

COMM 3325: Communication and Organizational Leadership (13203)
Fall, 2016
Liberal Arts 122
TR 3:00-4:20PM

General Information

Contact Information

Instructor: Dr. Carlos A. Tarin

Office: Cotton Memorial 102

Office Hours: TR 2:00-2:45pm, and by appointment

E-mail: catarin@utep.edu

Required Texts

-Hackman, M.Z., & Johnson, C.E. (2013). *Leadership: A communication perspective* (6th Ed.). Long Grove, IL: Waveland.

-Fisher, R., Ury, W., & Patton, B. (2011). *Getting to yes: Negotiating agreement without giving in* (3rd Ed.). New York: Penguin

-Additional readings available on Blackboard

Course Description and Objectives

This course has been designed to aid your development of theoretical, critical and practical approaches to the study of leadership and communication in contemporary organizations. This class will explore the various theoretical traditions and approaches that are used to explain leadership behaviors in a number of organization contexts. Additionally, this course will explore numerous ‘problematics’ that are relevant to leadership in increasingly globalized organizations. The main learning outcomes of this course are to:

- Demonstrate disciplinary knowledge of communication theory and practice in organizational settings.
- Apply communication theories to communication events.
- Understand the role and importance of leadership in contemporary organizations.
- Understand and evaluate the ethical challenges that are embedded in contemporary organizational communication processes such as leadership
- Use course content to be more reflective organizational members and leaders.

Classroom Expectations

Students should strive to maintain a respectful and supportive classroom environment. This class will deal with topics and ideas that may be controversial in nature. It is your responsibility to respond and participate to classroom discussions in a thoughtful and productive manner. Any blatant disrespect, sexism, racism, homophobia, classism, etc. will not be tolerated.

Course Assignments and Evaluation

Assignments:

- (1) Quizzes – During the course of the term, 6 quizzes will be administered that will correspond to material assigned for the day the quiz is given. Quizzes will be primarily multiple choice and will focus on general comprehension of information (e.g. key terms, relevant data from case studies, etc.). Quizzes will be given at the start of each class and cannot be made up without proper documentation. If you are late for class and miss the quiz, you will not be able to make it up. Your lowest quiz grade will be dropped at the end of the semester.
- (2) Leadership Profile – In order to facilitate your ability to apply theoretical concepts from the course to real world contexts, you will be tasked with writing a ‘profile’ of a contemporary leader. This short essay (3-4 pages) will require you to choose a leader and explain how theoretical principles discussed in class apply to them. This profile is due in hard copy on the date listed in the course schedule, and must also be uploaded to Blackboard. No late submissions will be accepted. Additional information will be provided in class and on Blackboard.
- (3) Leadership Interview – This assignment will allow you to understand the challenges that organizational leaders face in daily practice. You will be asked to interview someone who occupies a leadership position (e.g. a manager, supervisor, department chair, etc.) and write a brief (2-3 page) response paper about key findings or surprising insights. Although you will be provided a general set of questions, you are encouraged to ask questions that you believe may be relevant as well. Contact information must be provided for your interviewee. Additional information will be provided in class and on Blackboard.
- (4) Book Review – In addition to the assigned texts, during the course of the semester you will also read and review a popular press leadership book. Leadership books written for the general public by authors such as Stephen Covey, John Maxwell, and Sheryl Sandberg have become increasingly popular. Your short review (4-5 pages) should provide an overview for key points or arguments made in the book, as well as assess whether the text fully considers the role of communication in the leadership process. A list of possible books will be provided, but you are free to choose your own with instructor approval. This review is due in hard copy on the date listed in the course schedule, and must also be uploaded to Blackboard. No late submissions will be accepted. Additional information will be provided in class and on Blackboard.
- (5) Midterm Exam – On Tuesday, October 11, you will take a midterm examination that will cover all assigned readings. The exam will consist of a variety of questions including multiple choice, short answer, and essay that are designed to assess your comprehension of course material. Notes are not permitted while taking the exam. Make-up exams will not be permitted without proper documentation.
- (6) Final Exam – On Thursday, December 8 you will take a comprehensive final exam that will cover material assigned throughout the term. However, the majority of the questions will be oriented toward readings assigned in the second half of the semester. The exam will consist of a variety of questions including multiple choice, short answer, and essay

that are designed to assess your comprehension of course material. Notes are not permitted while taking the exam. Make-up exams will not be permitted without proper documentation

- (7) Class Participation/Attendance – Attendance and participation in discussion are critical for your success in this course and necessary to create a robust, stimulating classroom environment. Students are expected to arrive in class having read for the day and ready to participate in a class discussion. Classroom activities may vary from lectures to small group discussion to class debates; your participation and engagement is expected at all times. **Attendance will be taken at the start of each class. Students who fail to participate in discussion and/or leave class early, will lose credit for that day.** Note: Engagement does not necessarily mean you have all the answers; asking questions can be an effective way to participate. If the class seems inattentive, anticipate “cold calls” to encourage discussion.

