

**CMST 3500: Communication and Leadership**  
**Fall 2015, Section 1**  
**Main 301, TR, 9:00 - 10:45**

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**Required Texts** (Available in the USU Bookstore)

- Arbinger Institute (2002). *Leadership and Self-Deception*. San Francisco: Berrett Koehler.
- Goodwin, D. K. (2005). *Team of Rivals: The Political Genius of Abraham Lincoln*. New York: Simon & Schuster.
- Northouse, P. (2012). *Leadership: Theory & Practice* (6<sup>th</sup> Edition). Thousand Oaks, CA: Sage.
- Sanders, M. L. (2012). *Becoming a Learner: Realizing the Opportunity of Education*.
- Additional readings will be available on Canvas.

**Course Description and Objectives**

This course is centered on exploring the central role that communication plays in successful leadership. To do this, we will do the following: 1) examine multiple theoretical perspectives of leadership; 2) develop self-awareness of how communication styles and choices influence relationships; 3) experientially and theoretically examine values that underlie leadership communication, including honesty, kindness, humility, optimism, empathy, and authenticity; and 4) understand how power and influence are gained and kept through communication. This course is designed to help you understand how leadership communication can enable you to lead in whatever context you currently find yourself and create opportunities for leadership in the future.

**Teaching Philosophy**

I believe good teaching and learning come from engaging real-life situations and experiences. Therefore, I do not lecture, and my teaching requires you to go beyond the textbook as you study and prepare. I will ask you to examine your own experiences and share them when appropriate, participate in class discussions and activities, and engage in experiential learning as we examine leadership and communication together. If you are not comfortable with this approach to teaching, I encourage you to find another course that will better meet your needs.

In addition, my goal in this class is not just for you to learn a set of concepts and discuss a set of issues. I am most interested in helping you develop a certain way of thinking about leadership and communication. It is this more sophisticated type of thinking that will come from our work together that can enable you to become a different kind of person – more capable, understanding, aware, and competent.

**Course Assignments and Assessment**

*Grading.* Please note that the grade of A is given for consistently excellent work that demonstrates an in-depth understanding of all course materials. B's are given for work that

demonstrates instances of excellence with a very good understanding of course materials. C's are given for work that demonstrates a consistent satisfactory competence in course materials. D's are given for incomplete work, missed assignments, too many absences, etc. Please talk with me for further understanding of the grading criteria. If you have questions or concerns throughout the semester regarding your grades, please do not hesitate to visit with me.

Course evaluation is based on the following assignments:

Exam 1	25%
Exam 2	25%
Group Research Project	15%
Big Hairy Audacious Goal (BHAG)	25%
Participation	10%

Grade assignments will be as follows:

<b>A</b>	93% and above	<b>C</b>	73 – 76%
<b>A -</b>	90 – 92%	<b>C -</b>	70 – 72%
<b>B+</b>	87 – 89%	<b>D +</b>	67 – 69%
<b>B</b>	83 – 86%	<b>D</b>	63 – 66%
<b>B -</b>	80 – 82%	<b>F</b>	62% or below
<b>C +</b>	77 – 79%		

**Exams (50%)**

There are two exams in this class. Each will cover approximately one-half of the course material. Each exam will assess your ability to understand and analyze concepts and apply those concepts to cases. Both class discussion and course readings will be on the exam. The format of the exams will be announced in class. Exam reviews will be held prior to each exam.

**Big Hairy Audacious Goal (BHAG) (25%)**

The Big Hairy Audacious Goal (BHAG) assignment provides you with the opportunity to conduct a major project that demonstrates leadership. Your assignment will be to accomplish a clear goal—something that is meaningful and measurable. Your BHAG should be something you really want to do, and may even be life changing. It is the kind of project that, if given a choice between attending your favorite sports team's championship game, on the one hand, and staying at home to work on your BHAG, on the other, you will chose the latter.

Before you begin your BHAG, you will need to meet with the professor to get approval for your project. In preparation for this meeting, you will create a draft contract outlining what your BHAG is, why it will be meaningful, how you identified and set your goal, and what your outcomes will be. To complete the BHAG project, you must write a paper that describes what you did and what you learned. Your paper should be at least 12 double-spaced pages in length. Specifically, you need to make clear and detailed connections to *at least 10* concepts discussed in our class, and explain how you applied or learned these concepts in the course of completing your BHAG.

