



COM 3045 Leadership Communication
Communication Studies Department
Spring 2024 ◊ 3 Units ◊ T/TH 11:00-12:15 ◊ C202

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Office hours: Upon request and Wednesdays 10-11 am; Tue/Thurs 1-2; alternating Mondays 9-11

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. (2018) *Leadership: a communication perspective*. Illinois: Waveland. 7th edition.

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. 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)
- 2. Exams:** Three exams over course material. (100 points each)
- 3. Personal Vision Statement:** Students will complete a personal vision statement. Requirements for the assignment will be explained in class. (15 points)

4. **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)
5. **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)
6. **Participation:** Students with perfect attendance will receive a percentage point boost to their final grade. Those students with excessive absences and/or disruptive behavior (walking in and out of class, talking during lecture) may have points deducted at the professor's discretion.

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. In the event of absence students seek missed information/notes from classmates and/or Canvas. Late work will be accepted with a 10% grade deduction each day it is late.
2. Failure to make presentations on schedule will result in a failing grade for that presentation.
3. PLNU allows up to 25% of course work to be completed in Canvas and this section may use Canvas for much of the course work required. It has your assignments listed with due dates set and all the materials needed for the course beyond the textbook so be sure to set your Canvas user preference to get daily reminders for assignments due. 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. Late work will receive an automatic point deduction.
4. 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.
5. 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 unless allowed by EAC Accommodation. A student may face a zero and/or failure in the class if an electronic device is used for cheating during a test.
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
Week of Jan 8	Course Intro	Read Chapter 1 in <i>Leadership a Communication Perspective</i> (LCP) Case Study: "Southwest Airlines"
Week of Jan 15	Leadership & Communication	Read LCP Ch 2 Read "Situational Leadership" Packet on Canvas Case Study: "Reluctant Executive" Box 2.2 p. 44
Week of Jan 22	Leadership & Followership Communication Styles	Read LCP 3 Case Study: "Campus News" Box 3.5 p. 87
Week of Jan 29	Traits, Situational, Functional and Relational Leadership	Read LCP 4 Case Study: "Nordstrom" Box 4.5 & "Google" Box 4.3
Week of Feb 5	Transformational Leadership	Read LCP 5 <i>Vision Statement 2/7 (Submit in Canvas)</i> <i>Prepare for Exam 1</i>
Week of Feb 12	Exam 1 (ch 1-4 LCP) Leadership & Power (LCP ch 5)	Read the "Situational Leadership & Power" handout on Canvas Case Study: "Zappos" Box 5.7
Week of Feb 19	Leadership & Influence Article: "4 Ways to Help Your Team Avoid Digital Distractions"	Read LCP 6 Read article and complete Digital Wellness Journal
Week of Feb 26	Leadership in Groups and Teams	Read LCP 7 Case Study: "Teams at Valve" Box 7.4
	March 4-8 Spring Break	
Week of March 11	Leadership in Organizations	Read LCP 8 Artifact Slide Assignment (Due 3/14) <i>Prepare for Exam 2</i>

		Case Study: "Container Store" Box 8.1
Week of March 18	Exam 2 (LCP ch 5-8) March 21 Ethical Leadership	Read "Leadership Jazz" Chapter and <i>The Call</i> ch 14-15 <i>Harvard Business Review</i> Article on Canvas
Week of March 25	Leadership and Diversity March 28-April 1 Easter Break †	Read LCP 10 & related articles Diversity in Organizations Article Review Due 4/2 (Submit in Canvas) <i>Plan and Construct LCP Outline</i> Rough draft due 4/9 in class
Week of April 1	Leadership and Diversity cont. Leadership Development	Read LCP 12 & <i>Harvard Business Review</i> Article on Canvas Diversity in Organizations Article Review Due 4/2 (Submit on Canvas) <i>Complete LCP Outline and Presentation Due in Canvas</i> "The Crucibles of Leadership" Article Review Due 4/11 (Submit on Canvas)
Week of April 8	Leadership Development cont. LCP Presentations on April 11	Case Study: "Abraham Lincoln" Box 12.4 "The Crucibles of Leadership" Article Review Due 4/11 (Submit on Canvas)
Week of April 15	LCP Presentations	Read LCP 13 Submit Case Studies on Canvas by 4/18
Week of April 22	Leadership in Crisis	Case Study: "Chipotle" Box 13.5 Case Study: "Miracle on Hudson" (provided reading)
Week of April 29 Final Exam	Thursday, May 2 at 10:30 am Exam 3 (LCP chs 10-13)	

