



# EXTENDED CAMPUS

COLLEGE of PROFESSIONAL  
and CONTINUING STUDIES

## COMM 5373-102: Communication and Leadership

### Course Description:

This advanced survey course is designed to expose students to communication principles that hold particular importance to an understanding of leadership. The course emphasizes recent research advancements in organizational communication studies. Topics for the course include an investigation of power and influence tactics, upward and downward communication, leader-member exchange, framing, conversation, and sensemaking.

### Class Dates, Location and Hours:

Dates: December 7 – 9 & 14 – 16, 2018  
Location: College of Allied Health, OU Health Sciences Center, 1200 N. Stonewall, Oklahoma City, OK 73117-1215  
Hours: Friday 5:30-9:30 p.m.; Saturday 8:30 a.m.-4:30 p.m.; Sunday 1:00-5:00 p.m.  
Last day to enroll or drop without penalty: November 8, 2018

### Site Director:

Email: [apokc@ou.edu](mailto:apokc@ou.edu). Phone: 405-271-4522.

### Professor Contact Information:

Course Professor: Ryan S. Bisel, Ph.D.  
Mailing Address: Department of Communication  
Burton Hall, #224  
Norman, OK 73019  
Telephone Number: (405) 325-6042  
Email Address: [RyanBisel@ou.edu](mailto:RyanBisel@ou.edu)  
Professor availability: The professor will be available via email to students before and after the class sessions. On-site office hours are half an hour before and after each class session, by appointment.

### Textbook(s) and Instructional Materials:

Student materials are available at the OU Follett Bookstore located at 1185 Asp Avenue; Norman, OK, and can be ordered online, by phone, by email, or by fax. Ordering online at <http://www.bkstr.com/oklahomastore/home> is strongly recommended – students can track the status of their order within 48 hours. If an order has not been shipped within three days, students can contact the Follett textbook manager by phone (405) 325-3511, (800) 522-0772 (toll-free) or email [0831mgr@fheg.follett.com](mailto:0831mgr@fheg.follett.com). Phone orders (ask for the textbook manager and identify yourself as an Advanced Programs student) can be placed 8 a.m. to 6 p.m. Monday through Thursday; 8 a.m. to 5 p.m. on Friday; 10 a.m. to 4 p.m. on Saturday (CST). Summer hours: 9 a.m. to 5 p.m. Monday through Friday (CST). Fax orders can be placed 24 hours a day at (405) 325-7770. Text prices are available online.

1. Fairhurst, G. T. (2011). *The power of framing: Creating the language of leadership* (2<sup>nd</sup> ed.). San Francisco, CA: Jossey-Bass. ISBN 9780470494523.

2. Tjosvold, D., & Weiss, B. (2009). *Power and interdependence in organizations*. Cambridge, UK: Jossey-Bass. ISBN 9780521703284.
3. Weick, K. E., & Sutcliffe, K. M. (2015). *Managing the unexpected: Sustained performance in a complex world* (3<sup>rd</sup> ed.). San Francisco, CA: Jossey-Bass. ISBN 9781118862414.
4. Materials posted on the OU Canvas learning management system: Access Canvas at <https://canvas.ou.edu>, enter your OU NetID and password, and select course to access material. If you require assistance with Canvas, please click on the Help icon. You can search the Canvas guides, chat with Canvas support, or contact OU IT.

Note: Follett is the Advanced Programs contractual textbook provider. Should text changes become necessary after publication of the course syllabus, Advanced Programs will facilitate text returns/refunds only for texts purchased through Follett.

