

Communication Studies 446: Leadership and Followership Communication

COURSE INFORMATION

Faculty Contact Information

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- Office: 287 Communications Building (Communication Studies suite)
- Phone: 865-974-7072
- Office Hours: 11-12 Tuesdays and 8:30 to 9:30 Thursdays
- Virtual Office Hours: Mondays and Wednesdays via Zoom by appointment

COURSE DESCRIPTION

Communication Studies 446 is designed to provide students with a deeper understanding of the leadership and followership processes that occur in a variety of organizational contexts. All students must have completed Survey of Organizational Communication (CMST 342) and will benefit from having completed Communication Theory (CMST 352) as well as Organizational Communication Processes (CMST 442) prior to enrolling in the course. By the end of the semester, you will have completed the following:

- developed a deeper understanding of the theories informing our understanding of leadership
- read and developed a deeper knowledge about academic research on leadership
- practiced the principles of effective written and oral communication
- practiced the principles of relationship building and group interaction

LEARNING ENVIRONMENT

You have two responsibilities in this course: You must participate and you must think. Learning is an active process. It is not merely remembering information, but **experiencing** ideas as they pertain to our personal lives. This implies that it is important for us to connect information in readings and class discussion to our personal lives. To really learn—experience, not just remember information—about communication, each of us must be willing to read assignments in advance, reflect on our ideas, and take risks by expressing our thoughts. We should also be open to listening and trying to understand ideas that may be different from our own. Because learning is an interactive process and others are depending upon you to be an active group/audience member, no more than two (2) absences, excused or unexcused, will be allowed (this includes any meetings called by your teams as well as online and in-class meetings). **Three or more absences will result in a failing grade.**

You will participate in this course synchronously (Zoom online and classroom offline) and asynchronously (using Canvas), the University of Tennessee's Learning Management System. Additional [Canvas](#) and [Zoom](#) resources are available for students unfamiliar with these online environments.

CCI recognizes and values diversity. Exposing students to diverse people, ideas and cultures increases opportunities for intellectual inquiry, encourages critical thinking, and enhances communication and information competence. When all viewpoints are heard, thoughtfully considered, and respectfully responded to, everyone benefits. Diversity and fairness unite us with the wider professional and global community.

HOW TO BE SUCCESSFUL IN THIS COURSE

For the portions of the class that are conducted online, you may want to look at the following resource: [How to be Successful in an Online Course](#).

Learner Expectations

- Be prepared for all classes
- Be respectful of others
- Actively contribute to the class and learning activities
- Commit to setting and meeting high expectations for yourself
- Abide by the UT Honor Code

Instructor Expectations

- Be prepared for all classes
- Evaluate all fairly and equitably
- Be respectful of all students
- Create and facilitate meaningful learning activities
- Behave according to University codes of conduct

Policies and Procedures

1. All papers must use proper APA Style for formatting, in-text citations, and references. They must be double-spaced using 1" margins and 12-point Times New Roman font. Your name should not be used as a header on any paper and all papers should contain a title page. Signing your paper indicates that you received "No Unauthorized Assistance." No emailed electronic versions of papers or assignments will be accepted.
2. Any paper that contains more than one error per page (grammatical, mechanical, style, spelling, failure to proofread, etc.) will be returned. Students have up to one week to revise a returned final paper with each new version of the paper earning a full letter-grade deduction. If you have concerns about your writing, please contact me or the [UT Writing Center](#) at least one week prior to turning in the assignment to allow adequate time for help.

3. Students utilizing technology for their presentations should have all files loaded on to the computer and tested prior to the beginning of class on the day they present.
4. All electronic devices (cell phones, iPads, laptop computers, etc.) should be used only for classroom purposes. If you have the need to use mediated communication (including textbooks, *The Daily Beacon*, iPods, laptops, smartphones, etc.), please do not come to class. No electronic devices will be allowed during presentations because they serve no educational purpose when you are an active audience member.
5. For your own protection, keep a photocopy or electronic copy of all assignments submitted.
6. All grade change requests must be made in writing **at least 48 hours after** the assignment has been returned. Your written request should include a persuasive argument with claims and evidence for why the grade you earned is inappropriate with respect to the assignment's requirements.

