TEXAS A & M UNIVERSITY-COMMERCE

COMMERCE CAMPUS

Communication Studies Program

Department of Literature and Languages

COMS 319 Section 02W

Leadership & Conflict Management (Online)

COURSE SYLLABUS: Spring, 2020

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

Class Time: On-Line

Office: JOUR 301B

Office Hours: (Tues. 8:00AM-2:00PM).

E-Mail: Stephen.furlich@tamuc.edu

"Having knowledge but lacking the power to clearly express it is no better than never having any ideas at all." Pericles

Communication Studies B.A./B.S.

The Communication Studies program is designed as an area of study to apply scholarly communication research for a variety of careers and personal goals in an interconnected world.

Two general goals of the program for graduates are:

1.   Each graduate will be the most communicatively informed person in every communication situation they find themselves in, such as understanding others verbally and nonverbally in professional and personal situations.

2. Each graduate will be the most effective communicator verbally and nonverbally in each communication situation they find themselves in, such as professional and personal contexts. Furthermore, an essential part of effective communication is the ability to communicate strategically verbally and nonverbally to accomplish one's goals.

"Life is 10% what happens to you and 90% how you respond to it."

Lou Holtz, Notre Dame Football Coach (Retired)

COURSE INFORMATION

Materials – Textbooks, Readings, Supplementary Readings

Textbook Required:

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

University Course Catalog Descriptions: An analysis within a framework of Communication Studies 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.

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.

Student Learning Outcomes

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.

Course Requirements

Minimal Technical Skills Needed

Using MyLeao DL2 Bright Space, Microsoft Word, Power Point

Student Responsibilities

Checking TAMUC email account three times a week. Checking student grades in MyLeo DL2 Bright Space, Submitting Assignments through MyLeo DL2 Bright Space in Content, Assignments, Appropriate envelopes

GRADING

Assignments will be submitted electronically through Dl2 Brightspace 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.**

Please Label All Submitted Assignments with your Name, Section, & Assignment Number. Examples: Smith, 201-01W Paper 2. Please also use these labels in e-mails, such as in subject lines. Both Paper assignments are submitted in the proper envelop in Course Shell, Content, Assignments, Proper Envelop. Tests are taken in Course Shell, Activities, Quizzes.

Final grades in this course will be based on the following scale:

Course Assignments/Assessments: The department of Literature and Languages 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:

A = 100%-90%

B = 89%-80%

C = 79%-70%

D = 69%-60%

F= 59% or Below

<center>**Assessments**</center>

Tests = 70%; **Papers**: 1 = 10%, **Activities** = 10%; **Discussion** = 10%

  * 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.**

Discussion- (10%)
All discussions are finished by the Friday of the week they are assigned at 5:00 PM Central Time. 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 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 DL2 Brightspace if students begin a new post with each of their original questions 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. **Each student will submit their paper through Course Shell, Content, Assignments for this class in then the appropriate file.**

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. **Underline the 5 examples in the paper.** Each paper must also have **at least 3 outside sources cited** throughout their paper. Cite the sources in the paper. **Internet web-site sources will not count as part of the required 3 sources.** Using books and journal articles are encouraged. Students will turn in a reference page with their sources when submitting their paper. Please have the Paper and Reference page on the same WORD document. Please only submit papers in WORD. **Each student will submit their paper through Course Shell, Content, Assignments for this class in then the appropriate file.**

Papers need to follow APA format. Papers should be 1-2 pages not including reference page and title page.

TECHNOLOGY REQUIREMENTS

LMS

All course sections offered by Texas A&M University-Commerce have a corresponding course shell in the myLeo Online Learning Management System (LMS). Below are technical requirements

LMS Requirements:

https://community.brightspace.com/s/article/Brightspace-Platform-Requirements

LMS Browser Support:

https://documentation.brightspace.com/EN/brightspace/requirements/all/browser_support.htm

YouSeeU Virtual Classroom Requirements:

https://support.youseeu.com/hc/en-us/articles/115007031107-Basic-System-Requirements

Browser support

D2L is committed to performing key application testing when new browser versions are released. New and updated functionality is also tested against the latest version of supported browsers. However, due to the frequency of some browser releases, D2L cannot guarantee that each browser version will perform as expected. If you encounter any issues with any of the browser versions listed in the tables below, contact D2L Support, who will determine the best course of action for resolution. Reported issues are prioritized by supported browsers and then maintenance browsers.

