



COM 345 Management Communication

Department of Communication & Theatre

Spring 2019 ◊ 3 Units ◊ T/TH 11 a.m.-12:15 p.m. ◊ Cabrillo 202

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Office hours: Wednesdays by appointment

PLNU Mission

Point Loma Nazarene University exists to provide higher education in a vital Christian community where minds are engaged and challenged, character is modeled and formed, and service becomes an expression of faith. Being of Wesleyan heritage, we aspire to be a learning community where grace is foundational, truth is pursued, and holiness is a way of life.

Course Description

This course is an in-depth analysis of the primary issues in management communication including leadership, conflict, decision-making, and ethics. Students explore the communication abilities, dilemmas, and challenges confronting organizational leaders.

Course Learning Outcomes

Students who successfully complete this course will:

- (1) Gain an understanding and appreciation of management as a communication phenomenon.
- (2) Continue the study of organizational communication by focusing specifically on issues of leadership, communication ethics, decision-making, and conflict management.
- (3) Develop a personal philosophy of leadership and learn to analyze organizational issues in terms of that philosophy.
- (4) Display written and oral communication skills, interpersonal skills, and conceptual and analytical thinking.

Required Texts

Hackman, M. and Johnson, C. (2013) *Leadership: a communication perspective*. Illinois: Waveland. 6th edition.

Os Guinness, *The Call: Finding and Fulfilling the Central Purpose of Your Life* (Nashville: Word, 1998).

Assessment and Grading

Below you will find the assignments for the semester. Your grade will be calculated by dividing the number of points you earn by the total number of points at the end of the semester. Course assignments and scheduling are subject to change due to the nature of the course. All changes will be made orally in class, provided in writing and posted on Canvas.

- 1. Reflections on *The Call*:** Students will complete a five-part reflection on material from the book and one oral presentation on an assigned chapter. Each part will be listed in Canvas with due dates. (15 points each)
- 2. Leadership Consulting Project:** Each student will prepare and deliver a seven-minute original case study presentation. Students present on a company or organization that needs help with a leadership issue based on communication. The student will then interview the parties involved to get a clear understanding of the issues. The student will then develop a plan to implement changes for the betterment of the company based on course material. (100 points)
- 3. Exams:** Three exams over course material. (100 points each)
- 4. Personal Vision Statement:** Students will complete a personal vision statement. Requirements for the assignment will be explained in class. (15 points)

5. **Article Reviews:** Students will complete two thought papers based on articles from the *Harvard Business Review*. Papers should include a brief summary of the article, an opinion of the concept, and personal connections. All papers for this class should be 3-4 typed pages, double-spaced, 12-point Times New Roman Font with one-inch margins. (25 points each)
6. **Case Studies/Self-Assessments:** Students will complete eight (8) case studies from the Leadership text. Case studies will be assigned early in the semester and students should be prepared to discuss the case during the lecture that corresponds to the case study location in the text. (50 points)
7. **Participation:** Points will be deducted at the professor's discretion for excessive absences and/or disruptive behavior (walking in and out of class, talking during lecture).

Grade Scale

A- = 90-92%; A = 93-100: Excellent (*exceptional, superlative presentations, engaged in class lecture and discussion, attendance, posture, interest, etc. Comprehensive excellence is needed for a superlative grade in this course.*)

B- = 80-82%; B = 83-87%; B+ = 88-89%: Above average

C- = 70-72%; C = 73-77%; C+ = 78-79%: Average (*mediocre, passable, fair, midpoint between extremes of excellence and failure.*)

D- = 60-62%; D = 63-67%; D+ = 68-69%: Below average

F = 59% and below: Failure (*omission or lack of satisfactory performance of action or task, inadequate, impassable, etc.*)

Method of Instruction

The course is taught through lecture, discussion, class activities, and a semester project all designed to help you develop critical thinking abilities as they relate to organizational life. Lectures will often introduce material beyond that which is covered in readings and will assume information supplied in the text. Lecture and text should complement, not substitute for each other. It is your responsibility to come to class ready to think, challenge, analyze, and apply the material covered. Additional norms include:

