

**JOURNALISM 832—LEADERSHIP AND MANAGEMENT IN MARKETING COMMUNICATIONS  
SPRING 2018 SYLLABUS**

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**COURSE DESCRIPTION**

J832 examines cases and topics of leadership as a process in a marketing communication organization. As a manager's duties evolve from performing tasks to managing relationships and strategic organizational outcomes, the capacity to lead becomes critical to personal and organizational success. Topics will focus on the role of leadership and vision, strategy, communication, ethics, social responsibility, group dynamics and change.

**COURSE INSTRUCTOR**

Angie Hendershot

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Office hours: Upon request, Regnier 370A or via phone/video conference

**COURSE MATERIALS**

- *Selected readings will be posted to BlackBoard or accessible via the KU library*

**CLASS MEETING TIME/ATTENDANCE POLICY**

Journalism 832 meets on Monday evenings, from 6:30-9:00 p.m. beginning January 22. Class meetings will alternate between the KU Edwards Campus **BEST Building, room 230** (subject to change) and virtual lectures/discussions, Slack or other means. Regular attendance in class, reading and work outside of class is required. A portion of your final grade will be based upon your active participation and contributions to our online class discussions.

If you must be absent due to a medical, family or work-related event, it is your responsibility to notify the instructor *prior to class* to determine how best to make up for your absence. Any assignments due on the date you are unable to attend class are still due at the beginning of class.

**COURSE GRADING** (*\*The instructor reserves the right to change assignments as needed.*)

We will follow the standard grading calculations for the Journalism school. Appropriate graduate-level grasp of the concepts covered in the course, professional writing and timely completion of work are essential to achieving an A or B grade. IMC students are professional communicators and therefore grades will also consider writing essentials (spelling, grammar, punctuation, subject/verb agreement, etc.) and writing quality (storytelling, persuasiveness, literary devices, brevity, etc.).

Weekly discussion board assignments (20 points each)	200 points
Mid-term paper	100 points
Final Presentation	100 points
<u>Attendance/Class Participation/Professionalism</u>	<u>100 points</u>

**ASSIGNMENT EXPECTATIONS**

*Weekly discussion board assignments*

Leadership competency assigned topics will be posted throughout the semester. You must complete 10 of the 11 (of your choosing) graded as 20 points each based on your demonstration of knowledge and perspectives. Topics will be posted each week. Submit relevant responses with appropriately cited references. You will also need to add multiple responses to fellow students' posts to receive maximum points.

- You will be provided a Leadership Competency Model assessment framework and asked to submit a self-review at the start and end of the course, along with an individual development plan. These will be included in your attendance/participation/ professionalism portion of your grade.

*Mid-term Paper*

You will write a 5-10 page (double spaced) paper analyzing a leadership issue of your choice.

- A level work will include multiple references to published leadership theories, critical thinking, examples of applied use and implications for your future work.
- B level work will include at least one referenced leadership theory, critical thinking and examples of applied use.
- C level work will include summary of the leadership issue and examples.

*Final Presentation*

- A fictitious company scenario will be distributed to you. You will be asked to present on a management approach and future direction for the organization. Presentations will be graded based on application of concepts covered in the course, appropriateness of proposed actions based on strategic considerations, quality of writing and presentation skills.
- Classmates will provide peer feedback on leadership skills demonstrated in the process of presentation preparation using the Leadership Competency Model.

*Attendance/Class Participation/Professionalism –*

Quality and frequency of participation in class discussions and (in and out of class) exercises will contribute to this grade. Top points will require active listening and engagement with all speakers (instructor, guest speakers, classmates) and thoughtful questions and contributions to the discussion. Generally excused absences discussed in advance of class can have participation points made up with out-of-class exercises assigned by the instructor. These may include identifying new and current published works related to the weekly topic and a thoughtful summary and assessment.

## J832 Spring 2018 COURSE SCHEDULE

*The instructor reserves the right to amend the schedule and/or change assignments at any time based upon speaker availability, progress against the learning objectives and the needs of the class.*

