COMM 5308  
Leadership & Teamwork  
Syllabus for Spring 2014

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Office Hours: M 11-4; T 11-4; W 2-7; Th 11-4  
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I. Course Description

3 sem. hrs. This course will focus on the theory and practice of teamwork and leadership in small groups. Topics include developing positive group norms, establishing functional roles, enhancing leadership skills, making group decisions, developing innovative thinking, analyzing group communication, conducting productive meetings, functioning as a team and delivering group presentations.

II. Student Learning Outcomes

At the end of this course, students will be able to

1. Identify key terms, major communication theories, and current scholarly research relevant to the study of leadership and group communication;  
   Measure: RRs and Discussion.
2. Identify theories of leadership and group communication and apply appropriate ones to various situations;  
   Measure: Final writing assignment and presentation.
3. Apply group and leadership theories to demonstrate effective communication as both a team member and as a leader; and  
   Measure: Journaling.
4. Demonstrate creative and critical thinking skills in problem solving contexts.  
   Measure: Group work.

III. Graded Activity

A. Reading Responses-25% of final grade. Reading responses (RR) are reflections you have on the reading. The RR should be at least 500 words and thoroughly thought out. You are to include information from the session's assigned readings in ONE reading response. Mark up your books/articles while you are reading and discuss the items that got your attention. Reading responses should include brief summaries of the text (be sure to use page numbers when directly quoting from the readings), your critical analysis of the material, and application when appropriate. This will add depth to your responses. At the end of your response, it is recommended that you write some possible discussion questions for your cohorts to consider. RRs will be graded on a scale of zero to 10, where 7 represents average work.
Every student will read the same information for RR1 and RR2:
- RR1: Northouse Chapter 1 & 16, due online by 3/24
- RR2: Burtis & Turman Chapter 1 & Hirokawa et al. (1987), due in class 3/26

For RRs 3-7, each student must read one reading of his/her choice from each of the following areas. Find readings that most directly relate to your final paper. See calendar for due dates.
- Leadership Approaches: Northouse Chapter 2, 3, 4, or 5
- Leadership Theories: Northouse Chapter 6, 7, or 8
- Leadership Considerations: Northouse Chapter 9, 10, 11, 12, or 13
- Leadership in the Margins: Northouse Chapter 14 or 15 or Garcia reading
- Common Group Pitfalls: Burtis & Turman Chapter 3, 4, 5, 6, or 7

B. Participation-15% of final grade. Assessment of participation includes a syllabus quiz, introductions, and class discussion. Every student needs to respond to the posted Discussion Starters/Reading Responses by the deadlines. This will facilitate a computer-mediated dialogue with your classmates and instructor. This interaction is crucial to building an online learning community. Discussions will be graded on a scale of 1-10, where 7 represents average work. Due dates for Bb discussions: 3/29, 4/4, 4/12, 4/19, 4/26, and 5/2. Students will receive an in-class discussion score for RR2 on 3/26.

Here are some discussion guidelines:
- When you reply to a Reading Response, don’t just say "I agree." Give the name or names of person(s) with whom you are agreeing, a brief, sentence or two summary of what they said you are agreeing with, and then your views. Please make sure you post this as a response rather than a new discussion thread.
- With the RRs of Choice (RRs 3-7), try to respond to RRs for which you have also done the primary reading. If that is impossible, you may have to familiarize yourself with the reading before you can respond intelligently to the RR.
- Responses should be at least 100 words.
- You need to reply to four RRs (not including your own). Please don’t wait to do all of them on the last day they are due. It will really help everybody if you will participate throughout the week.
- When you express an opinion, be sure and support it with material from our readings or from other sources that are available to the class. When you quote directly from the text be sure to give the page number(s).
- You’re encouraged to post links to external material that help illustrate and strengthen your arguments.
- While there will no doubt be disagreements, I expect the members of this community (including myself) to challenge ideas in a manner that reflects respect and recognition of opposing viewpoints without attacking individuals.
- Please moderate your threads and respond to people who respond to your posts on the discussion board. That will make this a truly interactive, dialogic experience.
C. **Journaling & Peer Evaluations-10% of final grade.** Students are invited to privately journal about their group experiences throughout the course. It will give you a chance to apply what you are learning to a personal experience. Due dates: 4/3; 4/10; 4/17; 5/1; and 5/15.