### **Group Research Project (15%)**

You will be required to write a group research paper on an assigned topic and give a presentation on your findings to the class. Specific guidelines will be provided.

### **Participation (10%)**

Participation is an essential component of individual and organizational success. You cannot be successful in this class or in any organization without participating. My perspective on participation is based on the “Law of the Harvest.” The law of the harvest simply means you cannot plant corn in August and expect to eat it before winter. Successful participation in this class means doing what is necessary each day to ensure success. A portion of your final grade will be determined by your participation in class discussion. Involvement is a necessary, important, and *required* part of this course. Showing up is the first step to class participation. However, good involvement is not equal to quantity of participation in class. Rather, I am looking for quality of participation, which includes not only engaging fully in class discussion, but also listening effectively to/with others, participating in class activities, asking helpful questions, integrating the reading into class discussions, and offering examples of course content.

A baseline assumption for this class is that you attend. You do not receive any kind of grade for attending class. However, I do take role, and you will be penalized one-half of one percent of your total course grade for every class missed. You are allowed 2 absences without penalty. Please consider these days as “personal time off.” You can use these days when you are sick, out of town, overwhelmed with other schoolwork, or just want to go to the mountains. However, when you have used your personal time off, you have no more and each subsequent absence results in a deduction from your final grade. Therefore, if for example you miss 6 classes, you will receive a 2 percent deduction from your final grade.

**Tentative Course Schedule**  
**CMST 3500: Communication and Leadership**  
**Fall 2015**

Week 1	<p>Tuesday, September 1</p> <ul style="list-style-type: none"> <li>• Course Overview &amp; Introduction</li> </ul> <p>Thursday, September 3</p> <ul style="list-style-type: none"> <li>• <b>No Class</b></li> </ul>
Week 2	<p>Tuesday, September 8</p> <ul style="list-style-type: none"> <li>• Sanders: <i>Becoming a Learner</i></li> <li>• Watch the film, <i>Lincoln</i> (available on Canvas)</li> <li>• Team of Rivals, Chapters 1-2</li> <li>• Northouse, Chapter 1: Introduction</li> </ul> <p>Thursday, September 10</p> <ul style="list-style-type: none"> <li>• Northouse, Chapter 16: Leadership Ethics</li> <li>• Team of Rivals, Chapters 3 (pp. 87-108), 4, &amp; 5 (140-143, 149-153, 159-169)</li> </ul>
Week 3	<p>Tuesday, September 15</p> <ul style="list-style-type: none"> <li>• Power and Influence: Lecture &amp; Exercises (no reading)</li> <li>• Team of Rivals, Chapters 6-8</li> </ul> <p>Thursday, September 17</p> <ul style="list-style-type: none"> <li>• Power and Influence: Lecture &amp; Exercises (no reading)</li> <li>• Team of Rivals, Chapters 9-11</li> <li>• <b>BHAG Contracts Due</b></li> </ul>
Week 4	<p>Tuesday, September 22</p> <ul style="list-style-type: none"> <li>• Northouse, Chapter 2: Trait Approach</li> <li>• Northouse, Chapter 3: Skills Approach</li> <li>• Team of Rivals, Chapter 12</li> </ul> <p>Thursday, September 24</p> <ul style="list-style-type: none"> <li>• Northouse, Chapter 4: Style Approach</li> <li>• Northouse, Chapter 5: Situational Approach</li> <li>• Team of Rivals, Chapters 13</li> </ul>
Week 5	<p>Tuesday, September 29</p> <ul style="list-style-type: none"> <li>• Northouse, Chapter 6: Contingency Theory</li> <li>• Northouse, Chapter 7: Path-Goal Theory</li> <li>• Team of Rivals, Chapters 14</li> </ul> <p>Thursday, October 1</p> <ul style="list-style-type: none"> <li>• <i>Exam 1 Review</i></li> </ul>

