**University of Tennessee**

**School of Communication Studies**

**CMST 446: Communication and Leadership/Followership**

**Fall 2020 Section 001 3 Credits**

**MEETING TIME:** 9:50 a.m. – 11:05 a.m.

**MEETING DAYS:** Tuesday and Thursday

**CLASSROOM:** SRF-307

**INSTRUCTOR:** Cassandra Ray

**Email:** cmellon2@vols.utk.edu

**Office:** 293 COM

**Office Hours:** Tuesday 2:40 p.m.–4:10 p.m. Eastern Time (or by appointment)

I am available to meet at times other than my office hours. You are welcome to make an appointment for another time. Contacting me by email is the best way of making one of these appointments.

Please do not see office hours exclusively as a time to address problems with the course. You can use them to clarify points you do not understand, to get additional readings, or to talk about the subject matter in relation to your interests.

**Course Overview and Goals:**

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 (CMST342) and will benefit from having completed Communication Theory (CMST352).

***By the end of the semester, you should have achieved the following course objectives:***

* to develop a deeper understanding of the theories that inform our understanding of leadership and followership
* to read and develop a deeper knowledge of the research conducted about leadership and followership
* to practice the principles of effective written and oral communication
* to practice the principles of relationship building and group interaction

**Course Requirements**

**Required Text:**

Textbook readings and additional readings will be posted in Canvas. You will also be required to purchase a popular press book about leadership/followership to complete a course project. You will receive the details of this requirement in a separate handout(s).

**Course Communication, Technology, and Resources:**

Throughout the course of this semester, I will regularly communicate with you via your student email address Canvas, and through Zoom (if/when necessary).

***Using Canvas:***

The course Canvas site is a valuable tool for communication, document sharing, and/or online assessment/evaluation. Additional Canvas resources for students can be found at [Online@UT Canvas](https://oit.utk.edu/teachingtools/online/).

**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.

**Course Assignments, Assessments, and Evaluation**

**Learning Assessments:** Learning Assessments are designed to test and improve your knowledge of a particular unit of interpersonal communication study. Assessment assignments may include (but are not limited to) discussion leader assignments, homework assignments, writing assignments, journal article presentations, group projects, and reflection papers. There will be three (3) learning assessments to complete for this course. You will receive the details of these assignments in separate handouts. *Neglecting to complete assignments on time or adhere to the directions will result in a grade deduction.*

**Exams/ Quizzes:** Two (2) exams will be given in class throughout this course, which include multiple choice and open-ended questions. These are designed to test knowledge; therefore, questions require recall and application of material from assigned reading material, from class, or from both. Examinations are not cumulative. All exam dates are listed on the syllabus. I reserve the right to implement quizzes if I feel you are not reading and preparing well for class.

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| **Assignment** | **Points Available** |
| LA # 1 | 60 |
| LA # 2 | 80 |
| LA # 3 | 60 |
| Exam #1 | 100 |
| Exam #2 | 100 |
| **Total** | **400** |

**Grading Assessment:** Final grades are based on an absolute point total. A student's final grade is a function of the number of points earned in the course divided by the total number of points yielding a percentage. Each assignment will be awarded a point value. The division of points received to points available will determine a letter grade for an assignment.

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|  |  | **Description of Work Quality** |
| **A** | 93 – 100 | Work that is truly outstanding and consistently exceptional OR outstanding in most areas and good in others. |
| **A-** | 90 – 92 | Work that is generally of high quality and good in most areas. |
| **B+** | 87 – 89 | Work that is good in most areas, significantly distinguishable from average work, AND in some areas exceeds basic expectations |
| **B** | 83 – 86 | Work that is good and reflective of average work and meets basic expectations |
| **B-** | 80 – 82 | Work that is good and somewhat qualifies as average work and meets basic expectations |
| **C+** | 77 – 79 | Work that is somewhat above the basic standards in many areas fulfills expectations of the assignments. |
| **C** | 73 – 76 | Work that generally meets the most basic standards in most areas and expectations of the assignment. |
| **C-** | 70 – 72 | Work that barely meets the most basic standards in some areas and expectations of the assignment. |
| **D** | 60 – 69 | Work that overall only meets the most minimal standards and does not demonstrate an effort to perform at a higher level |
| **F** | 0 - 59 | Work that does not meet the most minimal assignment standards. |

*\* Any student wishing to dispute a grade must do so in writing within 24 hours of receiving the graded assignment. A copy of the graded assignment and an explanation of your concerns must be included, in addition to any requirements laid out in the student handbook.*

**Plagiarism Checker:** In this course, I may utilize Canvas’ plagiarism checker, an automated system which instructors can use to quickly and easily compare each student's assignment with the submitted work of others and with work from around the web. After the assignment is processed, I receive a report that states if and how another author’s work was used in the assignment.

