

MLS 5331: Leadership Communication (Hybrid) Spring 2024 – Block I – Thursdays 5:00-8:00pm

Instructor: Art A. Aguirre, Ph.D. (aaaguirre@utep.edu)
Office: Kelly Hall, RM 220
In Person & Online Office Hours: Tuesdays 1:30 - 4:30pm
Other days by appointment

Online office hours will be available via a Zoom link you can find on Blackboard. I'm also available on other online platforms like Facetime, Google Hangouts, Skype, etc. Just let me know what works for you.

Course Description:

This Section of Leadership Communications (MLS 5331) is designed for us to study communication expressions, media, and channels used in the process of exercising leadership with multiple audiences and within multiple contexts. Students will develop and analyze messages used in the processes of leadership, including but not limited to, engagement, value-sharing, motivation, and decision-making. We will engage in the study of human communication practices, theories, and questions involving leadership by defining leadership, discussing how leaders connect with others, considering how leaders have a capacity produce change, and becoming aware of the many factors that affect leadership. This course is focused on making sense of how to build better relationships with others in groups at work, home, and out in our community.

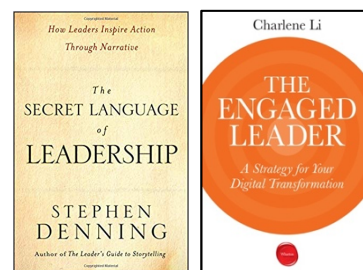
Learning Outcomes:

- Analyze audiences and contexts in selected communication situations
- Develop messages to an identified audience that motivates change agents, creates context for decision making; inspires organizational members to work toward identified goals
- Identify optimal media for communicating context-specific messages.
- Demonstrate ability to compare competing perspectives and approaches to communication theories.

Required Text:

Denning, Stephen. (2007) *The Secret Language of Leadership: How Leaders Inspire Action Through Narrative*. San Francisco, CA. John Wiley & Sons, Inc.

Li, Charlene. (2015). *The Engaged Leader: A Strategy for Your Digital Transformation*. Philadelphia, PA: Wharton.



Access to a computer, the internet, an active UTEP e-mail address, and an active Blackboard account are necessary. I will be posting additional course materials online for students to access.

****Please note - This syllabus is a guide and may be changed by the instructor, but notice will be provided. Guest presenters for lecture presentations may be added to the schedule and other tentative additions to the syllabus.****

Course Requirements:

Blackboard Discussions [400 points (50 pts. X 8 weeks)]

I will be posting a discussion post every week to Blackboard on an issue relating to the readings and/or other relevant topics. You must post your original response by Wednesday at 11:59pm MST, and you must respond to at least TWO classmates on each discussion post by Sunday night at 11:59MST. (NOTE: for week one, your first response is due by Friday, 1/19). Each original response should address both my prompt and invite a dialogue between yourself and the others. I will be looking for you to contribute with ideas from the readings as well as your personal experience with leadership. Please keep in mind these posts should be well thought out and carefully constructed.

Leadership Demonstration (200 points)

During the semester, each student will be leading the class in a 20–25-minute facilitation. The session will briefly cover a key concept in Leadership Communication and engage the class in a demonstration of the concept “in action.” I encourage students to be creative with their facilitations and try to choose a task or project that clearly incorporates the Leadership Communication concepts from the course. Each student facilitator will be graded on how well they are able to effectively and ethically communicate to the group, how well they administer the procedures of the task/project, and how well they incorporate concepts into the facilitation. NOTE: There are options to this assignment that we will cover in class.

Class Participation (100 points)

You are expected to attend every class. Your participation grade will be directly and negatively affected by your lack of attendance, tardiness, or early departure. More than many other courses, this is a highly interactive class. Not only will you be providing the class with information and input, but you will also be asked to interact with classmates and me regularly. Please be here ready to talk.

Final Paper (300 points)

This 10 to 12-page essay will ask you to synthesize concepts and theories from the course with a case study, personal experience, or other extended example. You will be graded on your ability to elaborate on key issues in Leadership Communication, demonstrate ethical and effective leadership skills in your responses, and synthesize concepts in Communication with real world issues. Students will be graded on the quality of the writing, the depth of critical thinking presented in the essay, and on the overall organization of the essay’s main ideas. I ask that you use proper citation formatting (MLA or APA).

Instructor Policies

Coursework

All assignments and major projects are to be presented on the due date. An absence means forfeiting the grade for those assignments. If you cannot attend class, you should plan to submit your written work on time. I understand that at times, there may be an emergency, and I will consider extreme cases, however, reasons like not being able to access internet, personal travel, or illness should not impede you from planning with me to get work done on time. If the homework is late, it will NOT be given a grade. For written assignments, I expect that students will consult APA, MLA, or Chicago style manuals for the guidelines required for college-level academic writing. I expect that the course's major speaking assignments will be well researched, rehearsed, and prepared with ample time. I will provide specific guidelines for each assignment in the course.

Plagiarism

Plagiarism is academic dishonesty and will likely ensure your failing the class. Plagiarism means using another person's ideas, language or other original (not common-knowledge) material without proper acknowledgement of its source. This includes taking information or ideas out of books, from articles, off the Internet, your telephone, from a friend or instructor, and so on. If the ideas or words come from a source or person other than you, you must indicate it in your writing or speech. **Never use another student's work.** A plagiarized assignment will result in failure, and even further disciplinary action in accordance with UTEP policy is possible. Please become familiar with the guidelines outlined by the student handbook, and if there is any question about this topic, please contact me to schedule a meeting.

