
COMM 3323: COMMUNICATION AND ORGANIZATIONAL LEADERSHIP

TERM AND INSTRUCTOR INFO

Term: Spring 2019A (Jan 22 – March 10, 2019)

Instructor: Dr. Corrie Boudreaux

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- When sending email, please mention what course you are in. I have three online courses and I've found that it's hard to remember who is in what class, especially because I don't have the advantage of knowing you face-to-face. You do not need to include your student ID number on any emails.

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.

COURSE OVERVIEW

The purpose of this course is to introduce you to the contemporary concepts and theories guiding the study of "leadership as communication" in organizations, be they corporate, non-profit, governmental; formal or informal; complex, simple, or emergent. We will discuss major functions of leadership in the 21st 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:

- Explain how and why communication is an inherent part of leadership
- Name and describe the major theories of leadership as communication that guide its enactment in organizations
- Discuss the major functions of leadership in organizations

- Identify and analyze leadership behaviors in examples in class (videos and case studies) and out of class (your personal experience as a leader or follower)
- Apply lessons from current leadership theory and research to your personal development as a leader, potential leader, or follower
- Develop and improve your written communication skills
- Achieve gains in your communication, confidence, critical thinking, and leadership skills

TEXTBOOK

Johnson, Craig E., and Michael Z. Hackman. 2018. *Leadership: A Communication Perspective*. Waveland Press, 7th Edition.

(The 7th edition is the one that I have, and it's the one I use to create questions and assign chapters, page numbers, etc. That said, the 6th edition is probably workable, if you are willing to deal with the inconsistencies in page numbers. I've had students use the 6th edition and there were no major problems that I was aware of. However, I don't have the 6th edition, so I can't say for certain what the differences are and what, if any, information may be missing).

LEARNING SYSTEM

- We are using Blackboard Learn as our Learning Management System. Blackboard has a lot of video tutorials available to learn about its features, or you may contact [UTEP Tech Support](#) if you need assistance with Blackboard.
- You will need a computer with basic audio/video output equipment, a good internet connection, and Microsoft Office or similar software.

COURSE SCHEDULE

Date	Readings	Assignments (all deadlines in El Paso/ Mountain Time)
Jan 22 (Week 1)	Ch. 1, "Leadership and Communication" Ch. 2, "Leadership and Followership Communication Styles"	Blogs 1.1, 1.2, and 1.3 Group Outline Ch. 1&2
Jan 28 (Week 2)	Ch. 3, "Traits, Situational, Functional, Skills, and Relational Leadership"	Blogs 2.1 and 2.2 Group Outline Ch. 3&4

	Ch. 4, "Transformational and Charismatic Leadership"	
Feb 4 (Week 3)	Ch. 5, "Leadership and Power" Ch. 6, "Leadership and Influence"	Blogs 3.1 and 3.2 Group Outline Ch. 5&6 1 st Paper due Sunday, Feb. 10
Feb 11 (Week 4)	Ch. 7, "Leadership in Groups and Teams" Ch. 9, "Public Leadership"	Blogs 4.1 and 4.2 Group Outline Ch. 7&9 Test 1 due Sunday, Feb. 17
Feb 18 (Week 5)	Ch. 8, "Leadership in Organizations" Ch. 10, "Leadership and Diversity"	Blogs 5.1 and 5.2 Group Outline Ch. 8 & 10
Feb 25 (Week 6)	Ch. 11, "Ethical Leadership and Followership" Ch. 13, "Leadership in Crisis"	Blogs 6.1 and 6.2 Group Outline Ch. 11 & 13 2 nd Paper due Sunday, Mar. 3
Mar 4 (Week 7)	Ch. 12, "Leader and Leadership Development"	Blogs 7.1 and 7.2 Group Outline Ch. 12 Test 2 due Sunday, Mar. 10

GRADING AND EVALUATION

- **Weekly assignments, 40%.** Weekly assignments will include discussion/blog posts, group outline contributions, and any other assignment related to your weekly module.
 - Discussion/blog posts. You will typically have two discussion/blog prompts per week. For each prompt, you will write a post in response to the prompt, as well as responses to at least two of your peers' posts. All posts and responses must be relevant, substantive, and thoughtful. I will drop your lowest discussion grade at the end of the semester. Rubrics for discussion grades are posted with each assignment.
 - Group Outline. Each week, you will contribute notes from the textbook to your group's outline. This outline will be available for all group members to use when studying and preparing for

- exams and papers. More details about how to access the group outline and contribution requirements will be provided.
- **Two tests, 30%.** More information about the content and format of each test will be given.
 - **Two 3-4 page papers, 30%.** In each paper, you will analyze a leader and relate his/her leadership to one of the course topics. Papers are graded on content as well as structure, grammar, and correct spelling and language usage. Detailed instructions and grading rubrics will be provided for each paper. I recommend that you work with the [University Writing Center](#) to polish your papers before submitting them.
 - I do not offer extra credit. If you are concerned about your grade, complete all assignments on time and ask me for help as soon as possible. Do not wait until late in the semester to seek help.
 - Writing Expectations: You are in a 3000-level class in the Communication Department. I expect you to write in a formal tone and to use correct grammar, spelling, sentence structure, etc. I also expect your writing to be clear, specific, and well-organized. If you feel you may need help in these areas, please contact me EARLY or contact the University Writing Center EARLY.
 - Grading is on a ten-point scale:
 - A = 90-100
 - B = 80-89
 - C = 70-79
 - D = 60-69
 - F = 0-59
 - Late Policy:
 - Our class depends on timely participation from all students to function successfully. **Late group outline contributions and discussion posts/ responses are not acceptable and you will receive zero credit for posts made after the deadline.**
 - Please note that all deadlines are given in El Paso (MST) time. If you are working/submitting from a different time zone, please make the necessary adjustments. Also, I've noticed with a few students in the past that if you are using the Blackboard app, it may give you notices and due dates/time in the local time of your current location. Make sure you have everything set to Mountain time.
 - Your submissions are time-stamped to the minute. I don't enjoy giving students a zero for an assignment that's been submitted a few minutes late, but I will strictly enforce deadlines. Give yourself enough time to write and submit your assignments so that you won't lose credit.
 - If you intend to request an extension on any assignment, you must notify me in advance about the reason why you need an extension. I do not accept extension requests after deadlines

have passed. Extensions are granted at my discretion and you may be asked to provide documentation/evidence along with your request.

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).

Your weekly participation in discussion/blog posts and your group outline is worth 40% of your final grade, so interacting with other students and the instructor is critical to successful completion of the course. I cannot overstate how important it is that you submit quality posts and responses on time, every week.

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. You must cite your sources in discussion posts and papers.
- Collusion involves the unauthorized collaboration with another person or group to commit any academically dishonest act. Unless specifically stated in the instructions for a particular assignment, all work should be completed by you alone.

Any sort of academic dishonesty attempted by a UTEP students is unacceptable and will not be tolerated. Violations will be taken seriously. Students will receive a zero on any assignment where there is a reasonable suspicion of cheating, plagiarism, and/or collusion. Additionally, students who are suspected of academic dishonesty 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” (ONLINE ETIQUETTE)

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. Your 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 reasonable accommodations be made for students with documented special needs, and 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 let me know as soon as possible. In order to receive accommodations, you will need to make a formal request by contacting the Center for Accommodations and Support Services (CASS) at cass@utep.edu or visit <https://www.utep.edu/student-affairs/cass/>.