D. **Group Paper on Pitfalls-30% of final grade.** Write a case study about a faulty decision made by a group (see example papers for guidance). Identify the faulty decision, the make up of the group that made the decision, and make an argument for why the decision should be considered faulty. Reference leadership, group and other communication scholarship to describe what caused the faulty decision. The paper should be a *minimum* of 14 pages (not including the cover page, abstract, appendix, or references). Papers much conform to APA standards. Research proposal due: 4/4; Outline due: 4/21; Final Paper due: 5/14.

E. **Group Presentations-20% of final grade.** In a 12-15 minute speech, your group should educate your audience with the material gathered for the final paper. This gives your cohorts an opportunity to learn from your team’s research efforts. Remember, your group members are the experts in this room on your particular topic. You will be required to submit both an outline and references before the presentation. You may only use an outline during the presentation. Please see the rubric for the grading criteria. Due date: 4/30.

### IV. Policies

**A. Late Work.** Your classmates are counting on you to get your work done on time. In many ways, their grades depend on it. Therefore, Reading Responses and Participation in Blackboard Discussion will NOT be accepted late. No matter the reason. If you don’t get those done by the deadline, the grade is a zero. In other words, work ahead.

For all other assignments, one letter grade will be deducted for every day (including weekends) that the assignment is late. After four days, the assignment will not be accepted for credit. There are some exceptions for excused absences.

Your computer crashing, printer not working, etc. will never be accepted as excuses for late work. It is your responsibility to begin work early enough to accommodate unforeseen circumstances.

**B. Missed Class.** If you miss a face-to-face (f2f) class, please consult with your classmates for the notes and/or homework. You should contact me AFTER you have tried contacting multiple classmates multiple times. If you miss a f2f class the day an assignment is due, you should get the work to me BEFORE class.

**C. Plagiarism.** Plagiarism is the presentation of the work of another as one’s own work. If asked, you must be able to produce proof that the assignment you submitted is in fact your own work. In accordance with TAMUCC policy, penalties that may be applied by the faculty member to individual cases of academic dishonesty include one or more of the following: (a) Written reprimand; (b) Requirement to re-do work in question; (c) Requirement to
submit additional work; (d) Lowering of grade on work in question; (e) Assigning grade of “F” or “0” to work in question; (f) Assigning grade of “F” for course; (g) Recommendation for more severe punishment, such as dismissal from the program or from the University.

D. Attendance & Tardiness. An attendance sheet will be passed out at the beginning of every face-to-face class period; you are responsible for signing it. If you are late, please write “tardy” next to your signature. The emphasis on performance and participation in this class requires close attention by students and the instructor to attendance. You are allowed one unexcused absences without penalty for this evening class. Every unexcused absence beyond that will cost you that evening’s participation points. You may also be penalized for excessive tardiness.

I consider an excused absence one in which the absence is beyond your control. This is for your own medical or legal emergencies. Documentation of the event is due by the last day of classes before finals week. I will not excuse absences in which you attend a celebratory event, have a work function, go on vacation, or take somebody else to the doctor, hospital, dentist, court, etc. Please save your free unexcused absence for such an occasion.

Students who are absent from class on approved University business (e.g., intercollegiate athletics competition/travel, field trips, student research conferences, Board of Regents meetings) will receive an excused absence. Students are responsible for informing their instructors about the trip in advance.

E. Preferred Methods of Scholarly Citations. Unless otherwise noted, all assignments for this course must follow APA guidelines. Please staple multiple-page papers in the upper left-hand corner.

F. Notice to Student with Disabilities. Texas A&M University-Corpus Christi complies with the Americans with Disabilities Act in making reasonable accommodations for qualified students with disabilities. If you suspect that you may have a disability (physical impairment, learning disability, psychiatric disability, etc.), please contact the Services for Students with Disabilities Office, located in Driftwood 101, at 825-5816. If you need disability accommodations in this class, please see me as soon as possible.

