CMN 5190: Leadership Communication
3 credit hours - Spring 2024

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Office Hours

There are no formal office hours for this course. However, I check email multiple times a day. Feel free to contact me whenever you have a question or concern. It should never take me longer than 24 hours to respond, but if I will be unable to get to a computer for an extended period, I will notify you ahead of time.

Of course, if you are on campus and would prefer to meet in person we can certainly make that happen. Just email me and we can set up an appointment.

Readings

All the readings are available on D2L in the "Course Readings" module. A couple of notes about the readings:
- The readings are sorted according to the module in which they are discussed.
- However, all the readings are available to you right now. You can read ahead at any point if you need/want to but our discussions, assignments, etc. will be centered on the readings for the module in which they are assigned.

Course Description

This course develops students' understanding of effective leadership by approaching leadership as a communication-based endeavor. It provides students with the knowledge necessary to establish or enhance their leadership communication abilities. Students will be exposed to multiple leadership theories and discuss the role effective communication plays in their application across multiple contexts, including organizational, professional, and team environments.

Course Objectives

At the end of this course students should be able to:
1. Differentiate between various approaches to leadership
2. Explain the role communication plays in different approaches to leadership
3. Critique messages from leaders to determine their effectiveness
4. Implement communication strategies that enhance leadership effectiveness

5. Produce original scholarship that examines the role of communication in leadership

Course structure
This course is conducted completely online. It consists of readings, discussions, and a few papers. The course takes place during the first 8-weeks of the spring 2024 term (it begins on Monday, Jan. 8, 2023, and ends on Thursday, February 29th, 2024).

Each week there is a learning module that includes multiple readings and most weeks there is a required discussion/reflection post with responses. These are extraordinarily important parts of the learning process for this class and therefore your participation in them is weighted heavily in your final grade.

The modules open according to a timing schedule. Essentially, every Monday at 6:00am a new module opens, and you will have one week to complete the work. When a module opens the work from the previous module ends (I've placed a schedule for you below so there's no confusion). If you did not complete the discussion posts or turn in any assignments prior to the deadlines you will receive no credit for that work.

Please note that the last week of the course is the one exception to the timeline outlined above. Since all your work must be completed before the course closes at midnight Thursday, February 29th I will open the final module early so that you have more time to work on it. So there will be a couple of days when Modules 7 and 8 are open at the same time.

Module timeline
Each module has an overview section that will list your readings and the work necessary to complete the module. The course module schedule is as follows:

Module	Start Date/Module Opens	Due Date/Module Closes
Module 1	6:00 am, Monday, Jan. 8	6:00 am, Monday, Jan. 15
Module 2	6:00 am, Monday, Jan. 15	6:00 am, Monday, Jan. 22
Module 3	6:00 am, Monday, Jan. 22	6:00 am, Monday, Jan. 29
Module 4	6:00 am, Monday, Jan. 29	6:00 am, Monday, Feb. 5
Module 5	6:00 am, Monday, Feb. 5	6:00 am, Monday, Feb. 12
Module 6	6:00 am, Monday, Feb. 12	6:00 am, Monday, Feb. 19
Module 7	6:00 am, Monday, Feb. 19	6:00 am, Monday, Feb. 26
Module 8	6:00 am, Wednesday, Feb. 22	11:59pm, Thursday, Feb. 29

Remember that all your coursework must be completed by midnight, Thursday, February 29th. After that the course closes and you will receive a grade based upon the work you have completed. **You will not be able to complete any work on Friday, March 1st or after.**

Late work is not accepted. Once we reach the end of a module any work that has not been completed will receive a zero.

Technical Requirements
1) Each participant must have a computer with Internet access.
2) Must be able to access D2L
3) Must be able to use Adobe Acrobat Reader
4) Must be able to attach files to emails

Always have a contingency plan for dealing with technology issues. I suggest you identify a backup computer that you can use in case something happens to your primary computer. Friends, family, co-workers and even your local library can be places for you to find computer and Internet access.

What you can expect from me
1) If there will ever be a time that I will be unable to check in on D2L I will share that information with you. I do not anticipate such times, but life does happen and things may occur that require me to be unconnected for a while.
2) I will treat you with respect. However, I also assume that you will treat me, and your classmates, with respect. In an online environment we miss the nonverbal cues (smiles, tone, etc.) that may mark a comment as funny or harmless, so I encourage you to be cautious with your word choice.
3) I want us to create a fun and comfortable learning environment where we can see what others have said, but also challenge ideas. Please feel free to disagree, but do so in a civil and respectful way. Remember we are challenging ideas, not people.
4) I truly care about your concerns or needs in this course. Therefore, please feel free to contact me via email, phone, or even come to my office on campus if you want to talk or have something to discuss.