**Course and University Policies**

**In-Class Participation:** You are expected to participate in this class and promote an environment that encourages the participation of your peers. For you to get the most out of the material and be successful in this course you are expected to complete the assigned readings **before class**. In addition, you are required to bring your copy of the readings with you to each class period. Demonstrating active participation during class activities and reading discussions includes: attending class regularly, coming to class prepared, expressing constructive and thought-provoking contributions, and staying on topic. These attributes will be monitored over the course of the semester to be used in the event that your final course grade is within 2 percent points of the next higher grade. If an earnest effort to participate over the course of the term has been made, then those points will be assigned and your grade will be increased to the next higher grade, if not they will not be assigned.

**Professionalism:**

You will be exposed to many divergent views during this class. Please respect everyone’s point of view, even if it is contrary to your own. You do not have to agree with everyone, but you do have to be willing to listen. Students are expected to be professional in terms of the quality of submitted assignments, the quality of the communicative interaction with classmates and the instructor, and general conduct. For academic discourse, spoken and written, I expect you to use inclusive language for human beings. Slurs, name calling, or unprofessional language will not be tolerated.

**Electronics/Phone Policy:**

The use of phones and the use of electronic devices for anything *beyond class engagement during class time is prohibited*. This includes but is not limited to: making or receiving calls or messages (text, email, etc.), playing games, using social apps, and surfing the web during class. If you carry a phone or electronic device, please do so responsibly. Be sure it is in **silent** mode (using “vibrate” setting is not appropriate) so as not to disturb class if you get a call or text. *Students who use electronic devices beyond class engagement purposes or otherwise pose a distraction to the speaker may be asked to leave or sing the song of the day and may receive an automatic grade deduction toward your final grade.*

**Nature of Group Work:**

Working in groups is tricky. I recognize there can be situations where you may not get along or where the work load is unbalanced. As a result, I maintain the following **group project policies:**

* The team project ***requires*** each team member to be actively engaged with the team; attend all team meetings; complete team assignments by the team’s due dates; and complete his/her fair share of the project workload.
* Attendance is ***mandatory*** for the THREE in-class group meeting days listed in the course schedule. Any student that does not attend class on any of these days will receive a 10% grade deduction ***per in-class group meetings*** from their final group project grade. Further, be on time to avoid being penalized as attendance will be taken at the beginning of class on in-class group meeting days. At the beginning of each in-class group meeting days, groups must submit a role sheet of group members present.
* Groups will be assigned within the first few days of class. Group member composition is final unless otherwise stated by the instructor.

**Attendance:**

Academic success is built upon regular class attendance. As stated above, attendance is ***mandatory*** for the THREE in-class group meeting days listed in the course schedule. Beyond, these in-class group work days, a student who finds it necessary to miss class *assumes responsibility* for obtaining lecture notes from a peer (I will not respond to emails asking “Did I miss anything?” The answer is always “yes.”), and any additional information (i.e. handouts, assignment details, etc.) given during the missed class period. At the University of Tennessee, students are expected to attend all of their scheduled classes. Registering for and attending class is your responsibility. Please arrive for class on time and plan to stay the entire time. Attendance is required for

**Written Assignments:**

1. Follow APA format. (https://owl.english.purdue.edu/owl/resource/560/01/) The preceding website contains information that breaks down the style manual to the essential components for this course (i.e., 12 point Times or TNR font, 1” margins, title page, reference page, etc.). APA has a complete style manual and several websites are available to assist you in navigating the style format.

2. The evaluation and assessment of written work will include spelling, grammar, sentence and paragraph structure, and style. Hard copy submissions of written work are expected to be ***stapled***, follow APA format, and will be held to college level expectations. PROOFREAD THOROUGHLY BEFORE SUBMITTING WORK! If the written component of any assignment does not meet the minimum expectation for college level writing, you may be encouraged to visit the writing lab in addition to re-doing the written portion of the assignment for a reduced grade.