G. Academic Advising. The College of Liberal Arts requires that students meet with an Academic Advisor as soon as they are ready to declare a major. The Academic Advisor will set up a degree plan, which must be signed by the student, a faculty mentor, and the department chair. The College’s Academic Advising Center is located in Driftwood 203E, and can be reached at 825-3466.

H. Grade Appeals Process. Students who feel that they have not been held to appropriate academic standards as outlined in this class syllabus, equitable evaluation procedures, or appropriate grading, may appeal the final grade given in the course. A student with a complaint about a grade is encouraged to first discuss the matter with the instructor. For complete details on the process of submitting a formal grade appeal, please visit the College of Liberal Arts website, cla.tamucc.edu/students/studentinfo.html. For assistance and/or
guidance in the grade appeal process, students may contact the Associate Dean of the College of Liberal Arts.

I. **Personal Electronics.** Please turn all cell phones on silent while you are in class and put them out of sight. Check your messages AFTER class and return the calls then. Do not text during class. It’s fine to use laptops, tablets, etc. in class to keep notes; just make sure you’re not wandering around the internet. This will cause you to lose all electronics privileges during class.

J. **Packing Up.** Do not pack up before I dismiss a face-to-face class. The slamming of books and zipping of bags is disruptive and rude; plus, you never know when I may say something important or give a last-minute assignment. You’ll want to have that pen and paper handy.

K. **Advice for Online Students.** It is a good idea to work ahead. The deadline is the LAST day work can be turned in; unless otherwise noted, you can turn in work before the due date. When you sit down to do your work, in particular when responding on the discussion board, give yourself a nice block of time. Don’t rush your work. It’ll be pretty obvious to the rest of us and you won’t get as much from the class.

V. **Required Texts**


VI. **Readings Available on Blackboard**


Student examples of case studies.
Please keep in mind that every week in this class is like 2 weeks in a 15-week semester.

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<th>Week/Topic</th>
<th>Readings/Lecture/Video</th>
<th>Assignment(s) Due</th>
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<tr>
<td>Online</td>
<td>Read over the syllabus and assignments</td>
<td>Introductions</td>
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| 3/19 Face-to-Face (f2f) Meeting | Engleberg & Wynn, Ch 11
|                  |  Productive Meetings lectures                               | Syllabus Quiz                                          |
|                  | Group Formation for final project & discuss final project  |                                                        |
| Online           | Northouse, Ch 1 & 16                                        | RR1 due by 3/24                                       |
| 3/26 f2f Meeting | Burtis & Turman, Ch 1
|                  | Hirokawa et al. (1987)                                      | Discussion due by 3/29                                 |
| Online           |                                                            | RR2 due by class time 3/26                             |
| 4/2 f2f Meeting  | Group Meetings (work on research proposal)                  | Journal due 4/3                                       |
| CSCA             |                                                            |                                                        |
| Online           |                                                            | RR3 (Choice from 5 areas) due by 3/31                   |
|                  |                                                            | Discussion due by 4/4                                 |
| 4/9 f2f Meeting  | Group Meetings                                             | Journal due 4/10                                      |
| Online           |                                                            | RR4 (Choice from 5 areas) due by 4/7                    |
|                  |                                                            | Discussion due by 4/12                                 |
| 4/16 COMM Week   | Group Meetings                                             | Journal due 4/17                                      |
| Online           |                                                            | RR5 (Choice from 5 areas) due by 4/14                   |
|                  |                                                            | Discussion due by 4/19                                 |
| 4/23 f2f Meeting | Engleberg & Wynn, Appendix
<p>|                  | Group Presentations                                         | Final Paper Outline due by 4/21                        |
| Online           |                                                            | RR6 (Choice from 5 areas) due by 4/21                   |
|                  |                                                            | Discussion due by 4/26                                 |
|                  |                                                            |                                                        |
|                  |                                                            | RR7 (Choice from 5 areas) due by 4/28                   |</p>
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<td>4/30</td>
<td>Presentation Journal due 5/1</td>
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<td>f2f Meeting</td>
<td>Discussion due by 5/2</td>
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<td>5/14</td>
<td>Papers due</td>
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<td>Journal due by 5/15</td>
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