



UNIVERSITY
of HAWAI‘I®
HILO

MGT 100-001 – CRN
Introduction to Leadership
GE: FGC
Spring Session 2026
Syllabus v1.1 (updated 9-8-25)

Instructor:	Todd Inouye, PhD Business Admin., MBA, MS Sport Management
Email:	todd.inouye@hawaii.edu (allow up to 24 hours for responses to questions)
Office Hours:	Wednesdays 3 – 5pm & 7:30-8:30pm HST Thursdays 8am – 10am HST (appointments set via email preferred)
Office Location:	(Online office) Zoom platform; (Physical office) Wai‘ōlino room 104
Course Dates:	January 12 – May 6, 2026
Meeting Time/day:	Hybrid - Wednesdays 5pm – 7:30pm HST (3.0 credit hours) Per course schedule, classes in blue are online synchronous, all other scheduled classes are in-person
Class Location:	K-127
Prerequisites:	None
Lamakū Platform:	Yes
Required Software:	GoVenture CEO (see section below)
Text(s):	<u>Think Wrong: How to Conquer the Status Quo and Do Work That Matters</u> , by John Bielenberg, Mike Burn, Greg Galle, and Elizabeth Evitts Dickinson, Instigator Press, November 1, 2016, First Edition. ISBN-10: 0692693327 <u>Island Wisdom: Hawaiian Traditions and Practices for a Meaningful Life</u> , by Annie Daly and Kainoa Daines, Chronicle Prism, October 25, 2022. ISBN-10: 1797216937
Midterms:	None
Final Exam:	No – There is a community impact project due in place of a final exam.

University of Hawai‘i at Hilo Mission Statement:

The purpose of our university *‘ohana* (family) is to challenge students to reach their highest level of academic achievement by inspiring learning, discovery and creativity inside and outside the classroom. Our *kuleana* (responsibility) is to improve the quality of life of the people of Hawai‘i, the Pacific region and the world.

College of Business and Economics Mission Statement:

Our mission is to offer business education rooted in the liberal arts tradition. We provide a foundation for students to become confident, competent and ethical business leaders. We achieve this goal through active pedagogy, internships, community outreach and scholarship.

Unique Requirements for the Course:

GoVenture is an online simulation platform which will be used multiple times throughout the course. Students are required to register for simulations on this platform and are required to read through all available information including the user guide after registration and prior to using the software.

The registration cost per student is approximately \$15-\$45 payable by credit card or PayPal. The paid subscription will last for the duration of the semester. Students will be directed to the website below to register and should have their method of payment ready. There are multiple subscriptions students can purchase so be absolutely sure to purchase only what is required by the instructor. No other subscriptions are needed for this course, and no refunds will be given for unnecessary purchases as this is a third-party platform.

<http://www.buygoventure.com/>

Course Description:

MGT 100 is an experiential introduction to leadership course. The course reviews leadership mechanisms and styles as these have evolved to address changing social situations throughout prehistory to current times. The course takes a multi-cultural perspective on leadership as it has evolved across the globe with a particular emphasis on Hawai'i. Current developments in applied leadership are reviewed, and modern-day leadership best practices are identified. Students can expect to apply learned leadership skills and reflect upon their decision making.

Experiential Learning:

Having heard it is not as good as having seen it; having seen it is not as good as knowing it; knowing it is not as good as putting it into practice.

Confucian Philosopher Xun Kuang

MGT 100 is a course constituting both traditional academic learning and experiential learning mechanisms. Academic learning is the process of acquiring knowledge through study without incorporating direct experience whereas experiential learning actively involves gaining direct experience which in turn builds knowledge. Both processes are important and useful; both will be in use throughout the course. Professional management training or organizational development programs apply experiential learning mechanisms in training at all business levels. Students in this course will be exposed to several of these mechanisms.

Some of the tools used in this course are computer-based (simulations, quizzes, and surveys) so **students must have consistent access to a laptop and stable Wi-Fi.** In a typical business simulation, a scenario is played out and the individual or team develops and implements a strategy as to how to proceed. At specific periods, feedback is given (financials, events, etc.) so strategy can be reassessed. The individuals or teams will often compete against other individuals or teams

or against the computer. After the simulation is completed, individuals or teams will debrief with the instructor to share, reflect and generalize the experience.