Week 6	<p>Tuesday, October 6</p> <ul style="list-style-type: none"> <li>• <b>Exam 1</b></li> </ul> <p>Thursday, October 8</p> <ul style="list-style-type: none"> <li>• Communication Competence: Class Lecture and Activities (No Reading)</li> <li>• Team of Rivals, Chapters 15-16</li> </ul>
Week 7	<p>Tuesday, October 13</p> <ul style="list-style-type: none"> <li>• Communication Competence: Class Lecture and Activities (No Reading)</li> <li>• Team of Rivals, Chapters 17-18</li> </ul> <p>Thursday, October 15</p> <ul style="list-style-type: none"> <li>• <b>No Class: Friday Campus Schedule</b></li> <li>• <b>BHAG Midterm Progress Report</b></li> <li>• <b>Complete MBTI Assessment for Career Services</b></li> </ul>
Week 8	<p>Tuesday, October 20</p> <ul style="list-style-type: none"> <li>• <i>Leadership and Self-Deception</i></li> </ul> <p>Thursday, October 22</p> <ul style="list-style-type: none"> <li>• Northouse, Chapter 13 – Psychodynamic Approach</li> <li>• Assessment - FIRO B</li> </ul>
Week 9	<p>Tuesday, October 27</p> <ul style="list-style-type: none"> <li>• Assessment - MBTI</li> <li>• Team of Rivals, Chapters 19-20</li> </ul> <p>Thursday, October 29</p> <ul style="list-style-type: none"> <li>• Northouse, Chapter 8: Leader-Member Exchange Theory</li> <li>• Team of Rivals, Chapters 21-22</li> </ul>
Week 10	<p>Tuesday, November 3</p> <ul style="list-style-type: none"> <li>• Fairhurst &amp; Sarr, <i>The Art of Framing</i></li> <li>• Team of Rivals, Chapter 23</li> </ul> <p>Thursday, November 5</p> <ul style="list-style-type: none"> <li>• Northouse, Chapter 9: Transformational Leadership</li> <li>• Northouse, Chapter 10: Servant Leadership</li> <li>• Team of Rivals, Chapter 24</li> </ul>
Week 11	<p>Tuesday, November 10</p> <ul style="list-style-type: none"> <li>• Northouse, Chapter 11: Authentic Leadership</li> <li>• Team of Rivals, Chapter 25</li> </ul> <p>Thursday, November 12</p> <ul style="list-style-type: none"> <li>• <b>No Class: Research Paper &amp; Presentation Preparation</b></li> </ul>

Week 12	<p>Tuesday, November 17</p> <ul style="list-style-type: none"> <li>• <b>No Class:</b> Research Paper &amp; Presentation Preparation</li> </ul> <p>Thursday, November 19</p> <ul style="list-style-type: none"> <li>• <b>Group Research Presentation – Authenticity</b></li> <li>• <b>Group Research Presentation – Empathy</b></li> <li>• <b>Group Research Presentation – Kindness</b></li> </ul>
Week 13	<p>Tuesday, November 24</p> <ul style="list-style-type: none"> <li>• <b>Group Research Presentation – Integrity</b></li> <li>• <b>Group Research Presentation – Humility</b></li> <li>• <b>Group Research Presentation – Optimism</b></li> </ul> <p>Thursday, November 26</p> <ul style="list-style-type: none"> <li>• <b>No Class: Happy Thanksgiving</b></li> </ul>
Week 14	<p>Tuesday, December 1</p> <ul style="list-style-type: none"> <li>• <i>Exam 2 Review</i></li> </ul> <p>Thursday, December 3</p> <ul style="list-style-type: none"> <li>• <b>Exam 2</b></li> </ul>
Week 15	<p>Tuesday, December 8</p> <ul style="list-style-type: none"> <li>• Porras, Emery, &amp; Thompson, <i>Redefining Success</i></li> <li>• Collins, <i>Hedgehog Concept</i></li> </ul> <p>Thursday, December 10</p> <ul style="list-style-type: none"> <li>• Team of Rivals, Chapter 26</li> </ul>
Final Exam	<p>Thursday, December 17, 9:30-11:20</p> <ul style="list-style-type: none"> <li>• <b>BHAG Papers Due</b></li> <li>• BHAG Presentations</li> </ul>