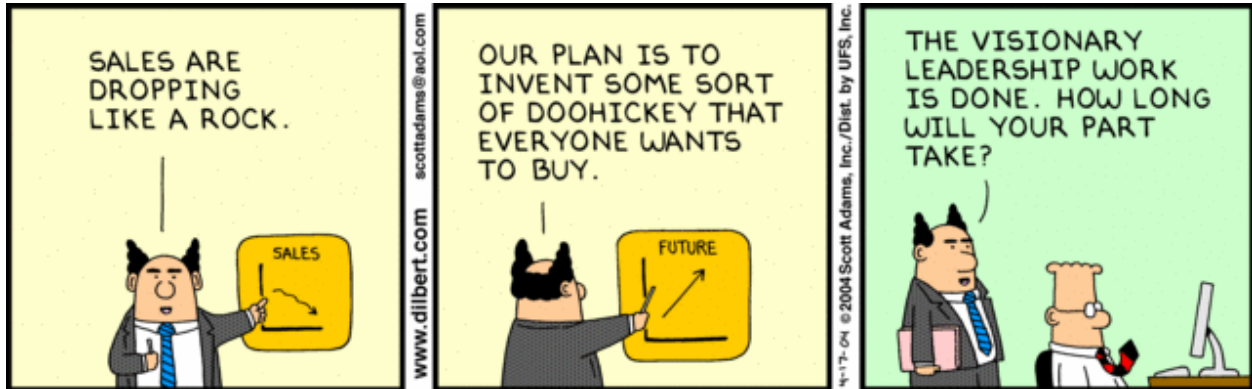


Comm 4600 – Organizational Leadership

Tuesdays/Thursdays

9:30 – 10:45 am

ATLS 1B31



Professor

Matt Koschmann, PhD

Office

Hellems 87B (downstairs)

Email

koschmann@colorado.edu

Phone

303-492-2824

Office Hours

Wed 2-3 pm & by appointment

Skype

[matt_koschmann](https://www.skype.com/people/matt_koschmann)

COURSE OBJECTIVES

Leadership is generally defined as a social act of influencing people towards action, and most leadership practice happens in some sort of organizational context (business, government, nonprofit, community associations). Additionally, communication is the fundamental mechanism of leadership—virtually all leadership practice involves some form of symbolic interaction with others and messages conveyed to relevant stakeholders. Therefore understanding organizational leadership and communication is critical for all aspects of professional and civic life.

Furthermore, leadership is an incredibly popular and prevalent topic that has achieved near-mythical status on our society. With this comes a lot of conceptual confusion about what leadership actually is and how it should be practiced. So we need to think critically about how leadership is understood and practiced...and how we can develop our own leadership capabilities.

Accordingly, the three main objectives of this course are:

- (1) To develop personal skills to become more effective leaders in a variety of organizational contexts
- (2) To develop a broader and more critical understanding of organizational leadership and its role in our society
- (3) To develop a distinctly communication-based understanding of organizational leadership

To achieve these objectives this course covers the following topics and contexts:

- Organizational change
- Innovation & creativity
- Ethics
- Persuasion
- Negotiation
- Organizational culture
- Conflict
- Authority & control
- Decision making
- Theories of organizing and leadership
- Complexity theory
- Nonprofit sector
- Framing, language, and social construction

COURSE MATERIALS

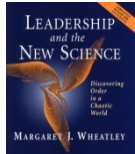
Books



The Power of Framing: Creating the Language of Leadership
By Gail Fairhurst (2010)
Purchase at CU Bookstore or online



Getting Change Right: How Leaders Transform Organizations from the Inside Out, by Seth Kahan (2010)
Purchase at CU Bookstore or online



Leadership and the New Science: Discovering Order in a Chaotic World
By Margaret Wheatley (2006)
Available as .pdf on D2L or CU library website

Edited Movies



13 Days

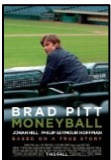
Streamed online at:

<http://comm.colorado.edu/fvec/play?id=99>



Devil Wears Prada

<http://comm.colorado.edu/fvec/play.php?id=100>



Moneyball

<http://comm.colorado.edu/fvec/play?id=111>



The Smartest Guys
in the Room

<http://comm.colorado.edu/fvec/play?id=110>

Additional Course Readings & Materials Posted on Desire2Learn (D2L)



<https://learn.colorado.edu>

ASSIGNMENTS & GRADING

All assignments are graded on a 100-point scale and weighted by the percentages listed below

Unit Quizzes

10% (x4)

Following each learning unit there will be an online quiz to assess your knowledge of the course material. The quizzes are multiple choice plus one short answer (and non-cumulative). The quizzes have a 45-minute time limit, but they are open book/note/readings.