Business simulations allow students to put into practice the knowledge they have gained during their tenure at CoBE. They actively engage and adapt to typical business situations which may arise in the real world without having to face the real-world consequences for any mistakes they might make in the process. **Successes as well as failure are equally valuable in terms of learning**, and both instances will be discussed during debriefing.

Support Available for Students

Short link: <http://go.hawaii.edu/zAf>

Mobile friendly link: <http://go.hawaii.edu/GQe>

UH Hilo provides a wide variety of support to students including tutoring, disability services, mental health counseling, and EEO-Title IX support:

Computer Support

The UH System Information Technology Services (ITS) Academic Technologies section provides technical support via email and telephone. Contact the ITS Help Desk for support by calling toll free (800) 558-2669 or by sending an email to help@hawaii.edu. For more information on available services please see the ITS website at <http://www.hawaii.edu/askus/588>.

Recording Policy:

Students may record using various media during class for their own study purposes provided they have obtained permission from the instructor prior to recording in class. The recordings may not be shared and may not be posted on-line, e.g., YouTube, or on other social media.

Advising Statement:

Advising is a very important resource designed to help students complete the requirements of the University and their individual majors. Students should consult with their advisor (for online meetings go to Professor Helen Tien htien@hawaii.edu for in-person appointments contact Kawelina Cruz kawelina@hawaii.edu) at least once a semester to decide on courses, check progress towards graduation, and discuss career options and other educational opportunities provided by UH Hilo. Advising is a shared responsibility, but students have final responsibility for meeting degree requirements.

Academic Integrity

Intellectual development requires honesty, responsibility, and doing your own work. All UH Hilo students are expected to know and abide by the [Student Conduct Code](https://hilo.hawaii.edu/studentaffairs/conduct/student_conduct.php) (https://hilo.hawaii.edu/studentaffairs/conduct/student_conduct.php). Acts of dishonesty, for example, plagiarism (taking thoughts/ideas or words from others), cheating, collusion, or other forms of academic dishonesty will possibly result in penalties, consequences, and/or other disciplinary actions. If you have any doubts or questions about what constitutes academic

misconduct, please do not hesitate to contact me. For information about your student rights, contact Tim Moore, Interim Dean of Students at (808) 932-7445 or mooreta@hawaii.edu.

Academic Success

Kilohana: The Academic Success Center provides a range of free academic services and resources to all currently enrolled UH Hilo students. Services include access to face to face peer student staff from a range of academic majors and course-related pdf resources.

You can also request a Zoom session with one of our tutors by emailing justasc@hawaii.edu. Please state the course alpha and number (e.g. MATH 140) in the subject line so staff know what you need assistance with.

Please check the Kilohana website at <https://hilo.hawaii.edu/kilohana/> for information or call 932-7291. Daily subject tutoring hours are listed via subject google calendars at <https://hilo.hawaii.edu/kilohana/tutoring.php>. You can also contact Karla Hayashi, Director of the Kilohana Academic Success Center, 932-7287, karlah@hawaii.edu or Corin Kim, Kilohana STEM Coordinator, 932-7294, corink@hawaii.edu for more information.

Basic Needs

Basic needs include food and housing, childcare, mental health, financial resources and transportation, among others. Student basic needs security is critical for ensuring strong academic performance, persistence and graduation and overall student well being. If you or someone you know are experiencing basic needs insecurity, please see the following resources: [UH System Basic Needs](#) and/or reach out to Interim Executive Director of Student Support and Wellbeing, Sherri U. Akau, akau714@hawaii.edu, for more information.

Campus and Community Resources

For a list of various resources, visit [Campus and Community Resources](#). You may also want to download this [Campus Resource](#) document as a quick reference.

Disability Services

Any student with a documented disability who would like to request accommodations should contact the Disability Services Office - Student Services Center E230, 932-7623 (V), 932-7002 (TTY), uds@hawaii.edu - as early in the semester as possible.

Mental Health/Suicide Prevention

The UH Hilo community is committed to and cares about all students. Life at college can get complicated. Students sometimes feel overwhelmed, lost, experience anxiety or depression, struggle with relationship difficulties, family responsibilities, or diminished self-esteem. However, supportive services are available and effective. UH Hilo Counseling Services helps undergraduate and graduate students cope with difficult emotions and life stressors. Counseling Services is staffed by experienced, professional counselors, who are attuned to the diverse needs of all types of college students. The services are FREE and completely confidential.

Find out more at <https://hilo.hawaii.edu/studentaffairs/counseling> or by calling [932-7465](tel:932-7465).