Supported browsers are the latest or most recent browser versions that are tested against new versions of D2L products. Customers can report problems and receive support for issues. For an optimal experience, D2L recommends using supported browsers with D2L products.

Maintenance browsers are older browser versions that are not tested extensively against new versions of D2L products. Customers can still report problems and receive support for critical issues; however, D2L does not guarantee all issues will be addressed. A maintenance browser becomes officially unsupported after one year.

Note the following:

- Ensure that your browser has JavaScript and Cookies enabled.
- For desktop systems, you must have Adobe Flash Player 10.1 or greater.
- The Brightspace Support features are now optimized for production environments when using the Google Chrome browser, Apple Safari browser, Microsoft Edge browser, Microsoft Internet Explorer browser, and Mozilla Firefox browsers.

Desktop Support

Browser	Supported Browser Version(s)	Maintenance Browser Version(s)
Microsoft® Edge	Latest	N/A
Microsoft® Internet Explorer®	N/A	11
Mozilla® Firefox®	Latest, ESR	N/A
Google® Chrome™	Latest	N/A
Apple® Safari®	Latest	N/A

Tablet and Mobile Support

Device	Operating System	Browser	Supported Browser Version(s)
Android™	Android 4.4+	Chrome	Latest
Apple	iOS®	Safari, Chrome	The current major version of iOS (the latest minor or **point** release of that major version) and the previous major version of iOS (the latest minor or **point** release of that major version). For example, as of June 7, 2017, D2Lsupports iOS 10.3.2 and iOS 9.3.5, but not iOS 10.2.1, 9.0.2, or any other version. Chrome: Latest version for the iOS browser.
Windows	Windows 10	Edge, Chrome, Firefox	Latest of all browsers, and Firefox ESR.

- You will need regular access to a computer with a broadband Internet connection. The minimum computer requirements are:
    - 512 MB of RAM, 1 GB or more preferred
    - Broadband connection required courses are heavily video intensive
    - Video display capable of high-color 16-bit display 1024 x 768 or higher resolution

- You must have a:
  - Sound card, which is usually integrated into your desktop or laptop computer
  - Speakers or headphones.
  - *For courses utilizing video-conferencing tools and/or an online proctoring solution, a webcam and microphone are required.

- Both versions of Java (32 bit and 64 bit) must be installed and up to date on your machine. At a minimum Java 7, update 51, is required to support the learning management system. The most current version of Java can be downloaded at: JAVA web site http://www.java.com/en/download/manual.jsp

- Current anti-virus software must be installed and kept up to date.

Running the browser check will ensure your internet browser is supported.

Pop-ups are allowed.

JavaScript is enabled.

Cookies are enabled.

- You will need some additional free software (plug-ins) for enhanced web browsing. Ensure that you download the free versions of the following software:
  - Adobe Reader https://get.adobe.com/reader/
  - Adobe Flash Player *(version 17 or later)* https://get.adobe.com/flashplayer/
  - Adobe Shockwave Player   https://get.adobe.com/shockwave/
  - Apple Quick Time   http://www.apple.com/quicktime/download/

- At a minimum, you must have Microsoft Office 2013, 2010, 2007 or Open Office. Microsoft Office is the standard office productivity software utilized by faculty, students, and staff. Microsoft Word is the standard word processing software, Microsoft Excel is the standard spreadsheet software, and Microsoft PowerPoint is the standard presentation software. Copying and pasting, along with attaching/uploading documents for assignment submission, will also be required. If you do not have Microsoft Office, you can check with the bookstore to see if they have any student copies.

ACCESS AND NAVIGATION

You will need your campus-wide ID (CWID) and password to log into the course. If you do not know your CWID or have forgotten your password, contact the Center for IT Excellence (CITE) at 903.468.6000 or helpdesk@tamuc.edu**.**

Note**:** Personal computer and internet connection problems do not excuse the requirement to complete all course work in a timely and satisfactory manner. Each student needs to have a backup method to deal with these inevitable problems. These methods might include the availability of a backup PC at home or work, the temporary use of a computer at a friend's home, the local library, office service companies, Starbucks, a TAMUC campus open computer lab, etc.

