

Professions Training Program - Leadership in the Workplace Course

Sponsored by Crown College and Coordinated by the Career Center at UC Santa Cruz

Two-Quarter Course

Two-Units Each Quarter

Class Time and Location

Wednesdays – 5-6:45pm

Bay Tree Conference Room D

Instructor

Barbara Silverthorne, Career Center Internship Program Manager

Office: Bay Tree Building (3rd Floor)

Phone: 459-3973

Email: bsilver@ucsc.edu

Course Description

This course is designed to support students in reflecting on and thereby enhancing the experiential learning involved in an internship matching their career goals. Participants will meet weekly to reflect on issues that arise through their experiential learning. Subject matter includes learning techniques for maximizing the internship experience with a focus on preparing for leadership in the workplace. Assignments each quarter include: a midterm and final; a quarterly internship reflection paper and final presentation focused on the challenges, success, and learning experienced in the internship. Students taking this course must secure an internship placement during the previous quarter through the Professions Training Program (PTP) Internship Preparation Course (PTP) or the equivalent and serve in the internship concurrently with this two-quarter course.

Sessions will incorporate lectures, discussions of assigned readings, guest speakers and experiential learning formats. The class will emphasize a group study format, requiring active participation in discussions and activities. All students must participate in weekly course meetings and complete all readings and required assignments to pass the class. If an emergency arises requiring a student to miss class, students are expected to communicate with the instructor in advance (or as soon as possible) to discuss alternative arrangements for completing the work.

Course Objectives

The course objectives are to:

- Enhance the educational value of your Professions Training Program (PTP) internship by ensuring that you set goals and reflect on your experience and your internship outcomes.
- Develop your leadership skills in the context of your internship and through collaboration with your PTP colleagues.
- Develop an understanding of key internal and relational aspects of leadership, which you can learn and practice to improve your effectiveness.

Winter Quarter

January 9

Course Overview and Introduction/
Techniques for Defining Internship Goals with your Mentor

January 16

Defining Leadership: Is it a Learned Skill and a Shared Activity or an Innate Skill and Individual Activity?/
Techniques for Enhancing Learning through Action and Reflection

Reading Due:

Komives, Lucas, McMahon, Exploring Leadership, pp. 3-24
Rice, Student Reflection Guide, pp. 1-6

January 23

Leadership: Being Our Best
Covey, Seven Habits of Highly Effective People, pp. 46-62

Reading Due:

Mentor/Intern Agreement or Community Learning Agreement

January 30

Relational and Collaborative Leadership
Chrislip and Larson, Collaborative Leadership, “The Principles of Collaborative Leadership,” pp. 138-146
Kouzes and Posner, The Leadership Challenge, “What Constituents Expect of Leaders: Knowing the Other Half of The Story,” pp. 18-31

W. Kent Cooper, “A Memorial to Design,” Cross and Crescent: Winter 1997

Assignment Due:

Journal Entry

<u>February 6</u>	Midterm
<u>February 13</u>	Finding Your Voice and Leadership Practices Inventory
Reading Due:	Matusak, Lorraine, <u>Finding Your Voice</u> , pp. 3-23
Assignment Due:	Journal Entry
<u>February 20</u>	Understanding Ourselves: Style Differences
Reading Due:	Komives, Lucas, McMahon, <u>Exploring Leadership</u> , pp. 107-135
February 27	Understanding Others: The Value of Diversity in the Workplace
Assignment Due:	Komives, Lucas, McMahon, <u>Exploring Leadership</u> , pp. 137-161 Cultural Activity Reflection
<u>March 5</u>	Effective Communication and Conflict Resolution
Reading Due:	Gudykunst, <u>Bridging Differences: Effective Intergroup Communication</u> , pp.1-15
<u>March 12</u>	Final Exam
Assignment Due:	Journal Summary