Academic integrity
Students are expected to maintain principles of academic integrity and conduct as defined in EIU's Code of Conduct (http://www.eiu.edu/judicial/studentconductcode.php). Violations will be reported to the Office of Student Standards.

Section 1 of the Standards of Student Conduct defines plagiarism at EIU. While you are responsible for understanding how to avoid plagiarism, but here's the short version: ALWAYS give credit. I expect that everything you turn in (unless otherwise noted) is your own personal work - not borrowed, not group-created, or copied from the Internet. Please remember that **plagiarism is not based upon intent.** Just because it wasn't intentional does not mean you didn't plagiarize. Consequences for plagiarism can range from failing an assignment to failure of the course or expulsion from the university. Do your own work. Give credit where credit is due.

Students with disabilities

If you are a student with a documented disability in need of accommodations to fully participate in this class, please contact the Office of Accessibility & Accommodations (OAA). All accommodations must be approved through OAA. Please stop by McAfee Gym, Room 1272, or call 217-581-6583 to make an appointment.

The Academic Support Center

Students who are having difficulty achieving their academic goals are encouraged to contact the Academic Support Center https://www.eiu.edu/success/ for assistance with time management, test taking, note taking, avoiding procrastination, setting goals, and other skills to support academic achievement. The Academic Support Center provides individualized consultations. To make an appointment, call 217-581-6696, or go to McAfee Gym, Room 2230.

E-Portfolio Requirement

Students in the online MA in Communication Studies and Graduate Certificate in Communication Processes programs are expected to achieve comprehensive knowledge in the area in which the degree is being offered. Comprehensive Knowledge will be assessed through a final e-portfolio demonstrating mastery of the knowledge and skills that a student is expected to learn in the program. Each online class will require an end-of-semester comprehensive exam style question, paper or creative project, which students may submit for their e-portfolio. See the New Graduate Student Orientation D2L site for more details regarding e-portfolio requirements.

Course Requirements

Discussion Posts and Responses

Completing your reading is vital to our class and to your learning. The readings are the backbone of the course and provide the basis of our shared understanding. And a significant part of any graduate class is discussion of the weekly readings. Since we aren't going to gather for three hours on a weekly basis to accomplish this, we will do so through our discussion posts.

Each week I expect you to reflect on the readings in a coherent and thoughtful way. But I also want you to explore and discuss the ideas raised in the readings that you felt most important or interesting. Therefore, I am not going to post weekly discussion questions or prompts. I'm also not going to set a lot of parameters that might constrain your thoughts, except for the following:

- **Your posts should be approximately 250-400 words**
- **You need to response to at least four other posts**

I hope the freedom to write about what interests you most will lead to better posts and increased interaction. With that in mind, I also want to stress the importance on maintaining respectful online interaction. If anyone has any concerns over the content of another student's post, please direct those concerns to me. Do not take these matters into your own hands. I expect that you will respect each other and the different ideas we will generate. If not, why are you here? Hopefully, when we disagree, we can do so respectfully and intellectually. If not, there will be consequences.

Pass/Fail Assignments
There will be five activities assigned during the course that are graded as pass/fail. They are very straightforward and so long as you meet the requirements of the assignment you will earn credit. The specifics of each assignment can be found on D2L when they are assigned.

Leadership Scenarios
There will be two opportunities during the course to explore what you would do if you were in charge (one during Module 3 and one during Module 5). The specifics of each assignment can be found on D2L when they are assigned.

Final Exam/Paper
There will be a final paper (approximately 5-6 pages) as the capstone project. The specifics of the assignment can be found on D2L in Module 7.

Determination of Final Grade

• Contributions to Class Discussion via Discussion Posts	25%
• All or Nothing Assignments	20%
o Who I think I am	5%
o Assessment email	5%
o Assessment reflection	5%
o Leadership scenario feedback (two instances)	10% (5% each)
• Leadership Scenarios (two instances)	20%
• Final Paper	30%

Course reading schedule
(Citations are not in APA style)

Week 1: Leadership and Communication

- Ruben & Gigliotti (2017) – Communication: Sine qua non of organizational leadership theory and practice. *International Journal of Business Communication, 54,* 12-30.

- Fairhurst and Connaughton (2014) – Leadership: A communicative perspective

- Chapter 1 (Leadership and Communication) from Johnson, C. E., & Hackman, M.Z. (2018). *Leadership: A communication perspective, 7ᵗʰ ed.,* Long Grove, IL: Waveland Press.

