

SCHOOL OF COMMUNICATION

**COM402 - Organizational Leadership and Change Management  
Syllabus\* - Fall 2020, Online, Asynchronous (no weekly "live" mtg)**

\*If a syllabus update is necessary, the change will be communicated via an announcement in Sakai.

**Instructor:** Mary M. Hills, ABC, Six Sigma, IABC Fellow  
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219.613.8591 (text enabled)  
Student Hours: Email to set a Zoom meeting. Please send all emails to both  
[mhills@luc.com](mailto:mhills@luc.com) and [mary@heimannhillsgroup.com](mailto:mary@heimannhillsgroup.com). If you do not receive a response in  
24 hours, please follow up with a text/call to 219.613.8591.

**Class Time frame**

The class begins the week of August 23 and finishes the week of November 29. The class week follows the standard Sunday through Saturday week. Example: Week 2 starts on Sunday, August 30, 2020, and finishes on Saturday, September 5, 2020.

**Course Description:** An organization's ability to anticipate, plan readiness, manage, and navigate business events such as mergers/acquisitions, workforce reduction, crisis and leadership changes and emerge stronger afterward is an important measure of the effectiveness of its leaders. Strategic communication plays a critical role in the change-management process, and students will examine best practices in organizational leadership and change management. Strategic communication professionals also need to understand an organization's business goals/objectives, the motivations of their leaders, and the framework in which business decisions occur. Students develop business acumen as the course discusses business economics, specifically the 4<sup>th</sup> Industrial revolution (4IR) underway, seven functional areas of business -- strategic management, accounting/finance, strategic communication, human resources, legal/ethics, marketing and operations. Students learn each functions' value to the organization, how a Commpro integrates with these functions and emerging topics/issues in the areas.  
(no prerequisite)

**Course Learning Outcomes**

Students will be required to comprehend, apply and demonstrate through class discussions, assignments and exams their grasp of the following:

- A. Gain knowledge and leadership skills to help organizations chart a successful course through change.
- B. Recognize the significant drivers of organizational change.
- C. Describe the role leadership plays in anticipating and planning readiness and navigating organizational change.
- D. Demonstrate the importance of effective change management.

- E. Increase business acumen by learning essential business terms, concepts, functions and managerial communication.
- F. Identify the motivation of business leaders in achieving organizational advancement.
- G. Use of business data to make managerial decisions.

### **Required Course Texts and Resources**

- Hills, Mary. (2019). *The Business of Business for Communication Professionals*. Self-paced, online coursework.
- Kotter, John, and Rathberger, Holger. (2016). *That's Not How We Do It Here!: A Story about How Organizations Rise and Fall – and Rise Again*. Portfolio/ Penguin, New York, NY. ISBN-13: 978-0399563942.
- Northouse, Peter G. (2019). *Leadership Theory and Practice*, 8<sup>th</sup> Edition. Sage Publications, Inc. Thousand Oaks, CA. ISBN: 978-1-5063-6231-1
- Additional required readings in Sakai.

### **Teaching Philosophy**

Class learning occurs through self-directed activities, team and group work, reading, lectures, guest speakers, online resources and discussion. Classes consist of discussions of the course materials and Forum topics. The course materials provide context for the discussions.

### **Course Expectations**

Students are expected to

- Obtain the course text/book(s).
- Review Sakai for each week's learning and assessment activities.
  - Learning activities may include announcements, readings, websites and audio/video.
  - Assessment activities may include quizzes, forum discussions, individual papers, group projects, group project drafts, peer review, tests and individual/group presentations.
- Engage in all learning and assessment activities. Engagement tools may include:
  - Forum Discussion Posts
  - [Voice Thread](#)
  - Zoom (team meetings and course project presentation recording)
- Submit assignments into Sakai assignments when due.
- Stay informed via course updates in the course announcements in Sakai.

### **Course Schedule**

Subject to change if necessary. Students will be notified of changes in advance. Assignments are due at the close of each week, midnight on Saturday. **Note: No work is accepted after the due date.**

The course has three units: business acumen, leadership and change.

Review the Syllabus Orientation video in Sakai.

