-553 = D, below 552 is failing. Please remember that this class transfers to all three universities as an elective. However, D's do not transfer to any of the Arizona Universities.

**Disruptive Behavior:** Behavior that according to the Student Code of Conduct (SCC) is described as disruptive will not be tolerated. The instructor reserves the right to follow the SCC procedures in case of the occurrence of a disruptive act. The SCC is clearly presented in the Student Handbook, and is available at our first class meeting.

Because of insurance limitations, non-registered visitors are not allowed at class sessions or on field trips. Possession of drugs, alcohol or firearms on college property is illegal. Eating, drinking, smoking and soliciting are not allowed in classrooms. Pets, telephones, pagers and other electronic devices that distract students are not allowed in classrooms.

**Scholastic Ethics Code (SEC):** Students are expected to adhere to the SEC. The instructor reserves the right to follow due process in notifying the student of alleged violations and pursue acceptable procedures for the resolution of the violation. The SEC is presented in the Student Handbook, in the back of your student planner handed out in this class. Violations of scholastic ethics are considered serious offenses by Pima Community College, the (applicable) Department and by your instructor. Students may consult the PCC Student Handbook sections on student code of conduct, on scholastic ethics and on the grade appeal procedure. Copies are available at PCC campus libraries and at [http://www.pima.edu/dept/studresp/index.htm](http://www.pima.edu/dept/studresp/index.htm). You may work from books and other materials if it is properly cites. Copying from a book without proper reference or from a person under any circumstances will result in an F for the assignment, and at the instructor’s discretion, a possibly an F for the course.

**Write your own.**

**ADA Compliance:**
Pima Community College offers reasonable academic accommodations to qualified students with appropriate disability documentation. Academic accommodations will be made based on eligibility determination by the Disabled Student Resources office (DSR). To request a reasonable academic accommodation, students must be registered with the campus DSR office. Campus DSR offices can be reached by calling 206-4500.
<table>
<thead>
<tr>
<th>Class #</th>
<th>Date</th>
<th>Topic</th>
<th>Instructor/Guest</th>
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| 1      | 8/28/07| Syllabus review
Developing a Leadership Philosophy                      | Strickland       |
|        |        | What is Leadership?
“The Philosopher King” Plato                                |                  |
|        |        | PCC Leadership Institute - PowerPoint                      |                  |
|        |        | Opportunities for Leadership                               |                  |
|        |        | Exercise: Bingo                                            |                  |
| 2      | 9/4/07 | Unit #11 – Exploring the History of Leadership Studies     | Strickland       |
|        |        | Classic Case “The Sole Proper Claim to Leadership” (Aristotle) |                  |
|        |        | Discuss Readings:                                          |                  |
|        |        | Leadership Profile: LAO TZ, Tao Te Ch’ing                  |                  |
|        |        | Quote: John F. Kennedy, Inaugural Address, 1961            |                  |
|        |        | “The Once and Future King,” (T.H. White)                   |                  |
|        |        | “The Jungle,” (Sinclair)                                   |                  |
|        |        | “Motivation and Personality,” (Maslow)                     |                  |
|        |        | “Freedom from Fear”(Kyi)                                   |                  |
|        |        | Exercise: Developing a Theory of Leadership-               |                  |
|        |        | Leadership Portfolio – due 11/20/2007                      |                  |
|        |        | Film: Elizabeth                                            |                  |
| 3      | 9/11/07| Unit #1– Developing a Personal Leadership Philosophy       | Strickland       |
|        |        | Discuss Readings:                                          |                  |
|        |        | Leadership Profile: Simon Bolivar                          |                  |
|        |        | "Thinking about Leadership"                                |                  |
|        |        | “Four Competencies of Great Leaders” (Cronin)              |                  |
|        |        | "10 Traits of Dynamic Leaders" (Bennis)                   |                  |
|        |        | “The Female Advantage,” (Helgesen)                         |                  |
|        |        | “Type Talk” (Kroeger & Theusen)                            |                  |
|        |        | Exercise: Values Sort and Assumptions about people questionnaire |                |
| 4      | 09/18/07| Unit # 2 Leading by Serving                               | Strickland       |
|        |        | Discuss Readings:                                          |                  |
|        |        | Leadership Profile: Harriet Tubman, “The Underground Railroad” |                |
|        |        | “The Servant as a Leader” (Greenleaf) (Blockson)          |                  |
|        |        | “Ubuntu,” (Sims)                                          |                  |
|        |        | “The Art of Chaordic Leadership” (Hock)                    |                  |
|        |        | “Becoming a Servant-Leader: The Personal Development Path” (Lopez) |          |
|        |        | Exercise: What is your Philosophy of Service?              |                  |
|        |        | Film: Hotel Rwanda                                         |                  |
|        |        | Guest Speaker                                              |                  |
| 5      | 09/25/07| Unit #3 – Understanding Ethical Leadership                | Strickland       |
|        |        | Discuss Readings:                                          |                  |
|        |        | Classic Case for Unit #3 – “Billy Budd” (Melville)        |                  |
|        |        | “Confucius, The Analects”                                  |                  |
"Universal Human Values: Finding an Ethical Common Ground,” (Kidder)  
“Satyagraha,” (Gandhi)  
Film: Miss Evers Boys / Film: Primary Colors  
Exercise: Whom to Choose: Values and Group Decision Making  
Guest Speaker: 