Spring Quarter

<u>April 2</u>	Internship Check In, Course Overview and Preparation for Media Assisted Presentations
Reading Due:	Martin Chemers, "Heavy Mettle: The Role of Confidence and Optimism in Leadership Effectiveness," UCSC Currents Newsletter: 11/17/1997
<u>April 9</u>	Theories of Leadership and Human Motivation
Reading Due:	Theory Overview/Timeline (see reader)
<u>April 16</u>	Strategic Planning and Habits of Mind
Reading Due:	Mitzberg, H., "Crafting Strategy," Harvard Business Review 65, (4), pp. 66-75
<u>April 23</u>	Framing Problems and Creating Vision
Reading Due:	Bolman and Deal, <u>Reframing Organizations</u> , pp. 320-367
<u>April 30</u>	Midterm Exam
<u>May 7</u>	Entrepreneurship and Social Entrepreneurship
Reading Due:	Caitlin and Matthews, <u>Building the Awesome Organization</u> , pp. 1-22 Drucker, <u>Innovation and Entrepreneurship</u> , pp.177-187
<u>May 14</u>	Effective Communication and Conflict Resolution
Reading Due:	Gudykunst, <u>Bridging Differences: Effective Intergroup Communication</u> , pp. 25-33 Lappe, Frances Moore, and DuBois, Paul Martin, <u>The Quickening of America: Rebuilding Our Nation, Remaking Our Lives</u> , pp. 87-115
Assignment Due:	PowerPoint for Presentation
<u>May 21</u>	Presentations
Assignment Due:	Reflective Essay/Success Stories
<u>May 28</u>	Presentations
<u>June 2</u>	Final Exam

Course Requirements

Reading List – Selected Readings from the following:

- Susan R. Komives, Nance Lucas, and Timothy R. McMahon, Exploring Leadership, Jossey-Bass: 1998
- Kathleen Rice, Student Reflection Guide, Service Learning Institute, California State University Monterey Bay: 2002
- Stephen R. Covey, The Seven Habits of Highly Effective People, Simon & Schuster: 1989
- David Chrislip and Carl Larson, Collaborative Leadership, Jossey-Bass: 1994
- James Kouzes. and Berry Posner, The Leadership Challenge, Sage Publications: 1995
- W. Kent Cooper, “A Memorial to Design,” Cross and Crescent: Winter 1997
- Lorraine Matusak, Finding Your Voice, Sage Publications: 1997
- William B. Gudykunst, Bridging Differences: Effective Intergroup Communication, Saul D. Alinsky: 1994
- Martin Chemers, “Heavy Mettle: The Role of Confidence and Optimism in Leadership Effectiveness,” UCSC Currents Newsletter 11/17/1997
- Mitzberg, H., “Crafting Strategy,” Harvard Business Review 65, (4), pp. 66-75
- Lee G. Bolman and Terrence E. Deal, Reframing Organizations, Jossey-Bass: 1991
- Katherine Caitlin and Jana Matthews, Building the Awesome Organization, Kauffman Center for Entrepreneurial Leadership, 2002
- Peter G. Drucker, Innovation and Entrepreneurship, Harper and Row, 1985
- Frances Moore Lappe, and Paul Martin DuBois, The Quickening of America: Rebuilding Our Nation, Remaking Our Lives, Jossey-Bass: 1994

Evaluation

The course evaluation is based upon the student’s participation in class discussions and exercises as well as exams, written assignments, an in class presentation, and an evaluation of the student’s performance and learning in the internship as determined by their mentor/site supervisor.

10%	Attendance and Participation
20%	Midterm Exam
20%	Internship Evaluation
20%	Final Exam
30%	Reflection Paper, Journal and/or Presentation Combined

Accommodations

If you qualify for classroom accommodations because of a disability, please submit your Accommodation Authorization from the Disability Resource Center (DRC) to me by making an appointment to meet with me in my office in a timely manner, preferably within the first two weeks of the quarter. Contact DRC at 459-2089 (voice), 459-4806 (TTY).

Course Approval Form

Leadership in the Workplace

SIS Title (19 Characters)

Lead in the Workplace

Catalog Description (limit, 40 words)

Course supports students in reflecting on and enhancing experiential learning in a Professions Training Program (PTP) internship matching their career goals. Subjects include learning techniques for maximizing the internship experience with a focus on preparing for leadership in the workplace.

Interview only (describe): interview with instructor required

Limit number: 20 Reason: staff resource limitations for reviewing work and running experiential exercises