***Endnotes and References for all the Johnson and Hackman (2018) readings can be found in the folder with the week 1 readings.

Week 2: Organizations

- McPhee, R.D., & Zaug, P. (2009). The communicative constitution of organizations: A framework for explanation. In L.L. Putnam & A.M. Nicotera (Eds.), *Building theories of organization: The constitutive role of communication* (pp. 21-47)*,* New York, NY: Routledge.

- "The New World of Work" from Poepsel, M. (2023). *Expand the circle: Enlightened leadership for our new world of work,* New Degree Press.

- Chapter 8 (Leadership in Organizations) from Johnson, C. E., & Hackman, M.Z. (2018). *Leadership: A communication perspective, 7ᵗʰ ed.,* Long Grove, IL: Waveland Press.

Week 3: So, you've become a leader

- Chapter 1 (Prepare Yourself) from Watkins, M.D. (2013). *The first 90 days: Proven strategies for getting up to speed faster and smarter,* Boston, MA: Harvard Business Review Press.

- Chapter 1 (Building radically candid relationships: Bring your whole self to work) from Scott, K. (2017). *Radical candor: Be a kick-ass boss without losing your humanity*, New York, NY: St. Martin's Press.

- Chapter 1 (A preacher, a prosecutor, a politician, and a scientist walk into your mind) from Grant, A. (2021). *Think again: The power of knowing what you don't know,* New York, NY: Viking.

- Chapter 2 (The armchair quarterback and the imposter: Finding the sweet spot of confidence) from Grant, A. (2021). *Think again: The power of knowing what you don't know,* New York, NY: Viking.

<u>Week 4: Followers and Culture</u>

- Chapter 2 (Leadership and Followership Communication Styles) from Johnson, C. E., & Hackman, M.Z. (2018). *Leadership: A communication perspective, 7th ed.,* Long Grove, IL: Waveland Press.

- Chapter 2 (Give, get, and encourage guidance: Creating a culture of open communication) from Scott, K. (2017). *Radical candor: Be a kick-ass boss without losing your humanity*, New York, NY: St. Martin's Press.

- Kramer, M.K., & Dailey, S.L. (2019). Socialization and organizational culture. In J. McDonald & R. Mitra (Eds.), *Movements in organizational communication research: Current issues and future directions* (pp. 96-115), New York, NY: Routledge.

<u>Week 5: Building culture and trust</u>

- Chapters 17, 18, & 19 from Sinek, S. (2017). *Leaders eat last: Why some teams pull together and others don't,* New York, NY: Penguin.

- Chapter 5 (Relationships: An approach to establishing trust with your direct reports) from Scott, K. (2017). *Radical candor: Be a kick-ass boss without losing your humanity*, New York, NY: St. Martin's Press.

- Chapter 10 (That's not the way we've always done it: Building cultures of learning at work) from Grant, A. (2021). *Think again: The power of knowing what you don't know,* New York, NY: Viking.

<u>Week 6: Motivation</u>

- Chapter 3 (Understanding what motivates each person on your team: Helping people take a step in the direction of their dreams) from Scott, K. (2017). *Radical candor: Be a kick-ass boss without losing your humanity*, New York, NY: St. Martin's Press.

- Chapter 7 (People are different – but we treat them the same) from White, P. (2017). *The vibrant workplace: Overcoming the obstacles to building a culture of appreciation,* Chicago, IL: Northfield Publishing.

- Chapter 1 (The rise and fall of motivation 2.0) from Pink, D.H. (2009). *Drive: The surprising truth about what motivates us,* New York, NY: Riverhead Books.

- Chapter 3 (Type I and type X) from Pink, D.H. (2009). *Drive: The surprising truth about what motivates us,* New York, NY: Riverhead Books.

Week 7: Power, control and influence

- Chapter 1 (Leadership is influence) from Grenny, J., Patterson, K., Maxfield, D., McMillan, R., & Switzler, A. (2013). *Influencer: The new science of leading change.* New York: McGraw Hill.

- Chapter 2 (The three keys to influence) from Grenny, J., Patterson, K., Maxfield, D., McMillan, R., & Switzler, A. (2013). *Influencer: The new science of leading change.* New York: McGraw Hill.

- Chapter 5 (Leadership and power) from Johnson, C. E., & Hackman, M.Z. (2018). *Leadership: A communication perspective, 7th ed.,* Long Grove, IL: Waveland Press.

Week 8: Final Exam

No readings - Final Paper Due