

TEXAS A & M UNIVERSITY-COMMERCE

COMMERCE CAMPUS

Department of Mass Media, Communication, & Theatre

Spring 2014

Course Instructor: Stephen A. Furlich, Ph.D.

Course Title: Leadership & Conflict Management (On-Line)

SPC 397

Class Time: On-Line

E-Mail: Stephen.furlich@tamuc.edu

Office Hours: (Virtual through e-mail, ECollege).

Office: PAC 120

Prerequisites: None

IMPORTANT, PLEASE READ

*Please take the **Student Orientation Tutorial** before beginning the course. To do so please log into ECollege, then click in the upper left corner 'My Courses' then in the middle of the page under the heading 'my course list' and under 'special courses' click on the link under it labeled 'Student Orientation Tutorial.'

* After signing into ECollege please click on the Help button on the top right side of the page to learn some navigation through the course with the links that to the side.

Course Descriptions: An analysis of the nature of leadership and conflict and the methods to resolve conflict with an emphasis on collaborative problem solving and mediation. Applying leadership and conflict management concepts, principles, strategies and techniques to your personal life.

Required Textbook: Gamble, T., & Gamble, K. (2013). Leading with Communication: A Practical Approach to Leadership Communication. Sage. ISBN-978-1412994262

Students **MUST** have access to the **INTERNET**.

E-Mails: Label your Name, Class, and Section number, Examples: Smith, 317-01W, in e-mails such as in subject lines.

Course Outcome Competencies

By the end of the course, students should be able to:

1. Understand leadership & conflict in interpersonal, organizational, and intercultural contexts and how communication can be used productively.
2. Be able to recognize communicative traits and conflict tactics.
3. Understand and analyze conflict in order to shape more effective and productive responses to it.
4. Learn concepts and skills for successful leadership.
5. Understand and apply the vocabulary and practice of leadership and conflict resolution.

Attendance - Punctual attendance is expected such as participation in discussions and completing assignments by the established deadlines.

Assignments will be submitted electronically through ECollege and must be received by 5:00 P.M. Central Friday the week it is assigned. This includes discussion postings. Please note the last week of class for Test 3. **Please do not send an e-mail asking if your paper was received until at least 1 week after it is due.** Answering e-mails about receiving the papers slows down the process of grading speeches. **An e-mail from the Instructor to ALL students will be sent AFTER ALL papers have been graded to notify the class that paper assignment grades have been posted.**

Course Assignments/Assessments: The department of Mass Media, Communication, & Theatre supports university policies of academic excellence as noted in the student handbook.

Interpretation of grades should be considered within the university framework: A=excellent, B=good; C=average; D=inferior; and F=failure. Final grades in this course will be based on:

*** Tests - (70%)**

20% Test 1

25% Test 2

25% Test 3

Test questions will come from the assigned chapters as well as any notes sent out. Students must take the tests without any assistance from other people. They may use their textbooks but the tests will be timed. Academic integrity is described in the student handbook for Texas A&M University-Commerce. Failure to abide by the rules outline may result in failing the class. If a week has both a test and discussion in that week, the discussion will not be part of that test but

will be covered on the next test. Due to multiple sections of this class taking similar tests, **test answers will not be given after the test as to correct and incorrect answers.** The students' scores will be the feedback that they receive concerning their test performance. **Students preparing for tests should study how concepts are related to each other, how they differ, and come up with personal examples of the concepts. The test questions are usually not straight forward definitions but often give an example and ask the student which concept the example best represents.**

***Please only submit written assignments as attachments in WORD. Other files such as PDF files are too difficult to grade.**

Discussion- (10%)

All discussions are finished by the Friday of the week they are assigned at 5:00 PM Central. A list of questions is given at the end of the syllabus for each section. The first student to post a comment or question for a section should consider addressing one of these questions. Students are required to **post 2 questions and respond to 2 other questions** that are posted each week. **Students need to come up with their own original questions to post and not re-post previous questions from other students or the syllabus. Likewise, students need to refrain from answering the same questions that other students previously fully answered.** Some repetition is acceptable if it helps to develop the ideas and concepts. The objective is to expand and apply the course material. Students cannot post questions or comments for any section except the present one. Hence, you need to stay on top of your participation for each section. **It is helpful for viewing in ECollege if students begin a new post with each of their original questions that they post rather than connected to a previous comment or posting more than one question together.**

Activities (10%)

Chapter Exercises: Each chapter in the book has activities that can help students better understand their own personal leadership style. These activities are designed to help students become more active in the learning process. Listed below in the course schedule are the activities and the weeks they are due. Please submit the activity through ECollege in the Doc Sharing area for the appropriate envelop aligned with each activity.

