

## COM402 - Organizational Leadership and Change Management Syllabus - Fall 2018

(If a syllabus change is needed, the change will be communicated via a class meeting and a Sakai announcement.)

**Instructor:** Mary M. Hills, ABC, Six Sigma, IABC Fellow  
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219.613.8591 (text enabled)  
Office Hours: Standard weekly hours will be thirty (30) minutes before and after class.  
Meetings can also be arranged by appointment and done virtually.

### **Class Meetings**

Class will meet on Monday from 7 – 9:30 p.m., beginning on Monday, August 27, and completing on Monday, December 3. Class meetings are held in School of Communication, Room 14.

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

- Northouse, Peter G. (2019). *Leadership Theory and Practice*, 8<sup>th</sup> Edition. Sage Publications, Inc. Thousand Oaks, CA.
- Additional required course readings will be announced in Sakai and/or handed out in class.

**Course Description:** An organization's ability to anticipate, plan for, manage, and navigate through mergers, acquisitions, downsizings 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 communicators also need to understand organizations' business goals, the motivations of their leaders, and the framework in which business decisions are made. Students will be introduced to major economic, financial and business principles and the terms, concepts and values that guide organizations, specifically looking at the digital transformation underway. By learning how to read profit and loss reports, income statements, earnings reports and 10Ks and understanding proxy statements and proxy fights, students will gain insights that will enable them to work more effectively as communicator professionals and organizational leaders.

(no prerequisite)

### **Course Expectations**

Students are expected to

- Obtain the course text/book.
- Review the syllabus for weekly reading and assignments.
- Prepare for weekly class meetings by completing the reading assignment for the week prior to the class meeting and checking Sakai for supplemental resources/handouts (slide deck) to bring to class.
- Attend class and participate in class discussions and activities.
- Submit assignments to the instructor when due.
- Stay informed via course updates in the course announcements in Sakai.

## Course Objectives (CO)

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 needed to help organizations chart a successful course through change.
- B. Understand the major drivers of organizational change.
- C. Understand the role leadership plays in anticipating, planning and navigating organizational change.
- D. Understand the importance of effective change management.
- E. Increase business literacy by learning essential business terms and concepts.
- F. Understand the motivation of business leaders.
- G. Gain foundational knowledge to help to make managerial decisions based on business data.

## Course Schedule

<b>Week</b>	<b>Focus</b>	<b>Reading &amp; Assignments</b>
<b>August 27 Week 1 CO A,E &amp; G</b>	<b>Intro to Course, Economic Fundamentals and Value Discussion</b>	<b>Northouse, Chapter 1 pgs. 1-16</b> <b>Business Fundamentals in Sakai Resources</b> <ul style="list-style-type: none"> <li>• <b>Business Eco-System – Sections 1.1 – 1.13, pages 3-31</b></li> <li>• <b>Business Models – Section 3.0, pages 41-45</b></li> </ul> <b>Course Project &amp; Course Project Proposal - Change Communication Plan for an Organization</b> <b>The Company Story Assignment Discussed</b>
<b>Sept. 3 Labor Day</b>	<b>No Class</b>	<b>No Class</b> <b>Have fun!</b>
<b>Sept. 10 Week 2 CO A,E &amp; G</b>	<b>Business Fundamentals, Fundamentals and Role of Strategic Communication and the Communication Professional</b>	<b>Business Fundamentals in Sakai Resources</b> <ul style="list-style-type: none"> <li>• <b>Accounting/finance – Sec 9.2, 9.6, 9.9, 9.10</b></li> <li>• <b>Ethics – Sec. 1.8 &amp; 12</b></li> <li>• <b>Marketing – Sec. 3.4 – 3.7</b></li> <li>• <b>Operations – Sec 7.2 – 7.5</b></li> </ul> <b>Due in Sakai by class time: The Company Story Assignment</b>
<b>Sept. 17 Week 3 CO A, E &amp; G</b>	<b>Financial/accounting Fundamentals, Leadership Ethics and Information Literacy</b> Guest Speaker: Greg Salvatore, Financial Consultant, AXA Advisors, LLC.	<b>Northouse, Chapter 13 pgs. 335-354</b>  <b>Due in Sakai by class time: Course Project Proposal</b>
<b>Sept. 24 Week 4 CO C &amp; F</b>	<b>Trait &amp; Skills Approach, Followership</b>	<b>Northouse, Chapters 2, 3 &amp; 12</b>

