



## COM 3045 Leadership Communication

Communication Studies Department

Spring 2026 ◊ 3 Units ◊ T/TH 11:00-12:15 ◊ Ryan Learning 106

**Dr. Melissa Newman**

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Office hours: Upon request and Wednesdays 10-11 am; Tue/Thurs 10-11 and zoom options

### PLNU Mission: To Teach ~ To Shape ~ To Send

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. 7<sup>th</sup> 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 as a final project. Students present on a company or organization that needs help with a leadership issue based on communication and present a comprehensive plan to implement changes for the betterment of the company based on course material. (100 points)
- 2. Exams:** Three exams over course material. No AI use allowed. (100 points each)
- 3. Personal Vision Statement:** Students will complete a personal vision statement. Requirements for the assignment will be explained in class. No AI use allowed. (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. No AI use allowed. (25 points each)
5. **Case Studies/Self-Assessments:** Students will complete self-assessments, written reflections and 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. No AI use allowed. (50 points)
6. **Participation:** Students with perfect attendance will receive a percentage point boost to their final grade. Students with excessive absences and/or disruptive behavior (walking in and out of class without accommodations, checking mobile devices, talking during lecture, etc.) may have points deducted at the professor's discretion.

### Grade Scale

A	B	C	D	F
A 93-100	B+ 87-89	C+ 77-79	D+ 67-69	F Less than 59
A- 90-92	B 83-86	C 73-76	D 63-66	
	B- 80-82	C- 70-72	D- 60-62	

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, 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.
2. Please bring your LCP textbook to class.
3. Failure to make presentations on schedule will result in a failing grade for that presentation.
4. Late work will be accepted with a point reduction for *one week*. Late work submitted after that point will receive feedback but no points.
5. 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) and reported to the school dean.
6. Artificial Intelligence will be discussed as it relates to leadership. Using AI to do your work for you or to think for you is not allowed. AI use without prior permission granted will result in a grade of "F" for the project (and possibly the course) and reported to the school dean.
7. Please join me in selecting "Do not Disturb" on your mobile device(s) and leaving phones off the desk/table you are working at. Recording of lectures must be discussed with the professor in advance.

8. 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.
9. Please check your PLNU email account daily. This is the way that I will most frequently communicate with you outside of class, and it's also the way the university distributes important information.
10. The subject librarian for Communication, Julie Sweeney, is available to help you with planning and organizing your research, as well as locating resources for your class assignments.
11. We will not maintain an "always on" mentality as it's not a sustainable way to conduct our work this semester. To that end, I am committed to responding to emails within 24 hours (and on Mondays for emails sent to me Fri-Sun).
12. We will abide by the university notifications listed below. Likewise, 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. Please do not expect exceptions to be made for you.

### 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 12	Course Intro	Read Chapter 1 in <i>Leadership a Communication Perspective</i> (LCP) Case Study and Self-Assessment Review
Week of Jan 19	Leadership & Communication	Read LCP Ch 2 Read "Situational Leadership" Packet on Canvas  Case Study: "Reluctant Executive" Box 2.2 p. 44
Week of Jan 26	Leadership & Followership Communication Styles	Read LCP 3  Case Study: "Campus News" Box 3.5 p. 87
Week of Feb 2	Traits, Situational, Functional and Relational Leadership	Read LCP 4  Case Study: "Nordstrom" Box 4.5 & "Google" Box 4.3
Week of Feb 9	Transformational Leadership	Read LCP 5  <b><i>Vision Statement 2/11 (Submit in Canvas)</i></b>  <i>Prepare for Exam 1</i>
Week of Feb 16	<b>Exam 1</b> (ch 1-4 LCP) Feb 17	Read the "Situational Leadership & Power" handout on Canvas

	Leadership & Power (LCP ch 5)	Case Study: "Zappos" Box 5.7
Week of Feb 23	Leadership & Influence  Article: "4 Ways to Help Your Team Avoid Digital Distractions"	Read LCP 6  Read article and complete <i>Digital Wellness Journal</i>
Week of Mar 2	Leadership in Groups and Teams  Leadership in Organizations  Case Studies (pt 1) due March 5 <sup>th</sup> for feedback.	Read LCP 7  Case Study: "Teams at Valve" Box 7.4  <i>Prepare for Exam 2</i>
<b>March 9-13 Spring Break</b>		
Week of March 16	<b>Exam 2</b> (LCP ch 5-8) March 17  March 19: Artifact Assignment Workday	Read LCP 8  <b>Artifact Slide Assignment</b> (Due 3/19)  <i>Prepare for Exam 2</i>  Case Study: "Container Store" Box 8.1
Week of March 23	Ethical Leadership	Read "Leadership Jazz" Chapter  <i>Harvard Business Review</i> Article on Canvas Review Due 4/2
Week of March 30	Leadership and Diversity  <b>April 2-April 6 Easter Break †</b>	Read LCP 10 & related articles  Diversity in Organizations Article Activity Due 4/2 (Submit in Canvas)  <b>Plan and Construct LCP Outline</b> <b>Rough draft due 4/ in class</b>
Week of April 6	Leadership and Diversity cont.  Leadership & AI 4/9 joint class	Read LCP 12 & <i>Harvard Business Review</i> Article on Canvas  <b>Diversity in Organizations Article Review Due 4/8 (Submit on Canvas)</b>  <b>Complete LCP Outline and Presentation Due in Canvas</b>