1. Students are expected to attend class and be on time. Failure to make presentations on schedule will result in a failing grade for that presentation. In the event of absence students seek missed information/notes from classmates.
2. All written work must be typed, and attention should be paid to form (including grammar, punctuation, spelling, APA formatting and general appearance) as well as content.
3. Integrity is of great importance. Plagiarism of any sort will not be tolerated and will result in a grade of "F" for the project and possibly the course. See university notifications below for specifics.
4. Classroom disruption by cell phones or other electronic devices (i.e. text messaging) is prohibited. All laptops, cell phones and similar electronic devices must remain turned off and out of sight for the duration of class. A student may face a zero and/or failure in the class if an electronic device is used for cheating during a test.
5. Please DO NOT disrupt class while students are presenting. This includes walking in/out of the classroom. Also, please do not carry on side conversations while the professor is lecturing or during discussion. You can never show too much respect for your professors. Disruptions will result in points lost from participation grade at the professor's discretion.
6. This syllabus serves as the contract between the students and professor. Your continued enrollment in the course serves as agreement to abide by the policies and information set forth here within.

Course Schedule

Please note: Due to the nature of this course, the schedule is subject to change. All changes will be posted on Canvas and announced in class.

Date	Plan for the Week	Preparation for the Week
Jan 10	Course Intro Leadership & Communication	Read Chapter 1 in <i>Leadership a Communication Perspective</i> (LCP) Case Study: "Southwest Airlines" Box 1.5 p.13
Jan 15/17	Leadership & Followership Communication Styles	Read LCP Ch 2 Read <i>The Call</i> (Intro, ch 1-2) Read Situational Leadership Packet on Canvas Case Study: "Laid Back Leader" Box 2.2 p. 42
Jan 22/24	Traits, Situational, Functional and Relational Leadership	Read LCP 3 Read <i>The Call ch 3-4</i> Complete Call Reflection Part I (Submit on Canvas) Case Study: "Campus News" Box 3.5 p. 86
Jan 29/31	Transformational Leadership	Read LCP 4 Vision Statement due 2/1 (Submit in Canvas) by 11 p.m. <i>Prepare for Exam 1</i> Case Study: "Nordstrom" Box 4.6 & "Entrepreneur" Box 4.8
Feb 5	Exam 1 (ch 1-4 LCP/ <i>Call</i> ch 1-4)	Read LCP 5
Feb 7	Leadership & Power	Read <i>The Call</i> ch -5-6 Read the "Situational Leadership & Power" handout on Canvas Case Study: "Power of Pride" Box 5.2
Feb 12/14	Leadership & Influence	Read LCP 6 Read <i>The Call</i> ch 7-9 Complete Call Reflection Part II (Submit on Canvas by 2/15) <i>Work on Groups & Teams project</i>
Feb 19/21	Leadership in Groups and Teams	Read LCP 7 Read <i>The Call</i> ch 10-12 Case Study: "Teams at Valve" Box 7.4
Feb 26/28	Leadership in Organizations	Read LCP 8

		<p>Read <i>The Call</i> ch 13 <i>Prepare for Exam 2</i></p> <p>Case Study: "Starbucks" Box 8.1</p>
Mar 4-8	No Class Spring Break	
Mar 12/14	Exam 2 (LCP ch 5-8/ <i>Call</i> 5-13) on March 14th	<p>Read LCP 10 & <i>Harvard Business Review</i> Article on Canvas</p> <p>Article Review Due 3/18 (Submit in Canvas)</p>
Mar 19/21	Leadership and Diversity	<p>Submit Article Review Due (Submit in Canvas)</p> <p>Read "Leadership Jazz" Chapter and <i>The Call</i> ch 14-16</p>
Mar 26/28	Ethical Leadership	<p>Read "The Crucibles of Leadership" and write article review (due April 4th)</p> <p><i>Complete Call Reflection Part III (Submit on Canvas 3/22)</i></p>
April 2/4	Leadership Development	<p>Read LCP 12 Read <i>The Call</i> ch 17-19</p> <p>Submit "Crucibles of Leadership" Article Review</p> <p>Case Study: "Abraham Lincoln" Box 12.4</p>
April 9/11	Leadership in Crisis	<p>Read LCP 13 Read <i>The Call</i> ch 20-22</p> <p>Case Study: "Miracle on Hudson" Box 13.5 Submit Case Studies on Canvas by 4/5 at 5 p.m.</p> <p><i>Plan and Construct LCP Outline</i></p>
April 16	<i>The Call</i> Presentation Conferences	<p>Read <i>The Call</i> ch 23-26</p> <p><i>Complete Call Reflection Part IV (Submit on Canvas)</i></p> <p><i>LCP Outline due 4/12</i></p>
April 18-22	No Class: Easter Break	
April 23/25	LCP Presentations	<p><i>Submit Presentation on Canvas</i> Prepare for Final Exam</p> <p><i>Complete Call Reflection Part V (Submit on Canvas)</i></p> <p><i>Submit Presentation on Canvas</i></p>