For immediate help, contact The Crisis Line of Hawaii [1-800-753-6879](tel:1-800-753-6879), the National Suicide Prevention Hotline [1-800-273-8255](tel:1-800-273-8255) (suicidepreventionlifeline.org), or text “Aloha” or “Hello” to the Crisis Text Line [741-741](tel:741-741).

Student Conduct

All members of UH Hilo have the right to pursue educational endeavors as part of the institution's fundamental purposes of teaching, learning, and research. Students have the responsibility to maintain standards of personal integrity (honesty, civility, and respect) that are in harmony with the educational mission of the University; to respect the rights, privileges, and property of others; and to observe University policies as well as national, state, and local laws. The student conduct process holds students accountable for violations of university policy and all UH Hilo students are expected to know and abide by the [Student Conduct Code](#). If you believe someone has violated the Code, please submit an [incident report](#) for follow-up.

Students of Concern

University life should be challenging, not overwhelming. There may be times when students experience severe stress or distress from adjusting to college life and adapting to unforeseen changes/circumstances. Consider referring a friend, fellow classmate, or yourself to the UH Hilo CARE Team who can provide information, resources, and options for successfully navigating a challenging academic life. Typical referrals include behavior which raise significant concerns and reasonably suggests that the behavior, physical and/or emotional state:

- Presents safety issues for yourself or others; or
- May hinder one’s ability to meet expected standards of conduct or achieve academic requirements; or
- May be evidence of severe emotional distress

Anyone may use this [form](#) to refer a UH Hilo student to the University's CARE Team. All matters discussed are regarded as highly confidential and are protected by the Federal Educational Rights and Privacy Act (FERPA). If you have any questions about filing a report, please contact Sherri U. Akau, Interim Executive Director of Student Support and Wellbeing at (808) 932-7463 or akau714@hawaii.edu.

Title IX Syllabus

The University of Hawaii is committed to providing a learning, working and living environment that promotes personal integrity, civility, and mutual respect and is free of all forms of sex discrimination and gender-based violence, including sexual assault, sexual harassment, gender-based harassment, domestic violence, dating violence, and stalking. If you or someone you know is experiencing any of these, the University has staff and resources on your campus to support and assist you. Staff can also direct you to resources that are in the community. Here are some of your options:

If you wish to remain **ANONYMOUS**, speak with someone **CONFIDENTIALLY**, or would like to receive information and support in a **CONFIDENTIAL** setting, contact:

- UH Hilo Confidential Victim Advocate: uhhcape@hawaii.edu
- UH Hilo Counseling Services: SSC, room E-203, 932-7465
- UH Hilo Medical Services: Campus Center, room 212, 932-7369

Reporting Incidents

If you wish to **REPORT** an incident of sex discrimination or gender-based violence including sexual assault, sexual harassment, gender-based harassment, domestic violence, dating violence or stalking as well as receive information and support*, complete and submit [this form](#) or contact:

- Shaunda Makaimoku, Interim Director, Office of Equal Opportunity and Title IX Coordinator, 932-7642, shaunda@hawaii.edu
- Jenna Waipa, Deputy Title IX Coordinator, 932-7818, waipajk@hawaii.edu

* Please note that you do not have to file a complaint with the University to receive institutional support or assistance.

As a member of the University faculty, I am **required to immediately report** any incident of sex discrimination or gender-based violence to the campus Title IX Coordinator. Although the Title IX Coordinator and I cannot guarantee confidentiality, you will still have options about how your case will be handled. My goal is to make sure you are aware of the range of options available to you and have access to the resources and support you need.

For more information regarding sex discrimination and gender-based violence, the University's Title IX resources and the University's Policy, [Interim Policy on Title IX Sexual Harassment, EP 1.204](#), go to: <http://www.hawaii.edu/titleix>

Course/Student Learning Objectives:

- 1) Identify relevant arguments regarding how evolutionary leadership theory informs societal needs over time.
- 2) Understanding that business is a social science, and how leadership is a solution for social coordination and signaling.
- 3) Understanding how environmental changes necessitate adjustments in leadership practice.
- 4) Critique and interpret evidence of Hawaiian leadership practices within business contexts utilizing four main tenants: Aloha (love), 'Āina (land), Mo'olelo (stories), and 'Ōhana (family).
- 5) Critique and interpret evidence of common leadership styles.
- 6) Apply the six Think Wrong practices: Be Bold, Get Out, Let Go, Make Stuff, Bet Small, and Move Fast.
- 7) Challenge the status quo and critically reflect on value assumptions related to leadership.
- 8) Formulate a rational project that contributes to the environmental, economic, social, or intellectual betterment of the local community or global forum.
- 9) Articulate how this project contributes to increased awareness of local or global issues on campus.