COURSE REQUIREMENTS

Texts/Resources/Materials

All textual, visual, audio, and multi-media materials required for this course are available in an accessible format on Canvas. There is no textbook to purchase. In-class activities may include additional online and print resources available free of charge.

Technology Requirements

Students are expected to bring a device to in-class meetings to access the internet and Canvas using a web browser. Outside of class, students are responsible for securing access to the technology necessary to utilize Canvas and Zoom. If you do not have Zoom loaded on your device, please visit [UT Available Software](#) to download it. [System requirements for using Zoom](#), general [campus computing information](#), and [computing support](#) are available.

Course Resources

The following resources are helpful in completing this course.

- Technical Support: For technical issues, contact the OIT HelpDesk by phone at (865) 974-9900 or at the [Walk-in HelpDesk](#). For IT and Computing issues, use the online [Contact Form](#).
- Zoom: [Getting Started with Zoom](#)
- Library: [UTK Library](#)
- Learning online: [Information for Distance Education](#)
- [Research Guides](#) and [Subject Librarians](#)

COURSE COMMUNICATION POLICY

Communication

The easiest and quickest way to reach me is via email. I check and respond to email messages at least once a day, usually in the late afternoon. It may take up to 24 hours for you to receive a response depending upon when your message is received. **Email communication is appropriate** for clarifying assignment requirements, setting up online or face-to-face appointments, and receiving feedback about pieces of assignments you have completed. **Email communication is NOT appropriate** for discussing grades, turning in completed assignments, or typing anything you would not be willing to say face to face.

Etiquette and Netiquette

All online and offline communication should adhere to [UT's Principles of Civility and Community](#).

Announcements

All students are responsible for logging into Canvas on a daily basis to check for course updates, answers to student questions, and tips/tricks for completing assignments. All accounts should be set to provide a daily digest of information posted to the course site—you can check your settings at [Canvas notification settings](#) to make sure you are receiving all important instructor announcements.

Virtual Office Hours

Virtual office hours are available using the chat feature in Canvas or Zoom as well as the audio or audio-video features in Zoom ([Getting Started with Zoom](#)). These office hours are by appointment. You can set up virtual office hours via email.

GRADING CRITERIA

Grading

Grading is done on a ten-point scale. There are no provisions for rescheduling exams/presentations and late papers are not accepted. **MAKE YOUR TRAVEL PLANS ACCORDINGLY.**

Expect to be graded on spelling, punctuation, grammar, style, as well as the content and organization of your work. You are required to complete your own work and to accept "no unauthorized assistance." Your signature on each assignment indicates you have followed the University Honor Code. You are welcome to talk with me about any assignment or draft before the due date. Finally, you cannot pass the course without completing **ALL** of the assignments. Any student earning below a C- (70% of the possible points) will be assigned the grade of F for the class.

ASSIGNMENT	PERCENTAGE
Participation (includes entry quizzes, in-class activities, and discussions)	25
Discussion Leader	20
Exams (there are two)	25
Leader Analysis	15
International Leadership Presentation	15
Total:	100

Students can access information about [UT Grades and GPA](#) and other policies related to academic standing at [OneStop](#).

Academic Honesty/Student Conduct

For this course, academic integrity includes, but is not limited to, not receiving unauthorized assistance to complete an assignment, selling/purchasing course assignments/exams or notes, and withholding information/not participating in class discussions in ways that place other students at a learning disadvantage. The full [University of Tennessee Honor Statement](#), is available. An essential feature of the University of Tennessee, Knoxville is a commitment to maintaining an atmosphere of intellectual integrity and academic honesty. *'As a student of the university, I pledge that I will neither knowingly give nor receive any inappropriate assistance in academic work, thus affirming my own personal commitment to honor and integrity.'*

UNIVERSITY POLICIES

University Civility Statement

“Civility is genuine respect and regard for others: politeness, consideration, tact, good manners, graciousness, cordiality, affability, amiability and courteousness. Civility enhances academic freedom and integrity, and is a prerequisite to the free exchange of ideas and knowledge in the learning community. Our community consists of students, faculty, staff, alumni, and campus visitors. Community members affect each other’s well-being and have a shared interest in creating and sustaining an environment where all community members and their points of view are valued and respected. Affirming the value of each member of the university community, the campus asks that all its members adhere to the principles of civility and community adopted by the campus.” See [UT Civility and Community Principles](#).