### Recommended/Optional Background Reading:

- Boden, D. (1994). *The business of talk: Organizations in action*. Cambridge, MA: Polity.
- Choo, C. W. (2006). *The knowing organization: How organizations use information to construct meaning, create knowledge, and make decisions*. New York: Oxford.
- Corman, S. R., & Poole, M. S. (Eds.). (2000). *Perspectives on organizational communication: Finding common ground*. New York: Guilford Press.
- Fairhurst, G. T., & Sarr, R. A. (1996). *The art of framing: Managing the language of leadership*. San Francisco, CA: Jossey-Bass.
- Giddens, A. (1979). *Central problems in social theory: Action, structure, and contradiction in social analysis*. Berkeley, CA: University of California Press.
- Haslam, S. A. (2001). *Psychology in organizations: The social identity approach*. Thousand Oaks, CA: Sage.
- Jablin, F. M., & Putnam, L. L. (Eds.). (2001). *The new handbook of organizational communication: Advances in theory, research, and methods*. Thousand Oaks, CA: Sage.
- Keyton, J. (2011). *Communication and organizational culture: A key to understanding work experiences*. Thousand Oaks, CA: Sage.
- Monge, P. R., & Contractor, N. S. (2003). *Theories of communication networks*. New York: Oxford.
- Yukl, G. (2006). *Leadership in organizations* (6<sup>th</sup> ed.). Upper Saddle River, NJ: Pearson.
- Weick, K. E. (1969). *The social psychology of organizing*. Reading, MA: Addison-Wesley.
- Weick, K. E. (1995). *Sensemaking in organizations*. Thousand Oaks, CA: Sage.
- Weick, K. E. (2001). *Making sense of the organization*. Malden, MA: Blackwell.

### Course Objectives:

At the conclusion of the course, students will (a) have developed a thorough understanding of the importance of communication in leadership practice, (b) be familiar with several contemporary theories in the field of organizational communication and leadership, (c) recognize how their own communication can influence the effectiveness of their organization, and (d) have developed a training session for some skill related to contemporary leadership communication research.

### Schedule of Topics and Readings:

Date	Topic	Readings
12/7	Introducing the Course	NA
12/8	Power and Influence Tactics Leader-Member Exchange (LMX) Theory and Leadership Sharing	<b>Tjosvold &amp; Wisse, 2009: Ch. 1, 12, 13;</b> Falbe & Yukl, 1992; Rahim et al., 2001 <b>Tjosvold &amp; Wisse, 2009: Ch. 6; Kramer, 2006;</b> Graen & Uhl-Bien, 1995

Date	Topic	Readings
12/9	Upward Feedback Downward Feedback	<b>Milliken, Morrison &amp; Hewlin, 2003;</b> Morrison & Milliken, 2000; Ploeger et al., 2011; Bisel & Arterburn, 2012; Zanin et al., 2016 <b>Gordon &amp; Steward, 2009;</b> Yariv, 2006; Morand, 2000
12/14	Framing and Leadership	<b>Fairhurst, 2011: Ch. 1-4, 7;</b> Fairhurst & Sarr, 1996 (Ch. 5); Allan, Gordon, & Iverson, 2006
12/15	Appreciative Inquiry and Change Mindfulness and Soulfulness	<b>Barge &amp; Oliver, 2003;</b> Mengis & Eppler, 2008; Ford & Ford, 1995 <b>Weick &amp; Sutcliffe, 2007: Ch. 1, 2, 6, 7;</b> Brown & Starkey, 2000
12/16	Exam	NA
12/28	Training Session Proposal Due	NA

**Note: Bolded works** should be read prior to class. Works listed, but not bolded, may help to inform short-write essays or expand your understanding.

**Assignments, Grading and Due Dates:**

**Class Participation:**

Students are expected to participate in all class discussions. Effective participation is judged by the informed comments provided by students as well as by the intelligence and insight advanced by the questions and issues that students develop from readings.

**Communication Failures Journal:**

Students will identify and analyze two workplace communication failures they committed.

**Short Writes:**

In order to encourage active analysis and discussion of class readings, students will choose any **three** questions from the “**Short-Write Question Prompts**” to answer in 2 page, provocative, and insightful essays. Each essay will also conclude with a meaningful question for class discussion.