University Notifications

Final Examination 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. If you find yourself scheduled for three (3) or more final examinations on the same day, you are authorized to contact each professor to arrange a different time for one of those exams. However, unless you have three (3) or more exams on the same day, no requests for alternative final examinations will be granted.

Content Warning

I acknowledge that each of you comes to PLNU with your own unique life experiences. This contributes to the way you perceive various types of information. In COM 3045, all of the class content, including that which may be intellectually or emotionally challenging, has been intentionally curated to achieve the learning goals for this course. The decision to include such material is not taken lightly. These topics include communication related leadership in many capacities (including diversity, ethics, power, crisis, etc.) in the workplace and beyond. If you encounter a topic that is intellectually challenging for you, it can manifest in feelings of discomfort and upset. In response, I encourage you to come talk to me or your friends or family about it. Class topics are discussed for the sole purpose of expanding your intellectual engagement in the area of group and team communication, and I will support you throughout your learning in this course.

Trigger Warning

I acknowledge that each of you comes to PLNU with your own unique life experiences. This contributes to the way you perceive several types of information. In COM 3045, we will cover a variety of topics, some of which you may find triggering. These topics include communication related leadership in many capacities (including diversity, ethics, power, crisis, etc.) Each time this topic appears in a reading or unit, it is marked on the syllabus. The experience of being triggered versus intellectually challenged are different. The main difference is that an individual must have experienced trauma to experience being triggered, whereas an intellectual challenge has nothing to do with trauma. If you are a trauma survivor and encounter a topic in this class that is triggering for you, you may feel overwhelmed or panicked and find it difficult to concentrate. In response, I encourage you to take the necessary steps for your emotional safety. This may include leaving class while the topic is discussed or talking to a therapist at the Counseling Center. Should you choose to sit out on discussion of a certain topic, know that you are still responsible for the material; but we can discuss if there are other methods for accessing that material, and for assessing your learning on that material. Class topics are discussed for the sole purpose of expanding your intellectual engagement in the area of communication, and I will support you throughout your learning in this course.

Incompletes and Late Assignments

All assignments are to be submitted/turned in by the beginning of the class session when they are due—including assignments posted in Canvas. Incompletes will only be assigned in extremely unusual circumstances.

Spiritual Care

Please be aware PLNU strives to be a place where you grow as whole persons. To this end, we provide resources for our students to encounter God and grow in their Christian faith.

If students have questions, a desire to meet with the chaplain or have prayer requests you can contact your professor or the [Office of Spiritual Life and Formation](#).

State Authorization

State authorization is a formal determination by a state that Point Loma Nazarene University is approved to conduct activities regulated by that state. In certain states outside California, Point Loma Nazarene University is not authorized to enroll online (distance education) students. If a student moves to another state after admission to the program and/or enrollment in an online course, continuation within the program and/or course will depend on whether Point Loma Nazarene University is authorized to offer distance education courses in that state. It is the student's responsibility to notify the institution of any change in his or her physical location. Refer to the map on [State Authorization](#) to view which states allow online (distance education) outside of California.

PLNU 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.

PLNU Academic Honesty Policy

Students should demonstrate academic honesty by doing original work and by giving appropriate credit to the ideas of others. 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. A faculty member who believes a situation involving academic dishonesty has been detected may assign a failing grade for that assignment or examination, or, depending on the seriousness of the offense, for the course. Faculty should follow and students may appeal using the procedure in the university Catalog. See [Academic Policies](#) for definitions of kinds of academic dishonesty and for further policy information.