		<b>"The Crucibles of Leadership" Article Review Due 4/13 (Submit on Canvas)</b>
Week of April 13	Leadership Development  <b>LCP Presentations on April 21</b>	Case Study: "Abraham Lincoln" Box 12.4  <b>"The Crucibles of Leadership" Article Review Due 4/13 (Submit on Canvas)</b>
Week of April 20	<b>LCP Presentations</b>	Read LCP 13  <b>Submit Case Studies on Canvas by 4/23</b>
Week of April 27	Leadership in Crisis	Case Study: "Chipotle" Box 13.5  Case Study: "Miracle on Hudson" (provided reading)
Week of May 4 Final Exam	<b>Thursday, May 7 at 10:30 am</b>  <b>Exam 3 (LCP chs 10-13)</b>	

### 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 [Traditional Undergraduate Records: Final Exam 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 a variety of organizational behavior topics. 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 communication and leadership, 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 a variety of organizational behavior topics. 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 leadership 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 you 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 distance education outside 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 Recording Notification**

In order to enhance the learning experience, please be advised that this course may be recorded by the professor for educational purposes, and access to these recordings will be limited to enrolled students and authorized personnel.

Note that all recordings are subject to copyright protection. Any unauthorized distribution or publication of these recordings without written approval from the University (refer to the Dean) is strictly prohibited.

## **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. For all student appeals, faculty and students should follow the procedures outlined 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, Gemini Pro 1.5, GrammarlyGo, Perplexity, etc) 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.

Once permission is granted, please use the following sources to guide your citations when using AI.

[MLA Style Center: Citing Generative AI](#)

[APA Style: How to Cite ChatGPT](#)

[Chicago Manual of Style: Citing Content Developed or Generated by AI](#)

## **PLNU Academic Accommodations Policy**

PLNU is committed to providing equal opportunity for participation in all its programs, services, and activities in accordance with the Americans with Disabilities Act (ADA). Students with disabilities may request course-related accommodations by contacting the Educational Access Center (EAC), located in the Bond Academic Center ([EAC@pointloma.edu](mailto:EAC@pointloma.edu) or 619-849-2533). Once a student's eligibility for an accommodation has been determined, the EAC will work with the student to create an Accommodation Plan (AP) that outlines allowed accommodations. Professors are able to view a student's approved accommodations through Accommodate.

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. Accommodations are not retroactive so clarifying with the professor at the outset is one of the best ways to promote positive academic outcomes.

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. Students cannot assume that because they had accommodations in the past, their eligibility at PLNU is automatic. All determinations at PLNU must go through the EAC process. This is to protect the privacy of students with disabilities who may not want to disclose this information and are not asking for any accommodations.

## **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.

If you (or someone you know) have experienced other forms of discrimination, you can find more information on reporting and resources at [www.pointloma.edu/nondiscrimination](http://www.pointloma.edu/nondiscrimination).

### **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](http://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](mailto:counselingservices@pointloma.edu) or find a list of campus pastors at [pointloma.edu/Title-IX](http://pointloma.edu/Title-IX).

If you (or someone you know) have experienced other forms of discrimination or bias, you can find more information on reporting and resources at [www.pointloma.edu/bias](http://www.pointloma.edu/bias)

### **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.**

### **Loma Writing Center**

The Loma Writing Center exists to help all members of the PLNU community cultivate transferable writing skills to engage their academic, professional, personal, and spiritual communities. We work toward this goal by conducting one-on-one consultation sessions, supporting writing education across the PLNU community, and participating in ongoing writing center research.

Getting feedback from the Loma Writing Center while you're in the process of working on an assignment is a great way to improve the quality of your writing and develop as a writer. You are encouraged to talk with a trained writing consultant about getting started on an assignment, organizing your ideas, finding and citing sources, revising, editing for grammar and polishing final drafts, and more. For information about how to make in-person or online appointments, see [Loma Writing Center webpage](#) or visit the Loma Writer Center on the first floor of the Ryan Library, room 221.

- [Appointment Calendar](#)
- [Website](#)
- Email: [writingcenter@pointloma.edu](mailto:writingcenter@pointloma.edu)