

Syllabus

P-COMM 3301
Foundations of Organizational Communication and Leadership
3 credits
Spring 2005

Instructor: Dr. Sue Currey
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Appointment Hours: M: 2:30-4:30, T: 2:30-5:30 others hours by appointment
(It's best to make an appointment, even for a time during regular office hours to be sure the teacher isn't seeing another student or attending a meeting at the time you would like to see her.)

This syllabus is representative of the syllabi for this course.
Contents may vary somewhat from semester to semester.

Course Description This course provides students with fundamental knowledge in the areas of organizational management and leadership, organizational behavior, and their relation to communication processes in organizations.

Textbook and other materials. Bolman, Lee G. and Terrence E. Deal. *Reframing Organization*, 3rd ed. San Francisco: Jossey-Bass, 2003.

Kolb Learning Style Inventory (available at bookstore)

Recommended: Hacker, Diana. *A Writer's Reference*, 5th ed. Boston: Bedford/St. Martin's, 2003. (This is your text from Critical Inquiry.)

Objectives. Students completing this course will:

1. Identify and be able to discuss major issues regarding communication and leadership in organizational settings
2. Demonstrate an understanding of organizational communication theories and related processes
3. Analyze and make recommendations regarding communication and leadership in varied organizational scenarios and/or case studies
4. Assess their own competency as communicators and leaders in organizations
5. Apply critical thinking to the ethical issues surrounding organizational communication and leadership
6. Develop a plan for personal improvement as a communicator and leader in an organizational context, including specific goals and implementation steps
7. Use technology to support asynchronous communication

The instructor reserves the right to alter the syllabus as needed.

Course Expectations

1. Since classes are intensive, students are expected to attend every class from beginning to end. Adult students have many life events that can interfere with attendance. However, there is no way to adequately make up the discussions in class. Attendance points are given and will be withheld for non-attendance, no matter what the circumstances are. Time missed in class is irretrievable. **Timely arrival is particularly important. I make every effort to arrive to class on time and assume you will do the same. Please don't be discourteous to your fellow students and me by arriving late. While we all know, late arrival cannot always be avoided, such occurrences should be very rare.**
2. Students are expected to become familiar with the course objectives and are responsible for working toward achieving them.
3. Students are expected to complete all assignments on time. Late assignments do not receive full credit. Assignments up to one week late will be penalized 20%. Assignments will not be accepted beyond a week after the due date, barring exceptional circumstances. If you know you must miss class when an assignment is due, it is your responsibility to get the assignment in on time, either by bringing it by my office or sending it via e-mail. **The New College Incomplete Policy stipulates the Incompletes are granted at the sole discretion of the instructor, only in extreme circumstances, and when at least 50% of the work has been completed.**
4. During meetings, the student should be prepared to discuss readings and related work to demonstrate mastery of the material.
5. All work should be presented in the most professional way; well-written, word processed, and proofread. Be sure that your work always represents college-level learning. In academics, presentation is everything. This is your opportunity to shine.

Withdrawal

Students are responsible for officially withdrawing from the course if they are unable to continue. After the official withdrawal date (see New College bulletin), students can petition for withdrawal through their CAP advisor. This must be done prior to the end of the course. **Students may be withdrawn from the course by the instructor for excessive absences. In this course two or more absences (class meetings missed) may be considered excessive. Students are responsible for communicating with the instructor exceptional circumstances that impact attendance.**

Academic Integrity

The St. Edward's University *Undergraduate Bulletin* and the *Student Handbook* state that a student who is dishonest in any work may receive the maximum penalty of a mark of F for that course. Withdrawal from a course is not allowed when an F in the course for academic dishonesty has been imposed. Students caught committing academic dishonesty in this course will be subject to the full range of penalties as described in the *Undergraduate Bulletin* and in the *Student Handbook*.

Special Circumstances

If you have a medical, learning, or psychiatric disability and require accommodations in this class, please let the instructor know early in the semester or as soon as you are eligible for accommodations. You will first need to present documentation of your disability to the Disability Coordinator located in Academic Planning and Support on the first floor of Moody Hall. In addition, APS provides tutors to assist you with study techniques and mastery of course content. Call 448-8660 for an appointment.

Computer Competencies

All Undergraduate and New College students who entered St. Edward's University under the Fall 1999 catalog and later are required to satisfy the Computer Competency Requirement (CCR). The CCR modules comprise Introduction to Computers, Introduction to Email, Introduction to Netscape and the World Wide Web, Basic Library Research, Introduction to Word Processing, and Introduction to Spreadsheets. Students must satisfactorily complete a web-based test over each module in order to fulfill this requirement. For more information about the Computer Competency Requirement, go to: www.stedwards.edu/it_dept/competency or call 464-8816.

