

**Comm 3323**  
Communication and Organizational Leadership  
Fall 2018

Instructor:

Dr. Corrie Boudreaux  
cmboudreaux@utep.edu

Office hours: I am available by email, typically within 5-6 hours on weekdays and 24-48 hours on weekends. I am also available for phone/Skype conferences by appointment if needed. Please ask whenever you need help. I want to help you be successful, but if you don't ask, I will think you understand everything and don't need assistance.

Course Overview:

The purpose of this course is to introduce you to the contemporary concepts and theories guiding the study of leadership in organizations, be they corporate, non-profit, governmental; formal or informal, complex, simple, or emergent. We will discuss major functions of leadership in the 21<sup>st</sup> century, as well as the influences of gender and culture on the enactment of leadership.

Course Learning Outcomes:

Upon completion of this course, you should be able to:

- Name and describe the major theories of leadership that guide its enactment in organizations
- Discuss the major functions of leadership in organizations
- Identify leadership behaviors exhibited in videos and illustrated in case problems
- Discuss the components of team-based leadership
- Describe the influence of gender on the exercise of leadership
- Discuss the influence of culture of the exercise of leadership
- Discuss the components of crisis leadership

Course Topics and Readings, by Week:

Oct 22 (Module 1) – The Interdependence of Leadership and Communication, Johnson & Hackman, Ch 1-3

Oct 29 (Module 2) – Organizational Influences on Leadership, Johnson & Hackman, Ch 5-8

Nov 5 (Module 3) – Leading Change, Johnson & Hackman, Ch 4

Nov 12 (Module 4) – Effects of Culture on Leadership

Nov 19 (Module 5) – Gender and Leadership, Johnson & Hackman, Ch 10

Nov 26 (Module 6) – Ethics and Leadership, Johnson & Hackman, Ch 11

Dec 3 (Module 7) – Communication Leadership in Organizational Crises,  
Johnson & Hackman, CH 9, 12, 13

Each week of the course will include:

- Assigned Readings/lectures
- 2 discussion board posting (each about 450-550 words)
  - one related to the mini-lecture
  - one related to a case problem or video
- review of video excerpt

Major Assignment Due Dates:

- Paper 1 – Nov 2
- Exam 1 – Nov 9
- Paper 2 – Nov 30
- Exam 2 – Dec 8

Textbook:

Johnson, Craig E., and Michael Z. Hackman. 2013. *Leadership: A Communication Perspective*. Waveland Press, 7<sup>th</sup> Edition.

Other Required Course Materials:

Videos, documents, etc provided through Blackboard

Grading and Evaluation:

- Two exams, together worth 30% of final grade
- Two 3-4 page papers analyzing a leader and relating his/her leadership to one of the course topics, each worth 15% of final grade
- Discussion posts and responses, two per week, worth 40% of final grade
- Grading is on a ten-point scale:
  - A = 90-100
  - B = 80-89
  - C = 70-79
  - D = 60-69
  - F = 0-59

## Learning System:

- We are using Blackboard Learn as our Learning Management System. Check Blackboard's video tutorials for assistance, or visit: [https://www.utep.edu/technologysupport/ServiceCatalog/BB\\_Students.html](https://www.utep.edu/technologysupport/ServiceCatalog/BB_Students.html)
- You will need a computer with basic audio/video output equipment, a good internet connection, and Microsoft Office or similar software.

## Participation Requirement:

Leadership depends on the process of engagement ... so engaging with the materials, instructor, and other students in this course is vital to having the best experience possible. You should log into the course at least several times a week for a minimum of 9 to 12 hours (not including the time you'll need to write papers or study for exams). Participation in discussion boards is worth 30% of your final grade, so interacting with other students and the instructor is critical to successful completion of the course. Additionally, this is a **communication** course and therefore we depend on the free flow of ideas and opinions which may reflect great diversity in perspectives and attitudes. Consistent with communication in a democratic society, I expect student interactions to be civil and respectful of other students' ideas and opinions. Posts and comments should be written as assignments, just like papers and exams, with correct and complete spelling and grammar.

## Academic Dishonesty:

Academic dishonesty is prohibited and is considered a violation of rules articulated in UTEP's Handbook of Operating Procedures. It is also contrary to the process of organizational leadership itself, and includes, but is not limited to, cheating, plagiarism, and collusion.

- Cheating may involve copying from or providing information to another student, possessing unauthorized materials, falsifying research data, etc
- Plagiarism occurs when someone intentionally or unknowingly represents another person's words or ideas as his or her own.
- Collusion involves the unauthorized collaboration with another person or group to commit any academically dishonest act.

Any sort of academic dishonesty attempted by a UTEP student is unacceptable and will not be tolerated. Violations will be taken seriously and will be referred to the Office of Student Conduct and Conflict Resolution for possible disciplinary action. Students may be suspended or expelled from UTEP for such actions. More information can be found in the UTEP *Handbook of Operating Procedures*, under the heading "Alleged Student Scholastic Dishonesty" and the UT System Regent's Rules and Regulations.

## Netiquette (The Etiquette of Internet Communication):

Leaders understand that words matter. Indeed, effective leadership is enacted through the process of communication, and to some of us, leadership IS communication. It is important to consider carefully the words you use in interactions with other students, to ensure a positive online communication environment. We must also be conscious of how we communicate while working at a distance and using good *netiquette*, that is, online communication etiquette.

- Clearly identify yourself when posting a comment or discussion entry. You classmates may not know who is posting a comment.
- Avoid using all capital letters or text in different colors
- Focus on the topic at hand and be SUBSTANTIVE, not personal
- Remember the human – there's a person on the side of the computer screen, so be tactful and don't say things you wouldn't say to their face
- Remember your words are WRITTEN and STORED. Don't say things you'll regret.
- Don't use offensive language or profanity (the instructor has the final say on whether or not something is offensive)
- Share your expert knowledge
- Respect privacy – this class is a closed, private group. Don't copy/share/etc posts from this class with the outside world.

## Students with Special Needs:

The Americans with Disabilities Act requires that all materials needed for a course be made available to all students in that course, whether it is face-to-face or online. If you have any special needs that require accommodations, please contact the Center for Accommodations and Support Services (CASS) at [cass@utep.edu](mailto:cass@utep.edu) or visit <https://www.utep.edu/student-affairs/cass/>.