Participation Norms and Expectations

You are expected to treat the instructor and classmates with respect. This course encourages different perspectives related to such factors as gender, race, nationality, ethnicity, sexual orientation, religion, and other relevant cultural identities. This course seeks to foster understanding and inclusiveness related to such diverse perspectives and ways of communicating. *If I find that you consistently disrespect anyone or any group of people in the class, I will speak with you one-on-one to discuss how to remedy the situation. If the problem persists, I will drop you from the course.*

Attendance

Students who miss two weeks of class will earn a failure in the course. It is imperative that you attend class unless you are seriously ill, have a death in your family, are called for jury/military duty, or any other such event requiring your absence. I understand life happens, so please just keep in contact with me as soon as anything comes up.

Students Accommodations and Support Services

If you have a documented disability that may influence your performance in this class, please consult with The Center for Accommodations and Support Services. They will help determine appropriate, reasonable accommodations. Following the meeting, please make an appointment me during the first weeks of the class, in person, and provide documentation from Center. I will make any reasonable accommodations necessary to assure your success in this course.

Other Policies

Students are expected to know and observe the published deadlines for (a) dropping the course and (b) withdrawing from the course. These deadlines are published on the Academic Calendar, which is available in the my.utep.edu site, the course catalogue, and is in the Dean's Office.

No competing audio/visual technology in class. Laptops and smart phones may be utilized during our course, but these moments are integrated into the curriculum. Usage of these devices, apart from the course design, will be considered competing.

Official UTEP email accounts are encouraged of every student. All business not dealt within class will be conducted through UTEP email accounts and students are responsible for checking their accounts for course updates and notifications.

Academic Misconduct

The University of Texas El Paso prides itself on its standards of academic excellence and students are expected to uphold the highest standards of academic integrity. Any student who commits an act of scholastic dishonesty is subject to discipline. Scholastic dishonesty includes, but is not limited to cheating, plagiarism, collusion, submitting work for credit that is attributable in whole or in part to another person, taking an examination for another person, and any act that gives or attempts to give unfair advantage.

Grading Scale

90-100% =A

80-89% = B

70-79% = C

60-69% = D

Course Schedule

Date	Objectives	Activities	Assignments
Week 1 1/18	Introductions, syllabus, questions, define "leadership"	Watch course introduction video and RSA video on motivation on BB	Original discussion due by Friday at 23:59 Responses due by Sunday at 23:59
Week 2 1/25	The secret language of leadership; Articulating a clear, inspiring goal; The leader's own story	Denning: Introduction, Chapters 1 – 3 "The new science of building great teams – Pentland (on BB)	Original discussion due by Wednesday at 23:59 Responses due by Sunday at 23:59
Week 3 2/1	Mastering the audience's story; Cultivating narrative intelligence; Telling truthful stories Foundations of Comm.	Denning: Chapters 4-6	Original discussion due by Wednesday at 23:59 Responses due by Sunday at 23:59
Week 4 2/8	Leadership presence; Getting people's attention; Stimulating desire	Denning: Chapters 7-9	Original discussion due by Wednesday at 23:59 Responses due by Sunday at 23:59
Week 5 2/15	Reinforcing with reasons; continuing the conversation	Denning: Chapters 10-11 Mitchell et. al. "Affect and Decision Making"	Original discussion due by Wednesday at 23:59 Responses due by Sunday at 23:59
Week 6 2/22	Listen at scale; Share to shape	Li: Intro – Chapter 2	Original discussion due by Wednesday at 23:59 Responses due by Sunday at 23:59
Week 7 2/29	Engage to transform; Transform to organize	Li: Chapters 3-4	Original discussion due by Wednesday at 23:59 Responses due by Sunday at 23:59
Week 8 3/7	Understanding the influence of a leaders' emotion	Sy, Cote & Saavedra "Contagious Leader" (BB) Watch TedTalk on "Safety" Aguirre video lecture	Original discussion due by Wednesday at 23:59 Responses due by Sunday at 23:59 Final paper due Sat. (3/9) @ 11:59pm

Basic Grading Rubric for Written Work

Grade	Content	Form	Mechanics
A	Shows outstanding comprehension of material covered; exceptional insight and originality. "This was awesome."	Superbly organized; reflects a logical, coherent flow within paragraphs and major sections. "A joy to read."	Contains no major errors in grammar and form (including spelling, punctuation, word usage, sentence structure, paragraphing).
B	Shows very good coverage of material; "competently done" but not "exceptional." "This was good."	Reflects an overall logical flow, although it could be clearer and more coherent. "A good read."	Contains few major errors in grammar and form
C	Shows adequate coverage of material. "You completed the task."	Suffers from problems in coherence and organization. "I had to work to get through it."	Contains several major errors in grammar and form.
D	Shows some knowledge of material, but coverage is inadequate (incomplete or shallow). "You put forth an effort."	Suffers from major problems in organization and coherence. "I really struggled to follow you."	Contains serious, persistent problems in grammar and form.
F	Coverage of material is unacceptable, indicating little or no comprehension of what is covered.	Problems in organization render the paper virtually incoherent.	Contains numerous major problems in grammar and form.