



COM 3045 Leadership Communication

Communication Studies Department

Spring 2022 ♦ 3 Units ♦ T/TH 9:30-10:45 AM ♦ Starkey B100

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Office hours: zoom appointments and phone calls upon request

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.

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. 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:** 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. Due to our current pandemic conditions, our class will follow all of the PLNU policies related to Covid-19. Please see the [PLNU Covid-19 website](#), the Covid-19 Canvas course, and the [PLNU catalog](#) for the most current policies.
2. Students will answer the questions on the Campus Clear app each day before coming to class. All of us, including me, can show our respect and care for each other by not coming to class if we don't pass the Campus Clear app or have any covid symptoms.
3. During our in-person class we will all wear well-fitting face masks (over the mouth and nose) and maintain as much distance as possible.
4. If I (or a member of my household) must quarantine, our class will meet remotely for that time. Please check your PLNU email before coming to class in case there is a last-minute change in the modality of class.
5. If you are quarantined, please follow the syllabus, complete the work on Canvas (if any) and get missed notes from a classmate.
6. 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 and/or Canvas.
7. 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.
8. 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.
9. 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.

10. 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 11	Course Intro	Read Chapter 1 in <i>Leadership a Communication Perspective</i> (LCP) Case Study: "Southwest Airlines"
Week of Jan 17	Leadership & Communication	Read LCP Ch 2 Read <i>The Call</i> (Intro, ch 1-2) Read Situational Leadership Packet on Canvas Case Study: "Reluctant Executive" Box 2.2 p. 44
Week of Jan 24	Leadership & Followership Communication Styles	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. 87
Week of Jan 31	Traits, Situational, Functional and Relational Leadership	Read LCP 4 Case Study: "Nordstrom" Box 4.5 & "Google" Box 4.3 Read <i>The Call ch -5-6</i> Complete Call Reflection Part II (Submit on Canvas by 2/6)
Week of Feb 7	Transformational Leadership	Read LCP 5 Vision Statement 2/9 (Submit in Canvas) <i>Prepare for Exam 1</i>
Week of Feb 14	Exam 1 (ch 1-4 LCP/ <i>Call</i> ch 1-4) Leadership & Power (LCP ch 5)	Read the "Situational Leadership & Power" handout on Canvas Case Study: "Zappos" Box 5.7 Read <i>The Call</i> ch 7-9
Week of	Leadership & Influence	Read LCP 6

Feb 21	Article: "4 Ways to Help Your Team Avoid Digital Distractions"	Read article and complete Digital Wellness Journal Read <i>The Call</i> ch 10-12 Complete Call Reflection Part III (Submit on 2/27)
Week of Feb 28	Leadership in Groups and Teams	Read LCP 7 Read <i>The Call</i> ch 13 Case Study: "Teams at Valve" Box 7.4
	March 7-14 Spring Break	
Week of March 14	Leadership in Organizations	Read LCP 8 Artifact Slide Assignment (Due 3/16) <i>Prepare for Exam 2</i> Case Study: "Container Store" Box 8.1
Week of March 21	Exam 2 (LCP ch 5-8/ <i>Call</i> 5-13) Ethical Leadership	Read "Leadership Jazz" Chapter and <i>The Call</i> ch 14-15 <i>Harvard Business Review</i> Article on Canvas Diversity in Organizations Article Review Due 3/28 (Submit in Canvas) Plan and Construct LCP Outline: Rough draft due 3/31 in class
Week of March 28	Leadership and Diversity	Read LCP 10 & related articles Read <i>The Call</i> ch 16-17 Complete LCP Outline and Presentation Due in Canvas
Week of April 4	LCP Presentations	Read LCP 12 & <i>Harvard Business Review</i> Article on Canvas Read <i>The Call</i> ch 18-21 "The Crucibles of Leadership" Article Review Due 4/11 (Submit on Canvas)
Week of April 11-13	Leadership Development	Case Study: "Abraham Lincoln" Box 12.4 Complete Call Reflection Part IV Due 4/13 (Submit on Canvas)

	April 14-18 Easter Break †	
Week of April 19	Leadership in Crisis	Read LCP 13 Case Study: “Miracle on Hudson” (provided reading) and “Chipotle” Box 13.5 Read <i>The Call</i> ch 22-26 <i>Complete Call Reflection Part V (Submit on Canvas)</i>
Week of April 25	4/28 Exam 3 (LCP chs 10-13; <i>Call</i> 14-26)	Submit Case Studies on Canvas by 4/26
Final Exam	Tuesday 10:30 am	

University Notifications

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.

INCOMPLETES AND LATE ASSIGNMENTS

All assignments are to be submitted/turned in by the due date. Late work will receive a reduction in points. Incompletes will only be assigned in extremely unusual circumstances.

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.

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.

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 drop date or, after that date, receive the appropriate grade for their work and participation.

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. If absences exceed these limits but are due to university excused health issues, an exception will be granted.

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.

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 the [Office of Spiritual Development](#).