HTT A284: LEADERSHIP AND STRATEGIC MANAGEMENT

Item	Value
Curriculum Committee Approval Date	03/11/2020
Top Code	130700 - Hospitality
Units	3 Total Units
Hours	54 Total Hours (Lecture Hours 54)
Total Outside of Class Hours	0
Course Credit Status	Credit: Degree Applicable (D)
Material Fee	No
Basic Skills	Not Basic Skills (N)
Repeatable	No
Grading Policy	Standard Letter (S)

Course Description

This course is designed to provide a basic introduction to leadership by focusing on what it means to be a good leader. Emphasis is on the practice of leadership. We will examine topics such as: the nature of leadership, recognizing leadership traits, developing leadership skills, creating vision, setting the tone, listening to our group members, handling conflict, overcoming obstacles, and addressing ethics in leadership. Attention will be given to helping students to understand and improve their own leadership performance. ADVISORY: ENGL A099 or equivalent. Transfer Credit: CSU.

Course Level Student Learning Outcome(s)

1. Identify personal leadership styles.
2. Using your personal leadership styles explain how they contribute to effective management, productivity, controlling of labor costs, retention, and employee motivation.

Course Objectives

- 1. Explore personal conceptualization of leadership
- 2. Develop an awareness of the complexities and dynamics of leadership
- 3. Recognize the differences and commonalities in how individuals view Leadership
- 4. Recognize the unique traits of selected historical leaders
- 5. Explore the similarities and differences of these leaders and their traits
- 6. Analyze a specific philosophy and/or style of leadership
- 7. Learn how a leaders personal philosophy and style can impact effective leadership
- 8. Understand the importance of both task and relationship leadership behaviors
- 9. Explore how a leaders own emphasis on tasks and relationships affects his or her leadership style.
- 10. Develop an understanding of the importance of leadership skills
- 11. Learn to distinguish the three types of leadership skills
- 12. Explore ways in which leadership skills can be acquired
- 13. Illustrate the importance of planning in reaching a goal
- 14. Show how teamwork and delegation of labor help to implement a vision
- 15. Demonstrate how every team member contributes to a vision
- 16. Explore real-life situations of how a leader sets the tone for a group or organization.
- 17. Test and develop individual personal styles developing a tone for a group or organization
- 18. Explore the nature of out-groups and how leaders can effectively deal with them
- 19. Develop an appreciation for the challenges that out-group members create
- 20. Analyze the pros and cons of trying to include out-group members
- 21. Discover the basis of selected real interpersonal conflicts
- 22. Identify and explore different kinds of conflict
- 23. Analyze the interests and positions behind actual conflicts
- 24. Develop an appreciation for how to fractionate conflicts and save face during the conflict resolution process
- 25. Explore methods leaders use to help followers overcome obstacles
- 26. Develop an understanding or how specific obstacles require specific leadership
- 27. Recognize the importance of leader adaptation to followers needs
- 28. Examine the characteristics of ethical leadership
- 29. Employ using ethical considerations in a decision making process
- 30. Explore how decisions and actions are a reflection of leaders values and define his or her ethical leadership

Lecture Content

Defining Leadership Trait Approach Behavior Approach Situational Approach Relational Approach "New Leadership" Approach Emerging Leadership Approaches Global Leadership Attributes American Perspective The GLOBE Studies Practicing Leadership Demand for Leadership Effective Leadership Historical Leaders George Washington Harriet Tubman Eleanor Roosevelt Winston Churchill Mother Teresa Nelson Mandela Bill Gates Oprah Winfrey 6 Major Leadership Traits Intelligence Confidence Charisma Determination Sociability Integrity What is Your View of Human Behavior at Work. Theory X Theory Y Three Styles of Leadership Authoritarian Democratic Laissez-Faire Personal Style Task-Oriented Style Relationship-Oriented Style What Kind of Leader Are You. Task-Relationship Continuum Task Leadership Relationship Leadership   What Kind of Leader Do Your Followers Need. Developing Leadership Skills Definition of skills as learned competencies More research attention on skills in past 10 years Administrative Skills Managing people Managing resources Showing technical competence Interpersonal Skills Being socially perceptive Showing emotional intelligence Handling conflict Conceptual Skills Problem solving Strategic planning Creating vision Creating a Vision Definition of vision Leadership research on vision Characteristics of a Vision A picture A change Values A map A challenge Articulating a Vision Adapting the vision Highlight the values of the vision Choosing the right language Inclusivity Implementing a Vision Acting out the vision Set high performance expectations for others Stay focused on the goal Setting the Tone in Productive Ways Four factors in Setting the Tone Providing Structure Clarifying Norms C.   Building Cohesiveness D   Promoting Standards of Excellence Listening to Out-Group Members Who Is in the Out-Group. Why Do Out-Groups Form. What Is the Impact of Out-Groups. How Should a Leader Respond to Out-Groups. Listen to out-group members Show empathy to out-group members Recognize the contributions of out-group members Help out-group members feel included Create a special relationship