**Exam:**

A comprehensive exam will be administered. Essay questions will be derived from readings, lectures, and class discussion. Students will write for four hours and are expected to cite relevant authorities. Exam is closed-book.

**Training Session.**

Students will propose a leadership communication training session in which they create (a) a heuristic that distills the relevant literature into a list of best practices for some trainable leadership communication skill, and (b) a realistic and authentic method for training a communication leadership behavior quickly and effectively.

**Grading:**

This is a letter-graded course: A, B, C, D, or F.

Point Distribution and Due Dates of Graded Assignments:

<b>Assignment</b>	<b>Percent of Grade</b>	<b>Due Date</b>
Comm. Failures Journal (2)	5% each = 10%	Throughout
Short Writes (3)	10% each = 30%	Throughout
Exam	30%	<b>December 16, 2018</b>
Training Session	30%	<b>December 28, 2018</b>

**Notice:** Failure to meet assignment due dates could result in a grade of I (Incomplete) and may adversely impact Tuition Assistance and/or Financial Aid.

## **POLICIES AND NOTICES**

### **Attendance/Grade Policy**

Attendance and participation in interaction, individual assignments, group exercises, simulations, role playing, etc. are valuable aspects of any course because much of the learning comes from discussions in class with other students. It is expected that you attend all classes and be on time except for excused emergencies.

Excused absences are given for professor mandated activities or legally required activities such as emergencies or military assignments. It is the policy of the University to excuse absences of students that result from religious observances and to provide without penalty for the rescheduling of examinations and additional required class work that may fall on religious holidays. Unavoidable personal emergencies, including (but not limited to) serious illness; delays in getting to class because of accidents, etc.; deaths and funerals, and hazardous road conditions will be excused.

If you are obtaining financial assistance (TA, STAP, FA, VA, Scholarship, etc.) to pay all or part of your tuition cost, you must follow your funding agency/institution's policy regarding "I" (Incomplete) grades unless the timeline is longer than what the University policy allows then you must adhere to the University policy. Students who receive Financial Aid must resolve/complete any "I" (Incomplete) grades by the end of the term or he/she may be placed on "financial aid probation." If the "I" grade is not resolved/completed by the end of the following term, the student's Financial Aid may be suspended making the student ineligible for further Financial Aid.

Students are responsible for meeting the guidelines of Tuition Assistance and Veterans Assistance. See the education counselor at your local education center for a complete description of your TA or VA requirements.

### **Academic Integrity and Student Conduct**

Academic integrity means honesty and responsibility in scholarship. Academic assignments exist to help students learn; grades exist to show how fully this goal is attained. Therefore all work and all grades should result from the student's own understanding and effort.

Academic misconduct is any act which improperly affects the evaluation of a student's academic performance or achievement. Misconduct occurs when the student either knows or reasonably should know that the act constitutes misconduct. Academic misconduct includes: cheating and using unauthorized materials on examinations and other assignments; improper collaboration, submitting the same assignment for different classes (self-plagiarism); fabrication, forgery, alteration of documents, lying, etc...in order to obtain an academic advantage; assisting others in academic misconduct; attempting to commit academic misconduct; destruction of property, hacking, etc...; intimidation and interference with integrity process; and plagiarism. All students should review the Student's Guide to Academic Integrity at [http://integrity.ou.edu/students\\_guide.html](http://integrity.ou.edu/students_guide.html)

Students and faculty each have responsibility for maintaining an appropriate learning environment. All students should review policies regarding student conduct at <http://studentconduct.ou.edu/>

### **Accommodation Statement**

The University of Oklahoma is committed to making its activities as accessible as possible. For accommodations on the basis of disability, please contact your local OU Site Director.