**Late Assignments & Make-up Exams:**

There is a two-day grace period where late work will be accepted. Failure to submit assignments on time by the deadline automatically reduces the assignment grade. Meaning, if you do not submit by the deadline, the highest grade you can earn will begin at an A-. Every 5 hours following the assignment deadline time, that an assignment is late, the grade is further reduced by letter grade. After two days (i.e., after the two-day grace period concludes), late work will not be accepted. All assignments are due on the due date and time as listed on the assignment handout.

Make-up exams are only given under serious and extenuating, or emergency circumstances. If such a situation arises, contact me **prior** to the exam date. In the case of an emergency, contact me as soon as possible. You must provide documentation (i.e. doctors note with dates/times, description of university-sanctioned activity, etc.) in order to make up an exam.

**Disability Services:**Any student who feels s/he may need an accommodation based on the impact of a disability should contact me privately to discuss your specific needs. Please contact the Office of Disability Services at 865-974-6087 in 2227 Dunford Hall to coordinate reasonable accommodations for students with documented disabilities.

**CCI Diversity Statement:**The College of Communication and Information 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.

**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 the [UT Principles of Civility and Community](https://civility.utk.edu/principles/).

**Academic Integrity:**

Academic integrity is taken very seriously. If you violate academic standards of conduct, you risk failing this course or possible suspension from the university. Violations include (but are not limited to) cheating, plagiarism, use of a paper that has been turned in by you or someone else in another class, and unauthorized possession of exam materials. **If caught engaging in academic dishonesty in this course you will receive a zero in the course.** You are responsible for being familiar with university policies on such matters; including a thorough understanding of the university’s Honor Statement:

*An essential feature of the University of Tennessee 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.*

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| **Tentative Course Schedule** | | | |
| **Week** | **Date** | **Topic** | **Required Reading/Assignments** |
| 1 | August 20 | Intro to Leadership/Followership |  |
| 2 | August 25  August 27 | Defining Leadership and Followership | Ch. 1 |
| 3 | Sept. 1  Sept. 3 | Historical Approaches | Ch. 2 |
| 4 | Sept. 8  Sept. 10 | Contemporary Approaches | Ch. 3/ *In-class Group Mtg.* |
| 5 | Sept. 15  Sept. 17 | Individual and Relational Competency | Ch. 4 |
| 6 | Sept. 22  Sept. 24 | Relational Leadership/Followership | Ch. 5 |
| 7 | Sept. 29  Oct. 1 | **Exam #1**  Teams | Ch. 6/ Discussion Leaders |
| 8 | Oct. 6  Oct. 8 | In-Class Workshop  Teams (cont’d) | Ch. 6 |
| 9 | Oct. 13  Oct. 15 | Intra-organizational (internal)  Intra-organizational (internal, cont’d) | Ch. 7/ Discussion Leaders  Ch. 7 |
| 10 | Oct. 20  Oct. 22 | Inter-organizational (external)  Inter-organizational (external, cont’d) | Ch. 8/ Discussion Leaders  Ch. 8 |
| 11 | Oct. 27  Oct. 29 | Organizational Publics  Organizational Publics (cont’d) | Ch. 9/ Discussion Leaders  Ch. 9/ *In-class Group Mtg.* |
| 12 | Nov. 3  Nov. 5 | Nonprofit Organizations  International/Global Organizations | Ch. 10/ Discussion Leaders  Ch. 11/ Discussion Leaders |
| 13 | Nov. 10  Nov. 12 | International/Global Organizations  Political and Public Arenas | Ch. 11/ **LA#2 DUE**  Ch. 12/ Discussion Leaders |
| 14 | Nov. 17  Nov. 19 | Political and Public Arenas (cont’d)  **In-class Group Workday** | Ch. 12  *In-class Group Mtg.* |
| 15 | Nov. 24  Nov. 26 | **LA#3 Group Presentations**  **Thanksgiving Holiday–No Class** | **LA#3 DUE** |
| 16 | Dec. 2-9 | **Final Exam (TBA)\_Exam #2** |  |

*\* Changes to this syllabus may be made as deemed necessary by the instructor. If changes are made, students will be notified via canvas, or through their university email.*

**Withdrawal Policy:**

The last day to drop *without* a ‘W’ is **August 25,2020**. The last day to drop *with* a ‘W’ is **November 10, 2020**. For more information regarding dates and deadlines, https://onestop.utk.edu/calendar/.