

COMM 535: COMMUNICATION AND LEADERSHIP

Spring 2016

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TEXTBOOK:

Hackman, M. Z., & Johnson, C. E. (2009). *Leadership: A communication perspective* (5th ed.). Long Grove, IL: Waveland Press.

Supplemental readings will be made available electronically.

COURSE PURPOSE AND LEARNING OUTCOMES:

This class is designed to advance your knowledge and communication skills pertaining to leadership. Throughout this class, you will be given opportunities to:

1. learn and apply theory to leaders in our local community and the larger public
2. identify and reflect on personal leadership strengths and communication behaviors
3. understand and demonstrate ethical and effective communication

Upon completion of this course, you will be able to:

1. think clearly, critically and creatively in response to communication problems
2. demonstrate the communication skills necessary to engage in personal, professional, civic and social relationships
3. analyze and evaluate verbal and nonverbal messages in differing social, political, and cultural contexts in order to assess their effectiveness

COURSE REQUIREMENTS:

Journal/Learning Portfolio (75 points): Each student will complete a journal throughout the semester to use as a tool to develop a learning portfolio. In the learning portfolio, students will be asked to demonstrate competencies obtained throughout the semester in this course.

Analysis Paper (150 Points): There will be two 4-5 page analysis papers (worth 75 points each) requiring application of course concepts with the following assignment goals:

- Demonstrate mastery of course material
- Apply course material to actual events
- Integrate and explain current research (three sources per analysis paper)
- Engage in relevant and appropriate levels of reflexivity

Local Leader Project (75 points): Leadership Teams will work together to research a local leader and present findings to the class. The project will include gathering information about the organization/group the leader is involved in and the type of people the leader leads, interviewing the leader about: communication issues, ethical principles and dilemmas, and principles of leadership that the leader follows or attempts to embody. The Leadership Team will develop a

15-minute multi-media presentation of findings, give the presentation to the whole class, and turn in presentation materials to the instructor.

Exams (150 points): There will be two non-cumulative exams (worth 75 points each) that will evaluate your understanding, comprehension, and mastery of the readings and class discussion. You are responsible for all material discussed in class.

Class Participation (30 points): Active participation also helps students develop and refine their communication skills. To be prepared to participate effectively, you should:

- Read chapters prior to the day we talk about them in class
- Ask questions that will help clarify terms or ideas you don't understand
- Offer examples or stories that demonstrate the course concepts
- If you are not comfortable talking in class, you can participate by emailing questions or examples prior to class OR discussing class material with me in my office hours

Class Discussion Leading (20 points): To practice leadership skills, encourage student involvement, and enhance understanding of class readings, students will sign up to create discussion questions and lead the discussion for a selected research article. This does not mean that these students will have all the answers; rather, the students will have carefully read the content assigned, posted four to five open-ended discussion questions in advance, and will come to class prepared to lead a discussion of the article. Discussion questions must be posted 24 hours prior to the class discussion on the message board.

TENTATIVE SCHEDULE:

Topic/Reading

- Week 1 Introduction to Communication Leadership
Chapter One, Hackman & Johnson (2009)
- Week 2 Leadership Development
Chapter Twelve, Hackman & Johnson (2009)
- Week 3 Group & Team Leadership
Chapter Seven, Hackman & Johnson (2009)
Guest Speaker Visit – Path to Leadership
- Week 4 Group & Team Leadership
Garner & Poole (2009)
Guest Speaker Visit – Path to Leadership
- Week 5 Power
Chapter Five, Hackman & Johnson (2009)
- Week 6 Credibility and Influence
Chapter Six, Hackman & Johnson (2009)

Week 7 Leadership and Followership Communication Styles
Hall (2011)
*Analysis Paper One Due

Week 8 Review and *Exam

Week 9 Approaches to Leadership
Chapter Two, Hackman & Johnson (2009)
Chapter Three, Hackman & Johnson (2009)

Week 10 Approaches to Leadership
Chapter Four, Hackman & Johnson (2009)
deVries, Pieper, & Oostenveld (2010)

Week 11 Leadership and Diversity
Loughlin, Arnold, & Crawford (2012)
Chapter Ten, Hackman & Johnson (2009)
*Analysis Paper Two Due

Week 12 Ethics
Gordon (2010)
Chapter Eleven, Hackman & Johnson (2009)

Week 13 Ethics
Lee & Cheng (2010)
*Learning Portfolio Due

Week 14 *Leadership Group Presentations

Week 15 *Leadership Group Presentations and Review

Week 16 *Final Exam

Additional Readings

deVries, R. E., Bakker-Pieper, A., & Oostenveld, W. (2010). Leadership = Communication? The relations of leaders' communication styles with leadership styles, knowledge sharing and leadership outcomes. *Journal of Business Psychology*, 25, 367-380. doi:10.1007/s10869-009-9140-2

Garner, J. T., & Poole, M. S. (2009). Opposites attract: Leadership endorsement as a function of interaction between a leader and a foil. *Western Journal of Communication*, 73, 227-247. doi:10.1080/10570310903082057

Gordon, R. D. (2010). Dispersed leadership: Exploring the impact of antecedent forms of power using a communicative framework. *Management Communication Quarterly*, 24, 260-287.

doi:10.1177/0893318909360213

Hackman, M. Z., & Johnson, C. E. (2009). *Leadership: A communication perspective* (5th ed.). Long Grove, IL: Waveland Press.

Hall, M. L. (2011). Sensing the vision: Sense making and the social construction of leadership in the branch office of an insurance company. *Atlantic Journal of Communication*, 19, 65-78.

doi:10.1080.15456870.2011.561146

Lee, S. T., & Cheng, I. H. (2010). Characteristics and dimensions of ethical leadership in public relations.

Journal of Public Relations Research, 23, 46-74. doi:10.1080/1062726X.2010.504790

Loughlin, C., Arnold, K., Crawford, J. B. (2012). Lost opportunity: Is transformational leadership accurately recognized and rewarded in all managers? *Equality, Diversity and Inclusion: An International Journal*, 31, 43-64. doi:10.1108/02610151211199218