with out-group members Give out-group members a voice and empower them to act Handling Conflict Communication and Conflict Kinds of Conflict A Content B. Relational Fisher and Ury Approach to Conflict People Interests Options Criteria Communication Strategies for Conflict Resolution< / Differentiating Fractionation Face Saving Kilmann and Thomas 5 Styles of Approaching Conflict Avoidance Competition Accommodation Compromise Collaboration Overcoming Obstacles Obstacle 1:Unclear Goals Obstacle 2: Unclear Directions Obstacle 3: Low Motivation Help Others Feel Competent Help Others Get What They Expect Help Others Value What They Do Obstacle 4: Complex Tasks Obstacle 5: Simple Tasks Obstacle 6: Low Involvement Obstacle 7: Lack of a Challenge Addressing Ethics in Leadership Character of the Leader Actions of the Leader Goals of the Leader Honesty of the Leader Power of the Leader Values of the Leader

Method(s) of Instruction

- Lecture (02)
- DE Live Online Lecture (02S)
- DE Online Lecture (02X)

Instructional Techniques

Lecture, handouts, case studies, group participation, video demonstration, discussion, student projects, computer modules, skill simulations, and field trips.

Reading Assignments

Students are expected to engage in a minimum of nine hours in out-of-class activities to enhance their learning, weekly. This can include, one or more of the following: Read assigned modules and chapters prior to class arrival. Read posted airline articles in Blackboard. Read posted discussion topic, research and participate in the argument. Read posted hospitality and travel articles. Research journal topics.

Writing Assignments

Students are expected to engage in a minimum of nine hours in out-of-class activities to enhance their learning, weekly. This can include, one or more of the following: Problem-solving exercises will include written comprehensive responses. Cognitive responses to classroom lecture/demonstration/online discussion will be required. Proficiency demonstrations of applied skills demonstrating evaluation and critique techniques. Journal of observations and experiences. Present a professional portfolio journaling learning outcomes.

Out-of-class Assignments

Students are expected to engage in a minimum of nine hours in out-of-class activities to enhance their learning, weekly. This can include, one or more of the following: Access and develop business plans based on industry knowledge, including and all courses taken at OCC or other public or private institution relating to the hospitality, travel, and tourism industry. Interactive computer demonstration of Power Point presentation skills. Worksheets completed from information in the text, computer software, lectures and video presentations. Examinations consisting of fill-in, multiple choice, and essay All quizzes and examinations will be at least 75% comprehensive responses. Proficiency demonstration of applied skills demonstrating evaluation and critiques techniques.

Demonstration of Critical Thinking

All course objectives require critical thinking. To apply the objectives, students will be required to: Participate in class discussion and other interactive classroom work Use theory to support writing assignments Research, evaluate and organize information in order to present a presentation on an assigned topic Evaluate the presentations of others Present a professional portfolio documenting course specific outcomes

Required Writing, Problem Solving, Skills Demonstration

Complete course appropriate projects Established hours of work based learning Satisfactory evaluation Demonstrate various approaches to professional critical thinking and problem solving Development of professional standards Exhibit skills acquired and applied in certificate option as applied in professional situations Attendance and participation are fundamentals for successful completion.

Eligible Disciplines

Flight attendant training: Any bachelors degree and two years of professional experience, or any associate degree and six years of professional experience. Hotel and motel services: Any bachelors degree and two years of professional experience, or any associate degree and six years of professional experience. Travel services (dispatching): Any bachelors degree and two years of professional experience, or any associate degree and six years of professional experience.

Textbooks Resources

1. Required Northouse, P. G. . Introduction to Leadership: Concepts and Practice, latest ed. Thousand Oaks, CA: latest, 2014 2. Required Porter, E.. Strength deployment inventory, Standard edition ed. Oceanside, CA: Personal Strengths, 2014

Other Resources

1. Required: Students must have routine access to reliable computer, internet, and mobile communication device with adequate Internet and SMS/video/camera capabilities.