Paper (10%) *Internet web-site sources will not count as part of the required sources. Using books or journal articles are encouraged.

Paper 1: Current Event (10%): Each student will investigate a current event involving leadership and conflict. This can be one from the news or an event that that they are more

familiar with personal experience. They will describe the influence of communication with leadership and conflict concerning the major players. Each student **must identify at least 5 examples** of class material about the event. Each paper must also have **at least 3 outside sources cited** throughout their paper. **Internet web-site sources will not count as part of the required 3 sources.** Using books and journal articles are encouraged. Each student will submit their paper through ECollege for this class in Doc Sharing. Papers need to follow APA format. Papers should be 1-2 pages not including reference page and title page.

* **Course Behaviors**

Students may lose 10% of their final grade or be dropped from the class for acting disrespectful the first time. This includes but is not limited to offensive comments to another student, etc. Students can receive an 'F' in the class for academic dishonesty. This includes but is not limited to cheating on tests, using previous work from another class for assignments, copying another's work from anywhere, etc.

Course Procedures

Assignments - Assignments must be completed on time. Late work will result in loss of points. Academic integrity is expected on all course assignments and activities. Violations of academic integrity (e.g., plagiarism, cheating, etc.) are serious offenses and will be dealt with according to university policy.

Make-Up Assignments and Examinations - If you miss an exam or presentation it must be for one of the following types of documentable reasons: death in the family, severe personal illness, university sponsored activities, etc. If you have an unexcused absence on a day you are scheduled to make a presentation or take a test, you cannot make up that presentation or test. Additionally, because of time constraints, the instructor may elect not to grant make-up speeches for any reason. In order to take a make-up examination you must submit verifiable and official documentation to your instructor (e.g., a doctor's note for the specific day missed). If your request is approved, you may take a make-up test on the appointed day. All make-up exams must be given for qualified persons within 2 weeks of the missed test.

Observance of a Religious Holy Day – Texas House Bill 256 requires institutions of higher education to excuse a student from attending classes or other required activities, including examinations, for the observance of a religious holy day. The student shall also be excused for

time necessary to travel. An institution may not penalize the student for the absence and allows for the student to take an exam or complete an assignment from which the student is excused. No prior notification of the instructor is required.

ADA Statement

The Americans with Disabilities Act (ADA) is a federal anti-discrimination statute that provides comprehensive civil rights protection for persons with disabilities. Among other things, this legislation requires that all students with disabilities be guaranteed a learning environment that provides for reasonable accommodation of their disabilities. If you have a disability requiring an accommodation, please contact:

Office of Student Disability Resources and Services

Texas A&M University-Commerce

Gee Library 132

Phone (903) 886-5150 or (903) 886-5835

Fax (903) 468-8148

StudentDisabilityServices@tamu-commerce.edu

[Student Disability Resources & Services](#)

Leadership & Conflict management Course Schedule – Spring, 2014

Dates are Monday of each week. Assignments start on Monday and end by Friday of each week.

Assignments due by Friday each week 5PM Central

Jan. 13: DISCUSSION: Ch. 1, 2

Jan. 20: DISCUSSION: Ch. 3

ACTIVITY: Page 45 (Self-Reflection: Looking In & Out). Take the assessment & write at least 1 paragraph about what the results indicate your followership style. Give at least 1 specific example of your followership style might play out.