Week of	Focus	Reading & Assignments
August 23 Week 1 CO A,E & G	Intro to Course  Unit: Business Acumen - Economic Fundamentals, Strategic Management and Value	<a href="#">The Business of Business for Communication Professionals</a> (CSCE site) <ul style="list-style-type: none"> <li>Economics Sets the Stage</li> <li>Strategy is the Map to Get There</li> </ul> Review the <a href="#">Global Standard of the Communication Profession</a> Sakai Week 1 – Learning Materials & Activities
August 30 Week 2 CO A,E & G	Unit: Business Acumen - Accounting/Finance, Strategic Communication  ZOOM Speaker Event with Greg Salvatore, CPA (Note: This “live” event will be recorded for post-event viewing.)	The Business of Business for Communication Professionals <ul style="list-style-type: none"> <li>Numbers Shape the Business Narrative</li> <li>Making It Work</li> </ul> Sakai Week 2 – Learning Materials & Activities  Discuss Course project and Proposal  Speaker Event – Greg Salvatore, CPA, 8/31/2020, 8 – 9 p.m. CDT. A Zoom invite will be sent on 8/28/2020.
September 6 Week 3 CO A, E & G	Unit: Business Acumen – Operations, Marketing	The Business of Business for Communication Professionals <ul style="list-style-type: none"> <li>Operations Gets It Done</li> <li>It’s about the People</li> </ul> Sakai Week 3 – Learning Materials & Activities  Select: Course Project Teams and Topic
September 13 Week 4 CO A, E & G	Unit: Business Acumen – Human Resources, Legal/Ethics	The Business of Business for Communication Professionals <ul style="list-style-type: none"> <li>It’s About the People</li> </ul> Northouse, Chapters 1 & 13 (Leadership Ethics) Sakai Week 4 – Learning Materials & Activities  Discuss Business Acumen Quiz Due in Sakai: Team Course Project Proposal
September 20 Week 5 CO C & F	Unit: Leadership - Trait & Skills Approach, Followership	Northouse, Chapters 2, 3 & 12 Sakai Week 5 – Learning Materials & Activities  Due: Business Acumen Quiz(CSCE site)
September 27 Week 6 CO C & F	Behavioral & Situational Approach, Culture & Leadership	Northouse, Chapters 4, 5 & 16 Sakai Week 6 – Learning Materials & Activities
October 4 Week 7	Meet with the Instructor	Zoom 1/1 meeting No Discussion/Reflection
October 11 Week 8 CO C & F	Path-Goal Theory & Leader-Member Exchange	Northouse, Chapter 6, 7 & 15 Sakai Week 7 – Learning Materials & Activities

	<b>Theory, Gender &amp; Leadership</b>	<b>Discuss: You're the Leader Assignment</b>
<b>October 18 Week 9 CO C &amp; F</b>	<b>Transformational, Authentic &amp; Servant Leadership</b>	<b>Northouse, Chapter 8, 9 &amp; 10 Sakai Week 8– Learning Materials &amp; Activities</b>  <b>Due in Sakai: You're the Leader Assignment Discuss: 2/1 Meeting on Course Project Discuss: Draft Situational Analysis/Stakeholder Analysis</b>
<b>October 25 Week 10 CO B &amp; G</b>	<b>2/1 (Team) Meetings on Course Project</b>	<b>ZOOM Sakai Week 9 – Learning Materials &amp; Activities</b>  <b>Due in Sakai: Course Project DRAFT – Situational Summary and Stakeholder Analysis Prior to 2/1 Meeting</b>
<b>November 1 Week 11 CO C &amp; F</b>	<b>Adaptive, Discursive &amp; Team Leadership</b>	<b>Northouse, Chapter 11 &amp; 14 Sakai Week 10 – Learning Materials &amp; Activities</b>  <b>Due in Sakai by class time: Final Situational Analysis/Stakeholder Analysis</b>  <b>Discuss: Course Project &amp; Presentation</b>
<b>November 8 Week 12 CO A, B, C &amp; D</b>	<b>Change Process &amp; Leading Change</b>	<b>Assigned readings in Sakai Sakai Week 11 – Learning Materials &amp; Activities <i>That's Not How We Do It Here</i> – pgs. 1-79</b>
<b>November 15 Week 13 CO A, B, C &amp; D</b>	<b>Guiding Teams Change Communication</b>	<b>Assigned readings in Sakai Sakai Week 12 – Learning Materials &amp; Activities <i>That's Not How We Do It Here</i> – pgs. 81-137</b>
<b>November 22 Week 14 CO A, B, C &amp; D</b>	<b>Changing Culture New/changing Business Direction</b>	<b>Assigned readings in Sakai Sakai Week 13– Learning Materials &amp; Activities <i>That's Not How We Do It Here</i>, pgs. 139-159</b>
<b>November 29 Week 15</b>	<b>Team Course Project Paper &amp; Presentation</b>	<b>Due in Sakai: written plan &amp; presentation slide deck &amp; recorded presentation – 12/5 Due in Sakai: peer evaluation – 12/5</b>

