

**CMST 5500: Communication and Leadership**  
**Fall 2017, Section 1**  
**Main 326, TR, 1:30 - 2:45**

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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*. (This book is given to all USU freshman every year, and 10 copies are on reserve in the library. So, you should not have to purchase a copy.)
- 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, authenticity, grit, and patience; 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 choose 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 5500: Communication and Leadership**  
**Fall 2017**

Week 1	<p>Tuesday, August 29</p> <ul style="list-style-type: none"> <li>• Course Overview &amp; Introduction</li> </ul> <p>Thursday, August 31</p> <ul style="list-style-type: none"> <li>• Sanders: <i>Becoming a Learner</i></li> <li>• Northouse, Chapter 1: Introduction</li> </ul>
Week 2	<p>Tuesday, September 5</p> <ul style="list-style-type: none"> <li>• Northouse, Chapter 16: Leadership Ethics</li> <li>• Team of Rivals, Chapters 1, 2, &amp; 3 (pp. 87-108)</li> </ul> <p>Thursday, September 7</p> <ul style="list-style-type: none"> <li>• Power and Influence: Lecture &amp; Exercises (no reading)</li> <li>• Team of Rivals, Chapters 4 &amp; 5 (140-143, 149-153, 159-169)</li> </ul>
Week 3	<p>Tuesday, September 12</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 14</p> <ul style="list-style-type: none"> <li>• Watch the film, <i>Lincoln</i> (available on Canvas)</li> <li>• Team of Rivals, Chapters 9-11</li> <li>• <b>BHAG Contracts Due</b></li> </ul>
Week 4	<p>Tuesday, September 19</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 21</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 26</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, September 28</p> <ul style="list-style-type: none"> <li>• <i>Exam 1 Review</i></li> </ul>

Week 6	<p>Tuesday, October 3</p> <ul style="list-style-type: none"> <li>• <b>Exam 1</b></li> </ul> <p>Thursday, October 5</p> <ul style="list-style-type: none"> <li>• <i>Leadership and Self-Deception</i></li> </ul>
Week 7	<p>Tuesday, October 10</p> <ul style="list-style-type: none"> <li>• Northouse, Chapter 8: Leader-Member Exchange Theory</li> <li>• Team of Rivals, Chapters 15-16</li> </ul> <p>Thursday, October 12</p> <ul style="list-style-type: none"> <li>• Communication Competence: Class Lecture and Activities (No Reading)</li> <li>• Team of Rivals, Chapter 17-18</li> <li>• <b>BHAG Midterm Progress Report</b></li> </ul>
Week 8	<p>Tuesday, October 17</p> <ul style="list-style-type: none"> <li>• Northouse, Chapter 13 – Psychodynamic Approach</li> <li>• Assessment - FIRO B</li> <li>• Team of Rivals, Chapters 19-20</li> </ul> <p>Thursday, October 19</p> <ul style="list-style-type: none"> <li>• <b>No Class: Friday Class Schedule/Fall Break</b></li> </ul>
Week 9	<p>Tuesday, October 24</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, Chapters 21-22</li> </ul> <p>Thursday, October 26</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>
Week 10	<p>Tuesday, October 31</p> <ul style="list-style-type: none"> <li>• Northouse: <i>Creating a Vision</i> (reading on Canvas)</li> <li>• Team of Rivals, Chapter 24</li> </ul> <p>Thursday, November 2</p> <ul style="list-style-type: none"> <li>• <b>No Class:</b> Professor at a Conference (Meet in groups)</li> </ul>
Week 11	<p>Tuesday, November 7</p> <ul style="list-style-type: none"> <li>• <b>No Class:</b> Research Paper &amp; Presentation Preparation (Groups meet with Professor)</li> </ul> <p>Thursday, November 9</p> <ul style="list-style-type: none"> <li>• <b>No Class:</b> Research Paper &amp; Presentation Preparation (Groups meet with Professor)</li> </ul>

Week 12	<p>Tuesday, November 14</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> <li>• <b>Group Research Presentation - Patience</b></li> </ul> <p>Thursday, November 16</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> <li>• <b>Group Research Presentation - Grit</b></li> </ul>
Week 13	<p>Tuesday, November 21</p> <ul style="list-style-type: none"> <li>• Phillips, <i>Lincoln on Leadership</i></li> </ul> <p>Thursday, November 23</p> <ul style="list-style-type: none"> <li>• <b>No Class: Happy Thanksgiving</b></li> </ul>
Week 14	<p>Tuesday, November 28</p> <ul style="list-style-type: none"> <li>• <i>Exam 2 Review</i></li> </ul> <p>Thursday, November 30</p> <ul style="list-style-type: none"> <li>• <b>Exam 2</b></li> </ul>
Week 15	<p>Tuesday, December 5</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 7</p> <ul style="list-style-type: none"> <li>• Team of Rivals, Chapters 25 - 26</li> </ul>
Finals Week	<p>Tuesday, December 12, 1:30-3:20</p> <ul style="list-style-type: none"> <li>• <b>BHAG Papers Due</b></li> <li>• BHAG Presentations</li> </ul>