Measurable CoBE Learning Outcomes:

1. Demonstrate knowledge and ability to apply basic functional business applications.
2. Express ideas clearly, logically, and persuasively in written communication.
3. Express ideas clearly, logically, and persuasively in oral communication.
4. Demonstrate the ability to solve complex and unstructured quantitative problems using appropriate tools and technology.
5. Demonstrate critical thinking skills in identifying, analyzing, and deciding on course of action in problem solving using appropriate tools and technology.

Assessment Measures:

Requirement (scored by...)	Weight	Pts	CoBE Outcomes
Attendance (individual)	15%	60	1,2,3,5
Quizzes x4 (individual)	40%	160	1,5
Student Information Sheet (SIS) (individual)	5%	20	2
Leadership Reflections x5 (individual)	25%	100	2,5
Community Service Project (individual)	15%	60	1,2,3,5
Totals	100%	400	

Letter Grading Methodology:

Range of Course Points Earned

LOW	HIGH	FINAL GRADE
385	400+	A
372	384	A-
360	371	B+
348	359	B
332	347	B-
320	331	C+
308	319	C
292	307	C-
274	291	D+
256	273	D
238	255	D-
0	237	F

Over the course, students will receive scores as point totals. The final letter grades will be all a student's total points (regular and extra credit points) added together then compared to the ranges above. There will be no deviations from the cut-off values. Example, if a student receives 371 total points, the final letter grade will be a B+. **Reminder, students may see a grade in Lamakū as a percentage, and they may feel tempted to divide their total points by 400 total points in the course. This grade calculation is NOT what will be received. The grading scale for this course is different.**

Email Communications:

All emails to the instructor should have the student's first and last name along with the class info "MGT 100" in the subject line to avoid any chance of losing emails. If this is not included, students run the risk of assignments getting mixed up or lost altogether. It is in the students' best interest to label emails correctly as faculty get dozens of emails daily.

Attendance:

Regular, on-time attendance for all scheduled synchronous and face-to-face meetings and activities is required. Please keep in mind that this is an experiential learning course. This means that not only attendance, but active participation is required to get the most out of the learning experience. Thus, students should expect to attend class and actively participate throughout the course in order to earn a satisfactory attendance grade.

Attendance is worth 15% or 60 points towards the final grade assuming students stay the entire time and participate (also see etiquette below).

Class sessions will be held as scheduled in the UH Hilo course listing. Students will be responsible for any information missed during class whether excused or not. The instructor will be taking attendance at the start of each session. Any synchronous class sessions will be recorded and posted for review; however, it takes up to several days from the date of recording to be uploaded by the UH Hilo system. **Face-to-face class sessions will not be recorded. Students should have a laptop with ample charge for every class session. Phones and small tablets will not be allowed for test taking, only laptops.** If a student does not have a laptop, they are expected to borrow a friend's or borrow one from either the Library or the CoBE Dean's office prior to needing it.

Classroom Zoom Etiquette:

- Students should have their preferred names as their screen names at all times.
- Students should be muted when not talking unless asked to unmute.
- Students should be attentive and located in a quiet area with a good Wi-Fi connection.
- Students should always be visible in the camera feed although virtual backgrounds are okay as long as appropriate. **No matter the reason, prolonged periods of time when video is out will result in zero attendance points for the day.**
- Students are allowed to step away for short periods of time, but again, being out of the video feed for extended periods will result in zero attendance points for the day.
- It is okay if students want to eat or drink something as long as they are paying attention.

Quizzes:

Students will have four (multiple choice and true/false) quizzes each worth 40 points or 10% of the final grade each. The quizzes are NOT cumulative but will be related to all readings (including this syllabus), lectures and slides, or videos in the course. **The quizzes will be held in class as scheduled on the syllabus and have 20 questions (2 points each question) and are timed at 30 minutes. All quizzes will start approximately five minutes from the start of class so if students are late, they may lose time to take the quiz.** If students fail to take the quizzes, they will not be

allowed to reschedule. If the quiz is missed with documented proof of an excused absence, the instructor will allow it to be rescheduled or made up some other way.