Grading

Assignments

Points Possible

Quizzes	25 Points (6 Quizzes Total, Top 5 count)
Organizational Profile	7 Points
Leadership Interview	10 Points
Book Review	7 Points
Midterm Exam	15 Points
Final Exam	20 Points
<u>Participation/Attendance</u>	<u>15 Points</u>

Course Total: 99 Points (+1 Freebie) = 100 Points

Course Grading Scale

A = 90 – 100%
B = 80 – 89.5%
C = 70 – 79.5%
D = 60 – 69.5%
F = 0 – 59.5%

Course Policies

Late/Incomplete Work

Students are expected to submit assignments on or before assigned due dates. If you think you might have trouble meeting a deadline, *please contact me in advance*. Incompletes will not be given unless there are extreme extenuating circumstances and the student is able to provide verifiable proof. If you miss an assignment deadline because of an emergency, it is your responsibility to furnish proper documentation (doctor’s note, court order, notice of religious

observance, etc.) in order to make up work. Early submission of assignments is always acceptable.

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.

Academic honesty is required of all students. Students found guilty of academic dishonesty can receive an “F” for the assignment or the course, and other disciplinary action may be taken. I take a strong stance on plagiarism. Plagiarism includes (but is not limited to) intentional submission of someone else’s work without credit, in part or as a whole; misuse of citations to conceal a source; use of other course work in this class; and other similar behaviors. Please contact the instructor immediately if you are unclear as to what constitutes plagiarism.

CASS

As per Section 504 of the Vocational Rehabilitation Act of 1973 and the Americans with Disabilities Act (ADA) of 1990, if a student needs an accommodation then the Office of Disabled Student Services located at UTEP needs to be contacted. If you have a condition, which may affect your ability to perform successfully in this course, you are encouraged to discuss this in confidence with the instructor and/or the director of the Center for Accommodations and Support Services. You may call 915-747-5148 for general information about the Americans with Disabilities Act (ADA) and the rights that you have as a UTEP student with a disability.

Individuals with disabilities have the right to equal access and opportunity. It is the student’s responsibility to contact the instructor and The Center for Accommodations and Support Services Office (CASS) at The University of Texas at El Paso.

Drop/Withdrawal

Census day for Fall 2016 is September 7th. The last day you can drop this course is October 28th. Incompletes after this deadline will only be given in the case of extreme, extenuating circumstances.

COURSE SCHEDULE

Week and Meeting Days	Topics	Assignments and Readings
<p>Week 1 – August 23</p> <p>August 25</p>	<p>Course Introduction -Syllabus -Icebreakers</p> <p>Conceptualizing Leadership and Challenges</p>	<p>None</p> <p>Quiz #1: Syllabus Quiz Readings Available on Canvas</p>
<p>Week 2 – August 30</p> <p>September 1</p>	<p>Overview to Leadership and Communication</p>	<p>Readings Due: Chapter 1 (LACP) Case Study Readings on Blackboard</p>
<p>Week 3 – September 6</p> <p>September 8</p>	<p>Leadership and Followership Styles</p>	<p>Readings Due: Chapter 2 (LACP) Case Study Readings on Blackboard</p>
<p>Week 4 – September 13</p> <p>September 15</p>	<p>Traits, Situation, Functional, and Relational Leadership</p>	<p>Readings Due: Chapter 3 (LACP) Case Study Readings on Blackboard</p>
<p>Week 5 – September 20</p> <p>September 22</p>	<p>Transformational and Charismatic Leadership</p>	<p>Readings Due: Chapter 4 (LACP) Case Study Readings on Blackboard</p>
<p>Week 6 – September 27</p> <p>September 29</p>	<p>Leadership and Power</p>	<p>Readings Due: Chapter 5 (LACP) Case Study Readings on Blackboard</p> <p>Due: Leadership Profile, September 29 (Thursday)</p>
<p>Week 7 – October 4</p> <p>October 6</p>	<p>Public and Participatory Leadership</p>	<p>Readings Due: Chapter 9 Case Study Readings on Blackboard</p>
<p>Week 8 – October 11</p> <p>October 13</p>	<p>MIDTERM EXAM</p> <p>Leadership and Influence</p>	<p>Due: Midterm Exam, Oct 11 (Tuesday)</p> <p>Readings Due: Chapter 6 (LACP) Case Study Readings on</p>

		Blackboard
Week 9 – October 18 October 20	Leadership in Groups and Teams	Readings Due: Chapter 7 (LACP) Case Study Readings on Blackboard
Week 10 – October 25 October 27	Leadership in Organizations NO CLASS THURSDAY	Readings Due: Chapter 8 (LACP) Case Study Readings on Blackboard Due: Leadership Interview, October 25 (Tuesday) NO CLASS THURSDAY
Week 11 – November 1 November 3	Leadership and Diversity	Readings Due: Chapter 10 (LACP) Case Study Readings on Blackboard
Week 12 – November 8 November 10***	Leadership and Diversity Continued NO CLASS THURSDAY***	Readings Due: Available on Blackboard NO CLASS THURSDAY***
Week 13 – November 15 November 17	Ethical Leadership	Readings Due: Chapter 11 (LACP) Case Study Readings on Blackboard
Week 14 – November 22 November 24***	Negotiation and Organizational Management NO CLASS THURSDAY***	Readings Due: Getting to Yes, Sections 1 and 2 (Tuesday), NO CLASS THURSDAY***
Week 15 – November 29 December 1st	Negotiation and Conflict Resolution	Readings Due: Getting to Yes, Section 3 and 4 Case Study Readings on Blackboard Due: Book Review, December 1st (Thursday)
Week 16 – December 8	FINAL EXAM	Due: Final Exam (4:00-6:45PM)

THE INSTRUCTOR RESERVES THE RIGHT TO MAKE NECESSARY CHANGES IN THE SCHEDULE/CALENDAR/ASSIGNMENTS DEPENDING ON THE NEEDS OF THE CLASS.