Class Schedule, Assignments, and Requirements

How to read your text: You may find the text heavy going from time to time. Keep in mind that academic reading differs from more casual reading. You do not need to read every single word of your text to understand the concepts. Whenever you get bogged down, stand back and say, "What is the major, overarching concept I'm supposed to get here?" Look for the big picture. Your text will take close reading. If you would like some tips on effective reading, do a web search.

A word about your leadership project (the Personal Style Analysis and the Personal Action Plan): The leadership project attached to the syllabus is the most important concept emerging from this class. If you truly commit to the project, it can provide a life-changing, transformational experience. Be sure that you manage your time wisely so that you don't short-change yourself by failing to give this project some good thinking time. **This project as assigned is mandatory for the course. If, for some reason, you object to the nature of the project, please drop the course.**

A word about the online module: Organizational Communication majors must become adept at using technology to facilitate communication. One of our class sessions will occur online between 2/15 and 2/27 roughly during the week around 2/21. You will be provided with complete instructions about how to access our software tool at St. Ed's, Blackboard and will then participate in an asynchronous, threaded group discussion (meaning that you don't all have to be in attendance at the same time. It's like a computer bulletin board.) This will provide you with a bit of an orientation so that you are better prepared for the computer-mediated class required by the major. As a side note, if you're not adept at using technology efficiently, I would suggest completing the required computer competencies prior to taking Computer-mediated Communication (CMC) required by the major. You **must** be technically quite proficient on the computer to effectively participate in CMC.

A word about e-mail: Be sure to forward your SEU e-mail to the e-mail address you read frequently or arrange to read your SEU e-mail very regularly. We consider your SEU e-

mail our primary means of contacting you. It is your responsibility to make sure you read it regularly. Much information about the Organizational Communication program will reach you through your SEU e-mail address.

A word about Express Exams: You may remember Express Exams under another name, Pop Quizzes. You might expect to have two or three short pop quizzes during the course. They will be short and sweet, given at the beginning of the class. They are primarily designed to check for reading. These quizzes cannot be made up if they are missed.

<u>Topic</u>	<u>Session</u>	<u>Reading/assignments/assignments due</u>
<p>The power of reframing; simple and complex organizational strategies.</p> <p>Introduction of project</p>	Class 1, 1/24	<p>For next meeting: Text Chapters 3, 4, 5 Prepare Mini-paper #1 due next class session. Assignments for future meetings: Complete a Kiersey-Bates assessment and others. You should be able to find it by doing a Google search for Kiersey-Bates. You will probably not get the full inventory. However, there is no need to pay for the full report. Rent <i>Apollo 13</i> to watch for discussion on the indicated date. The film is also available in our library. Study sheet is available on our Blackboard site.</p>
<p>The structural frame; structural forms and functions</p>	Class 2, 1/31	<p>Mini-paper #1 due For next meeting: Read Chapters 6, 7, 8. Begin preparing Mini-paper #2 (research paper) due 9/20.</p>
<p>The human resource frame; the people in organizations. Video in class, Margaret Wheatley's <i>Leadership and the New Science</i></p>	Class 3, 2/07	<p>For next meeting: Chapters 9, 10, 11.</p>
<p>Framing and leadership; The political frame</p>	Class 4, 2/14	<p>Mini-paper #2 due (research paper). Discussion of <i>Art of Framing</i> <i>Apollo 13</i> discussion In-class viewing of clip from Martin Luther King's "I Have a Dream" speech. Discussion of framing as a device for expressing vision. Discussion of vision as a component of leadership. For next meeting: Chapters 12, 13, 14</p>
<p>The symbolic frame: organizations as cultures</p>	Class 5, 2/21	<p>No class meeting. Online discussion only. Will cover chapter chapters 12, 13, 14 online. For next week: Chapters 15, 16, 17</p>
<p>Improving leadership practice; reframing</p>	Class 6, 2/28	<p>For next week: Chapters 17, 18, 19; leadership profile assignment</p>

leadership		
Personal style analyses and personal action plans; leadership and action	Class 7, 3/07	Personal Style Analysis and Personal Action Plan due. Leadership profile due. Discussion of Chapters 15, 20, 21

Grading

(The Leadership project has two parts: the Personal Style Analysis and the Personal Action Plan.)

Mini-paper 1	20 pts	Due 1/31	
Mini-paper 2 (research paper)	40	Due 2/14	90%+ = A
Personal Style Analysis	40	Due 3/7	80-89% = B
Personal Action Plan	40	Due 3/7	70-79% = C
Leadership profile	5	Due 3/7	60-69% = D
Express exams	20		
Discussion, attendance, participation (10 for each Meeting)	70		
Total	235		