### Grading

All course requirements will be graded on point values. Total point value for the course is 1,000 points. The points/weight of each requirement is:

<b>Assignments/Due Date</b>	<b>Points</b>	<b>Weighting</b>
<b>Discussion and Reflection (15 pts. week/13 weeks)</b>	<b>195</b>	<b>21%</b>
<b>Team Course Project: Proposal (Week 4)</b>	<b>90</b>	<b>7.5%</b>
<b>Business Acumen Quiz (Week 5)</b>	<b>100</b>	<b>10%</b>

<b>You're the Leader – (Week 9)</b>	<b>125</b>	<b>12.5%</b>
<b>Team Course Project: Draft – Situational Analysis/Stakeholder Analysis (Week 10)</b>	<b>50</b>	<b>5%</b>
<b>Edited – Situational Analysis/Stakeholder Analysis (Week 11)</b>	<b>100</b>	<b>10%</b>
<b>Team Course Project</b>		
<b>Team Course Project Change Communication Plan (Paper) (Week 15)</b>	<b>200</b>	<b>20%</b>
<b>Team Presentation (Week 15)</b>	<b>100</b>	<b>10%</b>
<b>Peer Review (Week 15)</b>	<b>40</b>	<b>4%</b>
<b>Total</b>	<b>1000</b>	<b>100%</b>

At the end of the course, a letter grade will be assigned based on total points gained using the table below.

<b>Letter Grade</b>	<b>Points</b>	<b>Percentage</b>
<b>A</b>	940 - 1000	94% - 100%
<b>A-</b>	900 - 939	90% - 93%
<b>B+</b>	870 - 899	87% - 89%
<b>B</b>	840 - 869	84% - 86%
<b>B-</b>	800 - 839	80% - 83%
<b>C+</b>	770 - 799	77% - 79%
<b>C</b>	740 - 769	74% - 76%
<b>C-</b>	700 - 739	70% - 73%
<b>D</b>	650 - 699	65% - 69%
<b>F</b>	640 or below	64% and below

### **Written Assignments**

Students will receive an assignment description and requirements for each assignment at least one week before its due date. Written assignments will be submitted via assignments in Sakai. Written assignments are firm and outlined above. The course project will be discussed in week 2.

***It is the responsibility of the student to notify me, at least 24 hours in advance, if their work will not be submitted on time. Late work is accepted at my discretion and may be graded down one or more grades.***

### **Forum Discussion and Reflections Posts**

Weekly activities may include discussion or reflection posts or both. Each week's assignment section describes the requirements for that week. Posts will be reviewed and graded weekly. Posts may include

- Providing additional information to the topic under discussion
- Sharing a personal experience on the topic under discussion
- Enhancing comments made by other students on the topic under discussion
- Clarifying/paraphrasing the topic under discussion to support understanding, or
- Presenting a brief critical assessment of the topic under discussion.
- Use of [hyperlinks](#), [tags](#) and [hashtags](#) to support a post.

Review the *How to "Forum" in Sakai* video to learn more.