Jan. 27: DISCUSSION: Ch. 4

<p>ACTIVITY: Page 69 (Self-Reflection: Looking In & Out). Take the assessment & write at least 1 paragraph about what the results indicate concerning your potential to affect organizational climate. Address your overall score, trust, decision-making, supportive-climate, openness-in-downward-comm., listening in upward comm., concern for high performance goals.</p>	
Feb. 3: Test 1	
Feb. 10: DISCUSSION: Ch. 5, 6	
<p>ACTIVITY: P. 108 (Self-Reflection: Looking In & Out). Write at least 1 sentence to questions 1-10 and at least 1 paragraph of a general conclusion.</p>	
Feb. 17	<p>ACTIVITY ONLY THIS WEEK. P. 112 Observation: Watch & Learn. Write at least 3 sentences for questions 1-4.</p>
Feb. 24	<p>DISCUSSION: Ch. 7</p> <p>ACTIVITY: P 124 Rate yourself on the 10 items and write 1 paragraph or more about your leadership verbal comm.</p>
March 3	<p>DISCUSSION: Ch. 8</p> <p>ACTIVITY: P. 155 (Post It: Imagineering a better way.). Think of a leader you have regular contact with and not necessarily the President. Write at least 1 paragraph of a general conclusion about responses to questions 1-5.</p>
March 10	SPRING BREAK NO CLASS
March 17	Test 2
March 24	<p>DISCUSSION: Ch. 9, 10</p> <p>ACTIVITY: P. 164 (Self-Reflection: Looking In & Out.). Evaluate your conflict style by rating the 30 items and adding your results. Write at least 1 paragraph of a general conclusion about your likely dominant conflict style.</p>
March 31	Paper Due
April 7	<p>DISCUSSION: Ch. 11, 12</p> <p>ACTIVITY: P. 202 (Self-Reflection: Looking In & Out.). Evaluate your views about teams by rating the items related toward teams, your role, & belief's about the leader's role and adding</p>

	your results. Write at least 1 paragraph of a general conclusion concerning all 3 areas together.
April 14	DISCUSSION: Ch. 13, 14 ACTIVITY: P. 261 (Self-Reflection: Looking In & Out.). Answer the questions in the section addressing your approach to change in at least 2 paragraphs.
April 21	DISCUSSION: Ch. 15 ACTIVITY: P. 287 (Post It: Imagineering a Better Way). Answer the 2 questions at the bottom in at least 1 paragraph). Post-Test Send
April 28	Test 3

I'm looking forward to getting to know each one of you!
Have a great semester!

Discussion Questions

Week 1: What is leadership? Do followers need to be willing to follow for leadership to occur? How valid is the trait approach to leadership? How does our identity influence our leadership communication? Should CEOs get paid as much money as the company can afford to pay? Is the NSA wiretap ethical to spy on American citizens if it prevents harm on them?

Week 2: What role does interpersonal communication play, if any, within leadership? What role does critical thinking have with leadership? Are there any reasonable expectations leaders can have of followers?

Week 3: What is meta-cognition and how can it be used for more effective leadership? What role does understanding other's emotions play with leadership? How can a leader protect against groupthink?

Week 4: Test 1

Week 5: What is a paradigm and what influence does it have with leaders and followers? What impact does technology such as the internet play in people's perceptions and expectations of leaders? How does popular media influence our perceptions/ expectations of leaders?

Week 6: ACTIVITY ONLY THIS WEEK. P. 112 Observation: Watch & Learn. Write at least 3 sentences for questions 1-4.

Week 7: What does it mean for a leader to find their voice? What is identification? How can leaders use identification with followers? What impact does information overload have on society and what are some ways to deal with it? What role can technology play with either helping or hindering listening?

Week 8: What role does nonverbal communication play with leadership? What are some major points to keep in mind about nonverbal communication in leadership? How prevalent is deception in our society during leadership communication and how well are people at identifying it?

SPRING BREAK**Week 9: TEST 2**

Week 10: How do conflict management styles differ? How can conflict influence negatively and/ or positively leadership? What role does culture play with the conflict management style one chooses most often to use? What is social exchange theory and how can it be used with leadership?

Week 11: PAPER DUE

Week 12: How are relationships created through only on-line communication differ from using only face to face communication? Is more or less information shared knowing that you may never meet the other person? What are some possible reasons behind synergy? How does empathy differ with sympathy in leadership?

Week 13: What are some cultural influences regarding emotions and communication? Are stereotypes always bad? How should a leader communicate differently between a high context audience and low context audience? Why does a leader need to be resilient?

Week 14: What role does self-disclosure play with networking? How can identification influence relationships? How does perception influence understanding communication in a working relationship?

Week 15: TEST 3