### **Adjustment for Pregnancy/Childbirth-Related Issues**

Should you need modifications or adjustments to your course requirements because of documented pregnancy-related or childbirth-related issues, please contact me as soon as possible to discuss. Generally, modifications will be made where medically necessary and similar in scope to accommodations based on temporary disability. Please see <http://www.ou.edu/content/eoo/faqs/pregnancy-faqs.html>.

## **Title IX Resources**

For any concerns regarding gender-based discrimination, sexual harassment, sexual misconduct, stalking, or intimate partner violence, the University offers a variety of resources, including advocates on-call 24/7, counseling services, mutual no-contact orders, scheduling adjustments, and disciplinary sanctions against the perpetrator. Please contact the Sexual Misconduct Office at [smo@ou.edu](mailto:smo@ou.edu) or (405) 325-2215 (8-5), or the Sexual Assault Response Team at (405) 615 -0013 (24/7) to report an incident. To learn more about Title IX, please visit the Institutional Equity Office's website at <http://www.ou.edu/content/eoo.html>

## **Course Policies**

Advanced Programs policy is to order books in paperback if available. Courses, dates, and professors are subject to change. Please check with your OU Site Director. Students should retain a copy of any assignments that are mailed to the professor for the course. Advanced Programs does not provide duplicating services or office supplies.

Any and all course materials, syllabus, lessons, lectures, etc. are the property of professor teaching the course and the Board of Regents of the University of Oklahoma and are protected under applicable copyright.

For more information about Advanced Programs, visit our website at: <http://www.goou.ou.edu/>

## INSTRUCTOR VITA

**Ryan S. Bisel, Ph.D.**

### Education

- Ph.D. Organizational Communication, University of Kansas, Lawrence KS
- M.A. Organizational Communication, University of Kansas, Lawrence, KS
- B.A. Organizational Communication, William Jewell College, Liberty, MO

### Current Positions

- Associate Professor, University of Oklahoma, Norman, OK
- Advanced Programs professor since 2009

### Frequently Taught Advanced Programs Courses

- 5043 Organizational Research Practicum
- 5053 Introduction to Qualitative Research Methods
- 5313 Qualitative Research Methods
- 5333 Organizational Communication
- 5373 Communication and Leadership
- 6233 Small Group Processes

### Major Areas of Teaching and Research Interest

- Dr. Bisel's research interests focus primarily on supervisor-subordinate communication, organizational discourse, and organizational culture change.
- In 2007, his research was honored with a Top Paper Award from the Central States Communication Association (CSCA). In 2008, his research was honored with a Top Paper Award from the National Communication Association (NCA). Additionally, he was formerly the editorial assistant for the *Journal of Applied Communication Research*.
- Dr. Bisel has published four book chapters and his research is published and in press with top communication journals such as *Communication Theory*, *Management Communication Quarterly*, *Western Journal of Communication*, *Communication Teacher*, and *Communication Studies*.
- In addition to his academic experience, Professor Bisel has worked as a process consultant and facilitator for organizations such as Douglas County Visiting Nurses and Hospice, Lawrence Chamber of Commerce, Oklahoma Office of Homeland Security, and the Kansas Health Foundation.

### Representative Publications:

- Bisel, R. S., Kelley, K. M., Ploeger, N. A., & Messersmith, J. (2011). Workers' moral mum effect: On facework and organizational ethics. *Communication Studies*, 62, 153-170.
- Bisel, R. S., & Barge, J. K. (2011). Discursive positioning and planned change in organizations. *Human Relations*, 64, 257-283.
- Bisel, R. S. (2010). A communicative ontology of organization?: A description, history, and critique of CCO theories for organization science. *Management Communication Quarterly*, 24, 124-131.
- Bisel, R. S. (2009). On a growing dualism in organizational discourse research. *Management Communication Quarterly*, 22, 614-638.
- Bisel, R. S., Ford, D. J., & Keyton, J. (2007). Unobtrusive control in a leadership organization: Integrating control and resistance. *Western Journal of Communication*, 71, 136-