Oct. 1 Week 5 CO C & F	Behavioral & Situational Approach, Culture & Leadership	Northouse, Chapters 4, 5 & 16
Oct. 8	Fall Break	Fall Break – No Class
Oct. 15 Week 6 CO C & F	Path-Goal Theory & Leader-Member Exchange Theory, Gender & Leadership	Northouse, Chapter 6, 7 & 15  You're the Leader Assignment Discussed
Oct. 22 Week 7 CO C & F	Transformational, Authentic & Servant Leadership	Northouse, Chapter 8, 9 & 10  Due in Sakai by class time: You're the Leader Assignment
Oct. 29 Week 8 CO C & F	2/1 (Team) Meetings on Course Project	Faculty Offices – Lewis Towers  Due at meeting: Course Project DRAFT – Situational Summary and Stakeholder Analysis
Nov. 5 Week 9 CO C & F	Adaptive & Team Leadership	Northouse, Chapter 11 & 14  In-class Activity: Update classmates on project and ask for input.
Nov. 12 Week 10 CO C	Change Process & Leading Change	Assigned readings in Sakai  Why Change? Assignment Discussed
Nov. 19 Week 11 CO B, C & D	Guiding Teams Change Communication	Assigned readings in Sakai  Due in Sakai by class time: Why change? Assignment
Nov. 26 Week 12 CO A & B	Changing Culture New/changing Business Direction	Assigned readings in Sakai
Dec. 2	Course Project Paper	Due in Sakai 24 hours before class time: written plan & slide deck for presentation.
Dec. 3 Week 13 CO B, D & G	Presentations	Presentations 10 min; Q&A 5 min. Peer Evaluations

### 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:

Assignments/Due Date	Points	Weighting
The Company Story Assignment (Week 2)	125	12.5%
Course Project Proposal (Week 3)	75	7.5%
You're the Leader – (Week 7)	125	12.5%
2/1 Meeting/Course Project: (Week 8)		
Meeting Prep	30	3%
Draft – Situational Analysis/Stakeholder Analysis	100	10%

<b>Why Change? (Week 11)</b>	<b>125</b>	<b>12.5%</b>
<b>Course Project (Week 15)</b>		
<b>Communication Plan Report for “Senior Management”</b>	<b>200</b>	<b>20%</b>
<b>Presentation to “Senior Management”</b>	<b>100</b>	<b>10%</b>
<b>In-class Participation (10 pts./week for 12 weeks)</b>	<b>120</b>	<b>12%</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>	930 - 1000	93% - 100%
<b>A-</b>	900 - 929	90% - 92%
<b>B+</b>	870 - 899	87% - 89%
<b>B</b>	830 - 869	83% - 86%
<b>B-</b>	800 - 829	80% - 82%
<b>C+</b>	770 - 799	77% - 79%
<b>C</b>	730 - 769	73% - 76%
<b>C-</b>	700 - 729	70% - 72%
<b>D+</b>	670 - 699	67% - 69%
<b>D-</b>	601 - 669	60.1% - 66%
<b>F</b>	600 or below	60% and below

### **Written Assignments**

Students will receive an assignment outline that includes a description and requirements for each assignment one week prior to its due date. Late assignment will not be excepted. The course project assignment will be discussed in week one (1).

### **Class Participation and Discussion**

To gain full points for class discussion, students must interact with the class discussion/activities. Please put phones away during class time. Participation can be

- Providing additional information to the topic being discussed
- Sharing a personal experience on the topic being discussed
- 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.

### **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: [http://luc.edu/helpdesk/aboutus/support\\_hours.shtml](http://luc.edu/helpdesk/aboutus/support_hours.shtml).
- **Call the Help Desk via telephone at 773/508-4ITS (773/508-4487)**
- Email the Help Desk at [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/>

Please note the University does not have a 24-hour Help Desk. This means you cannot connect live to a person for technical support on all days and at all times. The Help Desk is staffed during classroom hours throughout the daytime, evenings, and Saturday mornings. The Help Desk hours of support are posted at: [http://luc.edu/helpdesk/aboutus/support\\_hours.shtml](http://luc.edu/helpdesk/aboutus/support_hours.shtml).

**ITS Help Desk Campus**– Alison Stillwell, Manager, 8-4487

### **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>.

- Students taking courses have access to a self-service Equipment Loan Program. To use digital media equipment, please make advanced reservations to best make sure of availability. Reservations for equipment can be made through the self-service system at <https://equipmentloan.luc.edu>.
- Hardware, software, and mobile technology recommendations can be found at the TechConnect website (<http://www.luc.edu/techconnect/>).
- A variety of resources can be found on the Online Learning website at <http://luc.edu/online/>. The site holds links to many resources for students taking online courses. The “Tech Check” module, inspects your computer to verify compatibility with the online systems and resources that may be used in an online course. To access the Tech Check, please visit <http://luc.edu/digitalmedia/trainingandsupport/techcheck/>.
- For students studying and/or using computers in the Information Commons or the Corboy Law Center, go to the 2<sup>nd</sup> floor of the Information Commons or the 6<sup>th</sup> floor of the Corboy Law Center at the Media Labs for help. Hours of operation are available at: <http://www.luc.edu/digitalmedia/digitalmedialabs/hours/>.
- Digital media is a growing part of many course projects. For support to create video-based projects, working with blogs, recording podcasts or contributing to a Wiki, then Loyola Media (Kaltura) is the perfect resource. (Note that Loyola will be transitioning to Panopto, replacing Kaltura, in Spring 2018.) Loyola Media is Loyola’s digital media repository for individual users to upload videos and audios, and to access blogs and wikis. For more information visit <https://media.luc.edu>.