**Netiquette** (Note: Yes, you're in the right spot if you landed on Marquette's site 😊)

Netiquette refers to the guidelines for what is socially acceptable in a virtual environment. As many online courses require students to interact with one another, often over controversial issues, awareness of how we "sound" in a text-based discussion is essential. As the course progresses and you would like to suggest an addition to our community netiquette, please let me know and we can discuss it in a Forum.

### **Technology Help Desk**

The ITS Help Desk is your single point of contact for technology support. Please contact the ITS Help Desk for help with your password self-service setup or to schedule technical support, including hardware and software questions, consulting, installations, and network connection requests.

- Find the Help Desk Hours at: [https://www.luc.edu/its/service/support\\_hours.shtml](https://www.luc.edu/its/service/support_hours.shtml)
- **Call the Help Desk via telephone at 773/508-4ITS (773/508-4487)**
- Email the Help Desk at [ITServiceDesk@luc.edu](mailto:ITServiceDesk@luc.edu) or [HelpDesk@luc.edu](mailto:HelpDesk@luc.edu).
- For general orientation to technology at Loyola checkout the Technology Roadmaps at: <http://www.luc.edu/its/resources/technologyroadmap/>

### **Student and Digital Media Resources**

Digital Media Services provides access to an array of equipment and software support in Loyola's digital and multimedia lab spaces. Visit its website at <http://www.luc.edu/digitalmedia>.

**University Information Security Office** The University Information Security Office (UIISO) manages and advises on technology risks, policies, compliance, technology related laws, and regulations. UIISO provides incident handling services if a system or information breach occurs. The office works to keep the campus technology environment safe and productive. An information security incident is an attempted, suspected, or successful unauthorized access or misuse of University information.

### **Managing Life Crises and Finding Support**

Should you encounter an unexpected crisis during the semester (e.g., securing food or housing, addressing mental health concerns, managing a financial crisis, and/or dealing with a family emergency, etc.), I strongly encourage you to contact the Office of the Dean of Students by submitting a CARE referral ([LUC.edu/csaa](http://LUC.edu/csaa)) for yourself or a peer in need of support. If you are uncomfortable doing so on your own, please know that I can submit a referral on your behalf – just email me or schedule a meeting with me during office hours. To learn more about the Office of the Dean of Students, please find their websites here: [LUC.edu/dos](http://LUC.edu/dos) or [LUC.edu/csaa](http://LUC.edu/csaa).

Contact: 773-508-8840 or [deanofstudents@luc.edu](mailto:deanofstudents@luc.edu).

### **School of Communication Statement on Academic Integrity**

A basic mission of a university is to search for and to communicate truth as it is honestly perceived. A genuine learning community cannot exist unless this demanding standard is a fundamental tenet of the intellectual life of the community. Students of Loyola University Chicago are expected to know, to respect, and to practice this standard of personal honesty.

Plagiarism or any other act of academic dishonesty will result minimally in the instructor's assigning the grade of "F" for the assignment or examination. The instructor may impose a more severe sanction,

including a grade of “F” in the course. All instances of academic dishonesty must be reported by the instructor to the Associate and Assistant Deans of the School of Communication. Instructors must provide the appropriate information and documentation when they suspect an instance of academic misconduct has occurred. The instructor must also notify the student of their findings and sanction.

### **Student Accessibility Center**

Any student with a learning disability that needs special accommodation during exams or class periods should provide documentation from Services for Students with Disabilities confidentially to the instructor. The instructor will accommodate that student’s needs in the best way possible, given the constraints of course content and processes. It is the student’s responsibility to plan in advance in order to meet their own needs and assignment due dates.

### **Privacy Statement**

Assuring privacy among faculty and students engaged in online and face-to-face instructional activities helps promote open and robust conversations and mitigates concerns that comments made within the context of the class will be shared beyond the classroom. As such, recordings of instructional activities occurring in online or face-to-face classes may be used solely for internal class purposes by the faculty member and students registered for the course, and only during the period in which the course is offered. Students will be informed of such recordings by a statement in the syllabus for the course in which they will be recorded. Instructors who wish to make subsequent use of recordings that include student activity may do so only with informed written consent of the students involved or if all student activity is removed from the recording. Recordings including student activity that have been initiated by the instructor may be retained by the instructor only for individual use.