Artificial Intelligence (AI) Policy

You are allowed to use Artificial Intelligence (AI) tools (e.g. ChatGPT, iA Writer, Marmot, Botowski) to generate ideas, but you are not allowed to use AI tools to generate content (text, video, audio, images) that will end up in any work submitted to be graded for this course. If you have any doubts about using AI, please gain permission from the instructor.

PLNU Academic Accommodations Policy

PLNU is committed to providing equal opportunity for participation in all its programs, services, and activities. Students with disabilities may request course-related accommodations by contacting the Educational Access Center (EAC), located in the Bond Academic Center (EAC@pointloma.edu or 619-849-2486). Once a student's eligibility for an accommodation has been determined, the EAC will issue an academic accommodation plan ("AP") to all faculty who teach courses in which the student is enrolled each semester.

PLNU highly recommends that students speak with their professors during the first two weeks of each semester/term about the implementation of their AP in that particular course and/or if they do not wish to utilize some or all of the elements of their AP in that course.

Students who need accommodations for a disability should contact the EAC as early as possible (i.e., ideally before the beginning of the semester) to assure appropriate accommodations can be provided. It is the student's responsibility to make the first contact with the EAC.

Language and Belonging

Point Loma Nazarene University faculty are committed to helping create a safe and hospitable learning environment for all students. As Christian scholars we are keenly aware of the power of language and believe in treating others with dignity. As such, it is important that our language be equitable, inclusive, and prejudice free. Inclusive/Bias-free language is the standard outlined by all major academic style guides, including MLA, APA, and Chicago, and it is the expected norm in university-level work. Good writing and speaking do not use unsubstantiated or irrelevant generalizations about personal qualities such as age, disability, economic class, ethnicity, marital status, parentage, political or religious beliefs, race, gender, sex, or sexual orientation. Inclusive language also avoids using stereotypes or terminology that demeans persons or groups based on age, disability, class, ethnicity, gender, race, language, or national origin. Respectful use of language is particularly important when referring to those outside of the religious and lifestyle commitments of those in the PLNU community. By working toward precision and clarity of language, we mark ourselves as serious and respectful scholars, and we model the Christ-like quality of hospitality.

You may report an incident(s) using the [Bias Incident Reporting Form](#).

Sexual Misconduct and Discrimination

In support of a safe learning environment, if you (or someone you know) have experienced any form of sexual discrimination or misconduct, including sexual assault, dating or domestic violence, or stalking, know that accommodations and resources are available through the Title IX Office at pointloma.edu/Title-IX. Please be aware that under Title IX of the Education Amendments of 1972, faculty and staff are required to disclose information about such misconduct to the Title IX Office.

If you wish to speak to a confidential employee who does not have this reporting responsibility, you can contact Counseling Services at counselingservices@pointloma.edu or find a list of campus pastors at pointloma.edu/title-ix.

PLNU Attendance and Participation Policy

Regular and punctual attendance at all class sessions is considered essential to optimum academic achievement. If the student is absent for more than 10 percent of class sessions, the faculty member will issue a written warning of de-enrollment. If the absences exceed 20 percent, the student may be de-enrolled without notice until the university withdrawal date or, after that date, receive an “F” grade.

Course Modality Definitions

- *1. **In-Person:** Course meetings are face-to-face with no more than 25% online delivery.
- 2. **Online:** Coursework is completed 100% online and asynchronously.
- 3. **Online Synchronous:** Coursework is completed 100% online with required weekly online class meetings.
- 4. **Hybrid:** Courses that meet face-to-face with required online components

In some courses, a portion of the credit hour content will be delivered asynchronously and attendance will be determined by submitting the assignments by the posted due dates. See [Academic Policies](#) in the Undergraduate Academic Catalog.

*Our course is slated as an “In-Person” class.

Asynchronous Attendance/Participation Definition

A day of attendance in asynchronous content is determined as contributing a substantive note, assignment, discussion, or submission by the posted due date. Failure to meet these standards will result in an absence for that day. Instructors will determine how many asynchronous attendance days are required each week.