

Syllabus

P-COMM 3302
Leadership Theory/Group Performance
3 credits

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

Instructor: Dr. Sue Currey
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Appointment Hours: M: 2:30-4:30, W: 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.)

Course Description Analysis of the development of various leadership theories and the practice of leadership within profit and non-profit organizations. Intellectual, psychological, political, and social sources of leadership are studied for their theoretical foundation and practical application to group performance.

Textbooks Galanes, Gloria; John Brilhart and Katherine Adams. *Effective Group Discussion*. 11th Edition. Boston: McGraw Hill, 2001

Hackman, Michael and Craig Johnson. *Leadership: A Communication Perspective*. 3rd Edition.(or 4th) Prospect Heights, ILL: Waveland Press, 2000.

Other Requirements: (See Centra discussion in the syllabus regarding computer system requirements for using Centra.)

Objectives. Students completing this course will:

- ✓ explore different theoretical perspectives of leadership
- ✓ investigate the concept the internal leader
- ✓ observe the ways leadership is conveyed through communication in a group setting
- ✓ demonstrate an understanding of fundamental group communication theory
- ✓ demonstrate an understanding of the way leadership and group theory interrelate
- ✓ analyze how leadership, communication, and group performance work together for effective decision-making
- ✓ demonstrate an understanding of the role of listening in group leadership
- ✓ describe the impact of organizational culture on group performance

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 that 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 that 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, particularly in this class. 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 texts: You are not expected to read your texts cover to cover. Learn the art of skimming for important information. The group discussion text makes excellent use of reading aids to signal important concepts which should help you choose wisely about portions to read word for word and other passages that can be skimmed. Use this text as a resource as you develop your various projects. You will receive further direction in class about important parts of the assignments to read carefully. Although I've asked you to read several chapters at a time in both texts, I expect you to choose wisely the manner in which you do the reading. Often "grazing" over the material will give you the background you need to participate in discussions effectively. On the other hand, I do expect you to have "grazed" in preparation for discussions.

A word about the final project: You will be assigned to a group for the final project. As a group (**together**) you will view the film 12 Angry Men, **the version starring Jack Lemmon**. (There are other versions, so be careful to choose the right one. I've checked several video stores in the area, and all have at least one copy of the Jack Lemmon version. I have a personal copy I can lend if a group gets in a bind.) When you arrange this get-together with your group, you will probably want to allow for an extra hour after watching the film to complete the group discussion assignment about what happens in the film. It is possible to view the film then come together later to complete the required discussion, but your memory may not serve you well after some time lapse. If you have access to a video camera (or at least a tape recorder) to record your group discussion about the film, you may find this useful to prepare your group paper (about the group process represented in the film) and your own individual analysis (about your group's process as you worked on the group project). This should be a fun though thought-provoking project that gives us insight into group process and leadership. Think positive!

A word about Centra: To give us the opportunity to experiment with group discussion in an online **synchronous** environment, we will plan to meet once using SEU's realtime discussion tool, Centra. Centra allows us to have an interactive class from the comforts of our home. It is a realtime discussion tool, not a chat environment; thus, you will need a system with a microphone and related sound equipment. (An inexpensive headset works well.) Prior to that meeting, I will give you detailed instructions for using Centra from your home or another computer. However, you need to be sure that the system you plan to use for that meeting meets the following requirements:

System Requirements for using Centra:

- Windows 95, 98, Me, NT 4.0, 2000
- Netscape 4.08 or later, Internet Explorer 4.01 or later
- 28.8 kbps or faster Internet connection
- P133+ MHz, 32+ MB memory
- 800x600 or higher display resolution

Audio Conferencing Requirements

- sound card, speakers
- microphone

Grading

Individual

Case Study Discussion Analysis	due 5/31	20 pts.
Leadership research project	due 6/14	30
Analysis of final group process		
<u>12 Angry Men</u>	due 6/28	50
Peer eval of group work		10
(by e-mail after final class meeting)		
Discussion, attendance (7 meeting; 10 pts each)		70
2 exams (20pts each)		40

Group

Group analysis of <u>12 Angry Men</u>	due 6/20	40
(by e-mail)		
Group evaluation of group process	due 6/28	5
(done in class)		

Total pts 245

- 90%+ = A
- 80-89 = B
- 70-79 = C
- 60-69 = D

<u>Session</u>	<u>Topic</u>	<u>Reading/assignments</u>
Class 1, 5/17	Forming a theoretical base for group discussion and leadership; The role of the participant-observer	For next meeting: Galanes Chap. 1, 2, 3, 4, Pay particular attention to p. 19 and Chap. 2 Prepare for observation on case study next week. Prepare for short exam.
Class 2, 5/24	Group formation, development and leadership.	Exam Case study discussion and observation For next meeting Galanes Chap. 6, 7, 8 Hackman chapters 1, 2, 3, 4, 5, and 6 Prepare Case Study Analysis due next week.
Class 3, 5/31	Leadership, communication, personality, power, and influence. Preparation for leadership research project	Case Study Analysis Due For next meeting: Hackman chapters 9, 10. Begin preparation of leadership research project. Prepare for short exam Watch the video <u>Dead Poet's Society</u>
Class 4, 6/7	Preparation for group project	Exam For next class meeting: Hackman chapter 10
Class 5, 6/14	Leadership, diversity, and gender; Prepare for Centra	Leadership research project due For next meeting: Hackman chapter 11
Class 6, 6/21	Debriefing the group project via Centra; ethics and leadership.	Will meet via Centra; we will NOT meet in the classroom. 12 Angry Men group papers due 6/20 via e-mail. Papers will not be accepted after this date because we will be debriefing the project 6/21 via Centra. For next meeting: Galanes Chaps. 5,15; Hackman Chap. 12.
Class 7, 6/28	Ethics, diversity, and leadership; Consulting with groups	Individual paper On 12 Angry Man project due