		Prepare for Final Exam
Final Exam Week Tuesday 10:30 am	Final Exam (LCP chs 10-13; <i>Call 14-26</i>)	

University Notifications

Attendance & Participation

Regular and punctual attendance at all classes is considered essential to optimum academic achievement. If the student is absent from more than 10 percent of class meetings, the faculty member has the option of filing a written report which may result in de-enrollment. If the absences exceed 20 percent, the student may be de-enrolled without notice. If the date of de-enrollment is past the last date to withdraw from a class, the student will be assigned a grade of W or WF consistent with university policy in the grading section of the catalog. Every absence in this class will result in a five-point deduction from final points earned. See Academic Policies in the (undergrad/graduate as appropriate) academic catalog. Perfect attendance will increase the final grade 1 percentage point.

Course Credit Hour Information

In the interest of providing sufficient time to accomplish the stated Course Learning Outcomes, this class meets the PLNU credit hour policy for a three-unit class delivered over 16 weeks. Specific details about how the class meets the credit hour requirement can be provided upon request.

Academic Honesty and Dishonesty

Students should demonstrate academic honesty by doing original work and by giving appropriate credit to the ideas of others. As explained in the university catalog, academic dishonesty is the act of presenting information, ideas, and/or concepts as one's own when in reality they are the results of another person's creativity and effort. Violations of university academic honesty include cheating, plagiarism, falsification, aiding the academic dishonesty of others, or malicious misuse of university resources. A faculty member who believes a situation involving academic dishonesty has been detected may assign a failing grade for a) that particular assignment or examination, and/or b) the course following the procedure in the university catalog. Students may appeal also using the procedure in the university catalog. See [Academic Policies](#) for further information.

Final Course Grades

Final course grades will be submitted electronically at the conclusion of the semester by the deadline set forth by the university. Any questions regarding final grades need to be addressed within two weeks of the class ending and must be sent in writing to the professor. Grade inquiries beyond that time will not be allowed.

Academic Accommodations

While all students are expected to meet the minimum academic standards for completion of this course as established by the instructor, students with disabilities may request academic accommodations. At Point Loma Nazarene University, students must request that academic accommodations by filing documentation with the Disability Resource Center (DRC), located in the Bond Academic Center. Once the student files documentation, the Disability Resource Center will contact the student's instructors and provide written recommendations for reasonable and appropriate accommodations to meet the individual needs of the student. See Academic Policies in the (undergrad/graduate as appropriate) academic catalog.

FERPA Policy

In compliance with federal law, neither PLNU student ID nor social security number should be used in publicly posted grades or returned sets of assignments without student written permission. This class will meet the federal requirements by (Note: each faculty member should choose one strategy to use: distributing all grades and papers individually; requesting and filing written student permission; or assigning each student a unique class ID number not identifiable on the alphabetic roster.). Also in compliance with FERPA, you will be the only person given information about your progress in this class unless you have designated others to receive it in the "Information Release" section of the student portal. See Policy Statements in the (undergrad/ graduate as appropriate) academic catalog.

Final Exam Policy

Successful completion of this class requires taking the final examination on its scheduled day. The final examination

schedule is posted on the “Class Schedules” site. No requests for early examinations or alternative days will be approved.

Copyright Policy

Point Loma Nazarene University, as a non-profit educational institution, is entitled by law to use materials protected by the US Copyright Act for classroom education. Any use of those materials outside the class may violate the law.