Nick Liberatore, Manager, 8-2261; Brendan McCarthy, Digital Media Specialist (WTC), 5-6395; Jared Thomas, Digital Media Specialist (LSC), 8-7764; HSD does not currently have a campus location but you can call 6-5992 for consultation on available resources.

### **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. An incident may be categorized as any interference with information technology services. Questionable activities observed by users of Loyola University Chicago resources should be reported through one method listed here. Incidents you should report include but are not limited to:

- Exposed or disclosed sensitive personal data
- Known or suspected data breach

- Unauthorized access to sensitive personal data
- Lost or missing papers or electronic devices containing sensitive personal data
- Inappropriate access to sensitive personal information
- Suspected phishing emails

Please report concerns by:

- Phone at 773-508-7373
- Email at [DataSecurity@luc.edu](mailto:DataSecurity@luc.edu)
- [Data Security Incident Reporting Form](#)
- [Data Security Incident Reporting Form](#) (anonymous user)
- Find the Help Desk Hours at: [http://luc.edu/helpdesk/aboutus/support\\_hours.shtml](http://luc.edu/helpdesk/aboutus/support_hours.shtml).
- Call the Help Desk via telephone at 773/508-4ITS (773/508-4487)
- Email the Help Desk at [helpdesk@luc.edu](mailto:helpdesk@luc.edu).

Jim Pardonek, ISO, 8-6086; *Information Security Hotline, 8-7373*

### **School of Communication 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.

Academic dishonesty can take several forms, including, but not limited to cheating, plagiarism, copying another student's work, and submitting false documents.

Academic cheating is a serious act that violates academic integrity. Cheating includes, but is not limited to, such acts as:

- Obtaining, distributing, or communicating examination materials prior to the scheduled examination without the consent of the teacher;
- Providing information to another student during an examination;
- Obtaining information from another student or any other person during an examination;
- Using any material or equipment during an examination without consent of the instructor, or in a manner which is not authorized by the instructor;
- Attempting to change answers after the examination has been submitted;
- Unauthorized collaboration, or the use in whole or part of another student's work, on homework, lab reports, programming assignments, and any other course work which is completed outside of the classroom;
- Falsifying medical or other documents to petition for excused absences or extensions of deadlines; or
- Any other action that, by omission or commission, compromises the integrity of the academic evaluation process.

Plagiarism is a serious violation of the standards of academic honesty. Plagiarism is the appropriation of ideas, language, work, or intellectual property of another, either by intent or by negligence, without sufficient public acknowledgement and appropriate citation that the material is not one's own. It is true that every thought probably has been influenced to some degree by the thoughts and actions of others. Such influences can be thought of as affecting the ways we see things and express all thoughts. Plagiarism, however, involves the taking and use of specific

words and ideas of others without proper acknowledgement of the sources, and includes, but is not limited to, the following:

- Submitting as one's own material copied from a published source, such as Internet, print, CD-ROM, audio, video, etc.;
- Submitting as one's own another person's unpublished work or examination material;
- Allowing another or paying another to write or research a paper for one's own benefit; or
- Purchasing, acquiring, and using for course credit a pre-written paper.

The above list is in no way intended to be exhaustive. Students should be guided by the principle that it is of utmost importance to give proper recognition to all sources. To do so is both an act of personal, professional courtesy and of intellectual honesty. Any failure to do so, whether by intent or by neglect, whether by omission or commission, is an act of plagiarism. A more detailed description of this issue can be found at <http://luc.edu/english/writing.shtml#source>.

In addition, a student may not submit the same paper or other work for credit in two or more classes. A student who submits the same work for credit in two or more classes will be judged guilty of academic dishonesty, and will be subject to sanctions described below. This applies even if the student is enrolled in the classes during different semesters. If a student plans to submit work with similar or overlapping content for credit in two or more classes, the student should consult with all instructors prior to submission of the work to make certain that such submission will not violate this standard.

### **Students with Disabilities**

Any student with a learning disability that needs special accommodation 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. It is the student's responsibility to plan in advance in order to meet their own needs and assignment due dates.