DATE	TOPIC	READINGS <i>prior to class</i>	COMPETENCY ASSIGNMENT(S)
January 22 Week 1	<ul style="list-style-type: none"> <li>• Collaboration tools – BlackBoard, Slack</li> <li>• Leadership vs. Management</li> <li>• “Great Leaders”</li> <li>• Charting your course: Competency models and IDPs</li> <li>• <b>Exercise: individual development plan</b></li> </ul>	Simon Sinek, How great leaders inspire action <i>Optional: Letter from a Birmingham Jail</i>  <i>Management is (Still) Not Leadership</i> by John Kotter	<i>Submit competency self-evaluation and IDP to learning journal on Blackboard</i>
January 29 Week 2	<ul style="list-style-type: none"> <li>• The business case for business acumen</li> <li>• Philosophies of Leadership               <ul style="list-style-type: none"> <li>○ Trait/Great Man Approach</li> <li>○ Skills, Behavioral, Path Goal</li> <li>○ Transformational, Servant, Adaptive, Authentic</li> </ul> </li> <li>• Adaptive Leadership</li> <li>• Mission and Vision</li> </ul> <i>Guest speaker Jenny Love, President Love Consulting (PR &amp; Social Media Consultant)</i>	<i>Mastering Business Ch. 1 Advising</i>  <i>Leadership 2.0</i> Bradberry and Greaves, p 1-12 + Chapter 2 Strategy	Set strategic vision
February 5 Week 3	<ul style="list-style-type: none"> <li>• The role of leadership</li> <li>• Followership</li> </ul> <i>Guest speaker Sam Meers, EVP Barkley Health +Finance</i>	<i>Mastering Business Ch. 7 Understanding Your People</i>  <i>Followership</i> by Kellerman, Chapter 2, p. 84-93	Build organizational talent
February 12 Week 4	<ul style="list-style-type: none"> <li>• Developing Strategy</li> <li>• Strategic Planning</li> </ul> <i>Guest speaker Joe Sevcik, CMO at The American College of Financial Services</i>	<i>Mastering Business Ch. 10 Collaborating with Strategy and Innovation</i>  <i>Can you say what your strategy is?</i> Rukstad/Collis, HBR April 2008 <i>Using Balanced Scorecard</i> , Kaplan/Norton July/August 2007	Analyze problems and make decisions
February 19 Week 5	<ul style="list-style-type: none"> <li>• Leadership in the Social Media era</li> </ul> <i>Guest speaker Zena Weist, VP Marketing and Media Relations, Catholic Charities of NE KS</i> <b>Exercise: Social Media Strategy Builder</b>	Excerpts from <i>Open Leadership</i> , Charlene Li; 2018 Digital Trends	Exercise influence
February 26 Week 6	<ul style="list-style-type: none"> <li>• Ethics and Professional Codes</li> <li>• Unconscious bias</li> <li>• Leveraging diversity</li> </ul> <b>Exercise: Tunnel of Oppression 7pm</b>	Donnelly College President profile podcast  Excerpts from <i>What Works: Gender Equality by Design</i>	Build credibility and trust

March 5 Week 7	<ul style="list-style-type: none"> <li>• Culture</li> <li>• Group dynamics</li> <li>• Globalized workforce and markets</li> </ul> <p><i>Guest speaker Dr. Angie Pastorek, KU Communications Studies</i></p>	Workforce, SHRM, 2015 Executive summary and p. 29-36 Engaging and Integrating a Global	Collaborate with others
March 12 Week 8	<ul style="list-style-type: none"> <li>• <i>Mid-term paper due and final project kickoff group work session (no lecture)</i></li> </ul>	Final Project case study	
March 19	<b>SPRING BREAK</b>		
March 26 Week 9	<ul style="list-style-type: none"> <li>• Key functions in a world-class marketing and communication organization</li> <li>• Organizational design in marketing and communication</li> </ul> <p><i>Guest speaker Julie Robinson, SVP Trozzolo Communications Group</i></p> <p>Exercise: use the anatomy of a world-class marketing communication organization to redesign function for final project company</p>	<i>Anatomy of a world-class marketing organization</i> Corporate Executive Board, Marketing Leadership Council	Coach and develop others
April 2 Week 10	<ul style="list-style-type: none"> <li>• Strategic Decline and Strategic Renewal</li> <li>• Transformation and change management</li> </ul> <p><i>Guest speaker TBA</i></p>	Excerpts from <i>The Reciprocity Advantage</i> , Karl Ronn	Deliver results
April 9 Week 11	Employee development <ul style="list-style-type: none"> <li>• Development and Growth</li> <li>• Employee communication and engagement</li> <li>• Rewards and recognition</li> </ul> <p><i>Guest speaker Nicole Trembley, SVP FleishmanHillard</i></p>	What Great Managers Do to Engage Employees, Harter and Adkins, HBR April 2015	Learn continuously
April 16 Week 12	<ul style="list-style-type: none"> <li>• Empowered customers</li> <li>• Customer obsession</li> <li>• Post-digital world <ul style="list-style-type: none"> <li>○ Human, helpful, handy</li> </ul> </li> </ul> <p><i>Guest speaker Chris Perkins, Managing Director Bernstein-Rein Advertising</i></p>	<i>Marketing Leadership in the Age of the Customer</i> , James McQuivey, <i>Thriving in a Post-Digital World</i> , Shar VanBoskirk, Forrester Research  Jay Baer, YOUtility	Focus on customers
April 23 Week 13	<ul style="list-style-type: none"> <li>• Ideation and Incubation</li> <li>• Innovation</li> </ul> <p><i>Guest speaker Jeanne Schwartz, Chief Strategy Officer Funeralocity</i></p>	Ch. 15 Innovate or Die <i>What's the Future?</i> , Brian Solis	Think innovatively and Drive change
April 30 Week 14	<ul style="list-style-type: none"> <li>• Final presentations</li> <li>• Debrief final presentation</li> </ul> <p>Exercise: evaluate your organization using the anatomy of a world-class marketing communication organization</p>		Complete Peer and Self-review: leadership competency model
May 7 Week 15	<ul style="list-style-type: none"> <li>• Final leadership activity</li> </ul>		