Application Example

10%

For this assignment you will give a brief class presentation about an example that illustrates some aspect of our course material (e.g., a text, case, video, magazine/newspaper article, current event, blog, etc.). You will also facilitate a discussion that provokes critical thinking about organizational leadership and communication (more details below).

Analysis Paper

25%

The main individual assignment for this course is a 2000-2500-word analysis paper on an issue of your choice within the broad context of organizational leadership and communication (more details below).

Group Case Study & Presentation

15%

The final two weeks of the course you will be assigned to a group for a case study project and presentation (more details below).

Class Participation

10%

This is a discussion-based class where much of the learning comes from your interaction with other students, the professor, and the material. Therefore your participation plays an important role in the development of the course. Here are the main things that influence your participation grade:

- ** Consistent, substantive involvement in class discussions and activities
- Create a personal profile on D2L (needs to be completed the first week of class)
- Consistent (not perfect) class attendance
- Don't consistently arrive late or leave early
- Not a distraction in class

Grading

This course follows the standard CU grading system:

A	93% and above	C	73 – 76.5%
A -	90 – 92.5%	C -	70 – 72.5%
B +	87 – 89.5%	D +	67 – 69.5%
B	83 – 86.5%	D	63 – 66.5%
B -	80 – 82.5%	D -	60 – 62.5%
C +	77 – 79.5%	F	59% or below

I use the following criteria to guide my grading decisions:

- A Excellent...exceeds the minimum requirements with distinction
- B Good...goes beyond the minimum requirements to a fair degree
- C Average...meets the minimum requirements of the assignment
- D Poor...only meets some of the minimum requirements of the assignment
- F Failing...does not meet most of the minimum requirements of the assignment

Additional grade considerations

The only thing I grade is your product...not your effort or intentions. I don't grade based on what you need to keep a certain GPA or what you think you're entitled to.

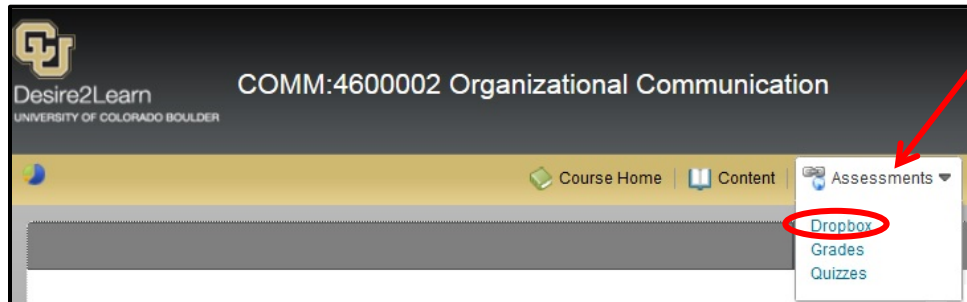
I'm happy to discuss any graded assignment with you, but please wait 24 hours after receiving your grade for any discussions.

I love to talk with students about their assignments BEFORE they are due. After assignments are due there is very little I can do, other than to explain my decisions.

COURSE POLICIES

Paper Submissions

Please submit all papers electronically through the dropbox feature in Desire2Learn:



All files should be Microsoft Word version 03 or later. Save your file using your last name (ex: Koschmann.doc)

Deadlines

Unless otherwise noted, all assignments are due on the date/time indicated in the daily schedule. Late work is not accepted unless you contact me prior to the due date with a legitimate reason.

Disabilities

If you qualify for accommodations because of a disability, please submit to me a letter from Disability Services (DS) by the end of the second week of the semester so that your needs may be addressed. DS determines accommodations based on documented disabilities. (303-492-8671, Willard 322, www.colorado.edu/sacs/disabilityservices)

Religious Observance

I will make reasonable accommodations for students who have conflicts between religious observance dates and course requirements. Please approach me with these requests before the end of the second week of the semester.