The format of the quizzes is open note/book if purchased. Students are free to refer to any of the course materials while taking the quizzes so please make sure that any course content is organized prior to opening the quiz. Internet access is only allowed for access to Lamakū or any e-text. Searching for answers on the internet or any collaboration between students is in direct violation of the student conduct code and will result in a zero score for the quiz and possible failure of the course. The quiz will immediately show students' scores upon completion in Lamakū but **will not show the questions or the answers**. The instructor will go over frequently incorrect questions with the class.

Each student will be responsible for any technical difficulties while taking quizzes. In order to avoid these types of issues, make sure there are fully charged devices and a backup timer. There have been instances where students' Wi-Fi dropped, and their timer froze, and their quiz closed suddenly leaving several unanswered questions. In order to be fair for everyone, once a student opens the quiz and sees a question(s), they are not allowed to repeat it.

Student Information Sheet (SIS):

The purpose of this form is to help the instructor get to know the class and students' names. Complete the SIS form at the end of this syllabus and return it to the instructor as a Lamakū assignment. **Another copy in Word is uploaded to Lamakū in for those that prefer an electronic file. This assignment is worth 20 points or 5% of the final grade.** The form must be filled out completely. Any empty items will result in points lost.

Leadership Reflections:

These five, 20-point reflection assignments are due as specified on the syllabus. **These are typed assignments that should be double-spaced and at minimum one full page in length with 12-point font. Use of AI is not allowed.** Grades will depend upon how students are able to apply leadership lessons to their own personal experiences in sports, business, family, school, etc. Failure to apply the lessons and/or reflect upon individual experiences will negatively impact scores.

You should not include any header like your name or class or date on the document, just start writing. You will submit the reflection as an assignment in Lamakū unless specified otherwise.

Community Impact Project:

Students will choose their own community impact project and present it in class. This presentation and project will be worth 15% or 60 points towards the final grade. Students will be graded based on their project's alignment with course topic(s), overall design, and results as well as their ability to effectively communicate their ideas to the audience. Proper organization, content, language use, and delivery (eye contact, volume, tone, business casual attire) are expected and will contribute to final scores.

The presentation should be engaging and provide evidence/content in-line with what was learned throughout the course. Engaging, genuine, and thoughtful presentations will receive higher scores than ones where students read from notes or delivery is monotone or choppy. PowerPoints and any other presentation media (dry erase pens, images, Canva, etc.) can be used but are not required.

Missed Deadlines/Late Penalties:

Appropriate supporting documentation such as a release from student health services (a student’s doctor, etc.), documentation from a supervisor, etc. is required to receive possible full points for anything turned in after a deadline is missed. Prior instructor approval is expected for any questionable absence as the student runs the risk of it being unexcused without recourse. Missed quizzes will not be rescheduled without prior instructor permission and valid documentation. Late assignments can be turned in up to the last scheduled class date at 5pm HST. After that, no late assignments will be accepted. All late assignments will assessed a 50% late penalty.

Extra Credit:

Extra credit opportunities will coincide primarily with class activities. However, the instructor reserves the right to offer extra credit in other circumstances. Students can expect to have detailed information regarding extra credit at the introduction of the activity if it is being offered. All extra credit opportunities are optional. **If students miss an activity associated with extra credit (even if it is an excused absence) they will not be allowed to make it up for any type of credit.** These activities are experiential and what occurs in class or online/offline will be unique to the participants involved and cannot be reproduced.

Course Schedule:

MGT 100: Introduction to Leadership
Student Information Sheet (SIS)

The purpose of this form is to help me get to know who you are. Please complete the form below, detach it and return it to me by the deadline specified in the syllabus.

Name: _____

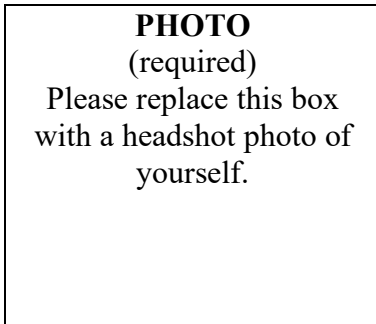
Student ID#: _____

Email (not your hawaii.edu email): _____

Major/Concentration(s): _____

Career Objective(s): _____

Anything else you wish to share: _____



I (print name) _____ have read the course syllabus for MGT 100 in its entirety and agree to the requirements set forth. I agree to contact the instructor with any questions or clarifications regarding this document.

Signature: _____ Date: _____