Accommodations

Any student who feels the need for an accommodation based on the impact of a disability should contact Student Disability Services in Dunford Hall, at 865-974-6087, or by video relay at, 865-622-6566, to coordinate reasonable academic accommodations.

Your Role in Improving Teaching and Learning (Course Assessment)

At UT, it is our collective responsibility to improve the state of teaching and learning. During the semester, you may be requested to assess aspects of this course either during class or at the completion of the class. You are encouraged to respond to these various forms of assessment as a means of continuing to improve the quality of the UT learning experience.

Key Campus Resources for Students

- [Center for Career Development](#) (Career counseling and resources; HIRE-A-VOL job search system)
- [Course Catalogs](#) (Listing of academic programs, courses, and policies)
- [Hilltopics](#) (Campus and academic policies, procedures and standards of conduct)
- [OIT HelpDesk](#) (865) 974-9900
- [Schedule of Classes/Timetable](#)
- [Student Health Center](#) (visit the site for a list of services)
- [Student Success Center](#) (Academic support resources)
- [Undergraduate Academic Advising](#) (Advising resources, course requirements, major guides)
- [University Libraries](#) (resources, databases, course reserves, and services)

COURSE SCHEDULE/OUTLINE/ASSIGNMENTS/UNITS OF INSTRUCTION

Specific instructions for all student activities other than reading/watching/listening to course materials are included on Canvas with the assignment. All materials will open two weeks prior to the date on which the topic begins.

Unit/Module	Topic	Student Activities
Getting Started	Pre-course materials	Read syllabus Watch Introductory Video
Foundations of Leadership and Followership	Defining Leadership and Followership Communication (August 27, 29)	Read Chapter 1 Entry Quiz and Discussion Questions Case Study
	Classical Approaches (September 3)	Read Chapter 2 Watch Leadership in 5 Minutes Entry Quiz and Discussion Questions
	Contemporary Approaches (September 5)	Read Chapter 3 Entry Quiz and Discussion Questions
	Communication Competence (September 10, 12)	Read Chapter 4 Entry Quiz and Discussion Questions Case Study

Unit/Module	Topic	Student Activities
Contexts of Leadership and Followership	Relational Approaches (September 17, 19)	Read Chapter 5 Entry Quiz and Discussion Questions Case Study
	Diversity and Inclusion Week Speaker	Meet in Scripts Lab Theater (4 th floor Communication Building)
	Groups and Teams (September 24, October 1)	Read Chapter 6 Entry Quiz and Discussion Questions Case Study
	EXAM I (October 3)	
	Intra-Organizational (October 8, 10)	Read Chapter 7 Entry Quiz and Discussion Questions Case Study
	Inter-Organizational (October 15)	Read Chapter 8 Entry Quiz and Discussion Questions Case Study
	Internal and External Audiences (October 22, 24)	Read Chapter 9 Entry Quiz and Discussion Questions Case Study
	Nonprofits (October 29, 31)	Read Chapter 10 Entry Quiz and Discussion Questions Case Study
	Global and Multi-National (November 5, 7)	Read Chapter 11 Entry Quiz and Discussion Questions Case Study
	Political (November 12, 14)	Read Chapter 12 Entry Quiz and Discussion Questions Case Study
	Exam II (November 26th)	
	Leader Analysis (December 3rd)	Portions of this paper will be turned in during the semester
	International Presentations (Final Exam Period)	Portions of this group project will be turned in during the semester