Academic Misconduct

Cheating, plagiarism, or unacknowledged assistance is unacceptable for all assignments and quizzes. Web-based plagiarism-detection services will be utilized. All incidents of academic misconduct shall be reported to the Honor Code Council (honor@colorado.edu; 303-725-2273). Please see the Honor Code at <http://www.colorado.edu/academics/honorcode/>

Technology

Technology Across the Curriculum is the Communication Department's technology resource. TAC provides equipment such as laptops, digital video cameras, and digital voice recorders to students for checkout. For more information, visit TAC at <http://comm.colorado.edu/tac>

ASSIGNMENT DETAILS – APPLICATION EXAMPLE

For this assignment you will bring an example to class that illustrates or extends some aspect of our course material on organizational leadership and communication (e.g., a text, case, video, magazine/newspaper article, current event, blog, etc.). You will give a presentation to the class about your example and facilitate a brief discussion (5-10 minutes total). Plan to show your example on the screen or as a handout. The objective is to explain how your example illustrates our course material and provokes critical thinking about organizational leadership and communication.

There is nothing to submit for this assignment...you will only be graded on the presentation of your example and your facilitation of the discussion. I will assess work based on:

- Relevance and substance of your example
- Your explanation of how the example illustrates or extends some aspect of our course material
- Your ability to ask provocative questions and facilitate a good discussion

Dates for presenting your application example will be assigned at the beginning of the semester

ASSIGNMENT DETAILS – ANALYSIS PAPER

Due: Sunday, November 24th @ 11:59 pm

The main individual assignment for this course is a 2000-2500-word analysis paper on an issue of your choice within the broad context of communication and organizational leadership. Your paper should be question-driven, meaning that you identify a particular problem or issue that is framed as a question in order to guide your analysis. This is not necessarily a paper about a topic or a particular organization, but instead a paper about a particular organizational/leadership/communication phenomenon that warrants further analysis.

The parameters of this paper are deliberately vague because the purpose of the assignment is for you to develop and demonstrate your own thinking about organizational leadership and communication. Essentially your goal is to show me that you actually learned something about organizational leadership and communication based on your understanding of the course material. Here are the main criteria that influence your grade:

- Clear articulation of the problem/issue (not just a topic or organization) that is the focus of your analysis...clear subject/focus of your analysis
- Question driven (problem/issue framed as a question for analysis)
- ****Insight, analysis, and critical evaluation...not just description and summary****
This will come from comparing/contrasting various ideas and exploring connections across perspectives
- Degree of novelty and originality of your contribution...take a risk
- Connection to course material and other outside research
- Quality writing: grammar, spelling, paragraph structure, transitions, etc.
- Within word count: 2000-2500 words...not including bibliography or footnotes
- Bibliography or footnotes: minimum of 10 sources, complete information, consistent format, at least 2 sources beyond course material

Your analysis paper could focus on some real-world situation from your personal experience or a relevant case study...or could be more of a theoretical/conceptual investigation...or some combination of both.

An excellent analysis paper will:

- Enhance our understanding of organizational leadership and communication
- Addresses some worthwhile question or problem that warrants further investigation
- “Problematizes” some aspect of organizational leadership and communication
- Answer the “so what?” question about the significance of your analysis
- Take a risk to make a novel and unique contribution
- Explore connections among relevant aspects of our course material
- Avoid cliché and simplistic conclusions
- Be neatly organized with a coherent structure, clear transitions, relevant section headings, and clear statements about the purpose of the analysis and what will be/was accomplished
- Make good use of outside research beyond the course material to add depth and insight

You also have the opportunity to submit an optional analysis paper proposal for feedback prior to the assignment due date...the proposal template is posted on D2L in the “syllabus & course info” folder

ASSIGNMENT DETAILS – GROUP CASE STUDY & PRESENTATION

Due: Monday, December 16th @ 1:30 pm

The final two weeks of the course you will be assigned to a group for a case study project and presentation. Each group will be assigned a different case study about organizational leadership and communication. The purpose of the case study assignment is for you to “put it all together” and demonstrate your overall knowledge of organizations, leadership, and communication you learned during the semester.

Imagine your group is a team of organizational communication consultants hired to help make sense of the situation for the organization in the case study. Your job is to identify relevant theories/concepts/ideas from our course material and outside research in order to provide an insightful analysis of the case and to make substantive recommendations.