COMMUNICATION AND SUPPORT

Brightspace Support

Need Help?

Student Support

If you have any questions or are having difficulties with the course material, please contact your Instructor.

Technical Support

If you are having technical difficulty with any part of Brightspace, please contact Brightspace Technical Support at 1-877-325-7778 or click on the **Live Chat** or click on the words "click here**"** to submit an issue via email.

System Maintenance

Please note that on the 4th Sunday of each month there will be System Maintenance which means the system will not be available 12 pm-6 am CST.

Interaction with Instructor Statement

Go to the following link Academic Success Center- focused on providing academic resources to help you achieve academic success.

Interaction with Instructor Statement

The instructor will email back attachments with feedback for the two papers and exams and discussions will have grades posted for feedback.

Syllabus Change Policy

The syllabus is a guide. Circumstances and events, such as student progress, may make it necessary for the instructor to modify the syllabus during the semester. Any changes made to the syllabus will be announced in advance.

Assignments will be submitted electronically through

Course Shell, Content, Assignments, and then the appropriate file

the papers and discussion must be received by 5:00 P.M. Central Time Friday the week it is assigned. This includes discussion postings which are posted weekly discussion link. Please note the last week of class is not a complete week and the discussion is due the last day of class. **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.**

University Specific Procedures

All students enrolled at the University shall follow the tenets of common decency and acceptable behavior conducive to a positive learning environment. The Code of Student Conduct is described in detail in the Student Guidebook.

http://www.tamuc.edu/Admissions/oneStopShop/undergraduateAdmissions/studentGuidebook.aspx

Tenets of Common Behavior statement: All students enrolled at the university shall follow the tenets of common decency and acceptable behavior conducive to a positive learning environment. (See current Student Guidebook);

Academic Integrity

Students at Texas A&M University-Commerce are expected to maintain high standards of integrity and honesty in all of their scholastic work. For more details and the definition of academic dishonesty see the following procedures:

Undergraduate Academic Dishonesty 13.99.99.R0.03

http://www.tamuc.edu/aboutUs/policiesProceduresStandardsStatements/rulesProcedures/13students/undergraduates/13.99.99.R0.03UndergraduateAcademicDishonesty.pdf

Graduate Student Academic Dishonesty 13.99.99.R0.10

http://www.tamuc.edu/aboutUs/policiesProceduresStandardsStatements/rulesProcedures/13students/graduate/13.99.99.R0.10GraduateStudentAcademicDishonesty.pdf

Student Conduct

All students enrolled at the University shall follow the tenets of common decency and acceptable behavior conducive to a positive learning environment. The Code of Student Conduct is described in detail in the Student Guidebook.
http://www.tamuc.edu/Admissions/oneStopShop/undergraduateAdmissions/studentGuidebook.aspx

Students should also consult the Rules of Netiquette for more information regarding how to interact with students in an online forum: https://www.britannica.com/topic/netiquette

TAMUC Attendance

Punctual attendance is expected on weekly assignments and tests. Excessive absences are defined by the instructor missing a weekly assignment, excused or unexcused. Attendance is measured by submitting appropriate assignments for the week such as exams or papers or posting in discussions for the week. If you participate in University sponsored activities (e.g., intercollegiate sports) you must check with the instructor with appropriate documentation before you are absent. Students are responsible for all missed work.

For more information about the attendance policy please visit the Attendance webpage and Procedure 13.99.99.R0.01.

http://www.tamuc.edu/admissions/registrar/generalInformation/attendance.aspx

http://www.tamuc.edu/aboutUs/policiesProceduresStandardsStatements/rulesProcedures/13students/academic/13.99.99.R0.01.pdf

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Undergraduate Academic Dishonesty 13.99.99.R0.03

http://www.tamuc.edu/aboutUs/policiesProceduresStandardsStatements/rulesProcedures/13students/undergraduates/13.99.99.R0.03UndergraduateAcademicDishonesty.pdf

Graduate Student Academic Dishonesty 13.99.99.R0.10

http://www.tamuc.edu/aboutUs/policiesProceduresStandardsStatements/rulesProcedures/13students/graduate/13.99.99.R0.10GraduateStudentAcademicDishonesty.pdf

* 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.