6  10/02/07  Unit #3 - Understanding Ethical Leadership (Con’t)  
Strickland  
“A Leader has High Ethics: Building Trust with Your Followers”  
“Thinking Ethically: A Framework for Moral Decision Making,”  
Exercise:  
Film: Primary Colors  

7  10/09/07  Unit #4 - Articulating a Vision  
Strickland  
Classic Case: Unit 4 – Henry V  
Discuss Readings:  
“I have a Dream” Martin Luther King, Jr  
“Gettysburg Address,” Abraham Lincoln  
“Enlist Others: Attracting People to Common Purposes,”  
“Theories of Visioning and Goal Setting”  
“Vision and Meaning: Two Sides of the Coin”  
Film: MLK Speech  
Exercise: Hollow Square  

8  10/16/07  Unit #5 – Building a Team  
Strickland  
"Classic Case: “The Grapes of Wrath”  
Leadership Profile: Cesar Chavez: “The Address to the Commonwealth Club of California”  
“Twelve Ways to Better Team Building” (Belzer)  
“The Secrets of Great Groups” (Bennis)  
“The Conductor-less Orchestra” (Seifter)  
Film: Remember the Titans  
Guest Speaker:  
Exercise: Remember the Titans  
Handout – Mid-Term  

9  10/23/07  Unit #6 – Leading with Goals  
Strickland  
Discuss Readings:  
Classic Case: “Pygmalion” (Shaw)  
Leadership Profile: Frederic Douglass, Narative of the Life of Frederick Douglass  
“Man’s Search for Meaning,” (Frankl)  
“The Power of Goals” (Covey, Merrill)  
“Workshops Aid in Goal Setting” (Werther)  
Film: Apollo 13  
Exercise: Setting Goals for Your Community  
SMART Strategy for Goal setting  
Strickland
10 10/30/07  Unit 7 - Decision Making  Strickland
Mid-term Due at the beginning of Class
Discuss Readings:
Classic Case: Huckleberry Finn, (Twain)
Leadership Profile: “An Indian’s View of Indian Affairs”
“Shooting an Elephant” (Orwell)
"What you don’t know about making decisions."(Gavin, Roberto)
“A Question of Leadership: What Can Leaders Do to Avoid Groupthink?”
Film: Thirteen Days
Exercise: ____________

11 11/06/07  Unit 8 – Managing/Guiding Through Conflict  Strickland
Classic Case: “The Iliad,” (Homer)
Leadership Profile: “Chimate Chumbolo, excerpts from Woman between
Two Worlds “(Olmstead)
Discuss Readings:
Leadership Profile: Chilmate Chumbolo
“Conflict,” (Coon)
"Federalist 10,” (Madison)
“American Ground: Unbuilding the Worlds Trade Center,” (Langeweische)
Film: “Crash”
Exercise: Iliad Skit

12 11/13/07  Unit 9 – Realizing Change  Strickland
Classic Case: ‘Allegory of the Cave,” (Plato)
Discuss Readings: Strickland
Leadership Profile: Elizabeth Cady Stanton and Susan B. Anthony;
“Solitude of Self” and “The Sentencing of Susan B. Anthony for the Crime of
Voting,“
Discuss Readings:
“Choosing Strategies for Change,”
“The Practice of Innovation,”
“Dealing with Resistance to Change,”
“Letter from Birmingham Jail,”
Exercise: Creating Change (handout)
Film Schindler’s List
Guest Speaker:

13 11/20/07  Unit 10 - Empowering Groups  Strickland
Discuss Readings: Strickland
Leadership Profile: "Mandela: Long Walk to Freedom"
"Leadership as Empowering Others" (Burke)
"From Transactional to Transformational Leadership: Learning to
Share the Vision,” (Bass)
“Leadership that Gets Results,” (Coleman)
"Leadership that gets results"
Exercise: Shaping the Future
Film: Norma Rae
STU 230 Dynamics of Leadership – Fall 2007 - Course Syllabus

14  11/27/2007  Presentation of Leadership Portfolios
       Sign-up for Project Presentations
       Film Review: The Guardian (Identify Mission, Vision, Leadership Styles,
       Teamwork, Change Initiated, Ethics,

15  12/04/07  Project Reports

16  12/11.07  Project Reports & Grades…