As a group you will develop an **executive report** as a response to your case and present the results of your analysis as a **class presentation** during our final exam time. You will also provide a **peer evaluation** of your other group members. Here are the grading criteria for the three parts of the assignment:

Executive Report (60%)

- 1200-2500 words
- Background, analysis, recommendations, summary
- Connection to course readings and outside research material
- ****Insight, analysis, and critical evaluation...not just description and summary****
- Quality writing: grammar, spelling, paragraph structure, etc.
- Professional format: layout, color, images, etc.
- Bibliography or footnotes: minimum of 10 sources, complete information, consistent format...at least 3 sources from outside research (i.e., not from our course material)

Group Presentation (30%)

- 15-20 minutes
- Visual aid(s)
- “Sells” the content of executive report
- Professionalism, creativity, and overall dynamism
- Quality presentation skills: verbal, non-verbal, coordination between presenters, etc.
****Not all group members have to be involved in the presentation**

Peer Evaluation (10%)

After your presentation you will submit a document that evaluates all the members of your group based on meeting attendance, involvement and participation, overall reliability, and the value of your contribution to the group. This document is posted on D2L.

Much of the group work for this assignment will happen in class. During this time you are expected to meet as a group and plan your case study.

TENTATIVE DAILY SCHEDULE

UNIT 1: RETHINKING ORGANIZATIONAL LEADERSHIP		
Date	Topic	Readings/Assignments
8-27	Course introduction & expectations	Reading #1: Phills (2005)
8-29	A brief history of leadership, organizations, & communication	Video: <i>What is Organizational Communication?</i> (link & transcript posted on D2L) PowerPoint slides on D2L
9-3	Are leaders in control? What makes a good leader?	Reading #2: Pfeffer & Sutton (2006) Reading #3: Goleman (1998)
9-5	Complexity Theory & Leadership	Wheatley (2006) <i>Leadership & the New Science</i>
9-10		
9-12		
UNIT 1 QUIZ: Available Thursday, Sept. 12th ...must be completed by Sunday, Sept. 15th @ 11:59 pm		
UNIT 2: COMMUNICATION, LANGUAGE, & SOCIAL CONSTRUCTION		
Date	Topic	Readings/Assignments
9-17	Framing & social construction	Fairhurst (2010): <i>The Power of Framing</i>
9-19		
9-24		
9-26	Leadership talk	Reading #4: Pfeffer & Sutton (1999)
10-1	Leadership & persuasion	Reading #5: Cialdini (2001)
10-3	Leadership & negotiation	Reading #6: Sebenius (2001)
UNIT 2 QUIZ: Available Thursday, Oct. 3rd ...must be completed by Sunday, Oct. 6th @ 11:59 pm		
UNIT 3: ORGANIZATIONAL CHANGE, CULTURE, & INNOVATION		
Date	Topic	Readings/Assignments
10-8	Organizational change	Kahan (2010): <i>Getting Change Right</i> Reading #7: Heath & Heath (2010)
10-10		
10-15		
10-17	Innovation & creativity	Reading #8: Catmull (2008)
10-22	Organizational culture	Reading #9: Schein (2004a)
10-24		Reading #10: Schein (2004b)
UNIT 3 QUIZ: Available Thursday, Oct. 24th ...must be completed by Sunday, Oct. 27th @ 11:59 pm		

10-29	Analysis paper workshop (in-class)	
UNIT 4: ADDITIONAL LEADERSHIP CONTEXTS & PRACTICES		
Date	Topic	Readings/Assignments
10-31	Leadership in the nonprofit sector	Reading #11: Lewis (2005)
11-5		Reading #12: Koschmann (2011) Reading #13: Balser & McClusky (2005)
11-7	Decision making	Reading #14: Garvin & Roberto (2001) Reading #15: Hammond, et al. (1998)
11-12	Managing conflict	Reading #16: Sutton (2007) Reading #17: Lutgen-Sandvik (2007)
11-14	Ethics	Reading #18: ethics articles
11-19		
11-21	No class – National Communication Association conference	Analysis paper due: Sunday, November 24th @ 11:59 pm
UNIT 4 QUIZ: Available Thursday, Nov. 21st...must be completed by Sunday, Nov. 24th @ 11:59 pm		
11-26	No class – Fall break & Thanksgiving	
11-28		
12-3	In-class case study meetings	
12-5		
12-10		
12-12		
12-16	Final Exam Day – Case Study Presentations 1:30 – 4:00 pm	