<u>Course Procedures</u>

<u>Assignments</u> - 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.

<u>Make-Up Assignments and Examinations</u> - If you miss an exam or paper submission deadline 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 <u>cannot</u> make up that presentation or test. Additionally, because of time constraints, the instructor may elect <u>not</u> 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. <u>All make-up exams must be given for qualified persons within 2 weeks of the missed test</u>.

<u>Observance of a Religious Holy Day</u> – 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.

<u>Extra Credit</u> - Extra credit can be earned for participation in departmental research conducted in or outside of class, <u>if</u> the opportunity arises. Extra credit points awarded will be determined by the nature of the project.

Students with Disabilities-- 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- Room 162

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

Fax (903) 468-8148

Email: studentdisabilityservices@tamuc.edu

Website: Office of Student Disability Resources and Services
http://www.tamuc.edu/campusLife/campusServices/studentDisabilityResourcesAndServices/

Nondiscrimination Notice

Texas A&M University-Commerce will comply in the classroom, and in online courses, with all federal and state laws prohibiting discrimination and related retaliation on the basis of race, color, religion, sex, national origin, disability, age, genetic information or veteran status. Further, an environment free from discrimination on the basis of sexual orientation, gender identity, or gender expression will be maintained.

Campus Concealed Carry Statement

Texas Senate Bill - 11 (Government Code 411.2031, et al.) authorizes the carrying of a concealed handgun in Texas A&M University-Commerce buildings only by persons who have been issued and are in possession of a Texas License to Carry a Handgun. Qualified law enforcement officers or those who are otherwise authorized to carry a concealed handgun in the State of Texas are also permitted to do so. Pursuant to Penal Code (PC) 46.035 and A&M-Commerce Rule 34.06.02.R1, license holders may not carry a concealed handgun in restricted locations.

For a list of locations, please refer to the Carrying Concealed Handguns On Campus

document and/or consult your event organizer.

Web url:
http://www.tamuc.edu/aboutUs/policiesProceduresStandardsStatements/rulesProcedures/34SafetyOfEmployeesAndStudents/34.06.02.R1.pdf

Pursuant to PC 46.035, the open carrying of handguns is prohibited on all A&M-Commerce campuses. Report violations to the University Police Department at 903-886-5868 or 9-1-1.

Students with complaints should first address those concerns with their instructor.

Leadership & Conflict management Course Schedule – Spring, 2020

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 1: 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 **ACTIVITY 2: 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.**
Feb. 3: **Test 1**
Feb. 10: DISCUSSION: Ch. 5, 6 **ACTIVITY 3: 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.**

Feb. 17	**ACTIVITY 4 ONLY THIS WEEK. P. 112 Observation: Watch & Learn. Write at least 3 sentences for questions 1-4.**
Feb. 24	DISCUSSION: Ch. 7 **ACTIVITY 5: P 124 Rate yourself on the 10 items and write 1 paragraph or more about your leadership verbal comm.**
March 2	DISCUSSION: Ch. 8 **ACTIVITY 6: 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.**
March 9	**SPRING BREAK NO CLASS**

March 16	**Test 2**
March 23	DISCUSSION: Ch. 9, 10 **ACTIVITY 7: 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.**
March 30	**Paper Due**
April 6	DISCUSSION: Ch. 11, 12 **ACTIVITY 8: 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 your results. Write at least 1 paragraph of a general conclusion concerning all 3 areas together.**
April 13	DISCUSSION: Ch. 13, 14 **ACTIVITY 9: P. 261 (Self-Reflection: Looking In & Out.). Answer the questions in the section addressing your approach to change in at least 2 paragraphs.**
April 20	DISCUSSION: Ch. 15 **ACTIVITY 10: P. 287 (Post It: Imagineering a Better Way). Answer the 2 questions at the bottom in at least 1 paragraph).** **Post-Test Send**
April 27	**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