

COMM 2819: Organizational Leadership

**The University of Iowa
The College of Liberal Arts and Sciences
Fall 2026**

Description of Course

This course provides a comprehensive introduction to the principles and practices of leadership communication. Students will explore the role of communication in effective leadership, examining how leaders use communication to inspire, influence, and guide others. Through a blend of theoretical frameworks and practical applications, students will develop essential communication skills that are critical for successful leadership in various contexts. This course is ideal for students aspiring to leadership roles in various fields, including business, education, healthcare, and non-profit organizations. It equips students with the communication skills necessary to lead with confidence and integrity in a diverse and dynamic world.

Communication Studies Department Learning Objectives:

1. Explain the significance of the communicative process across personal, familial, organizational, civic, and mediated contexts.
2. Demonstrate effective written, oral, and/or digital communication skills.
3. Plan, evaluate, and conduct basic communication research using qualitative, quantitative, and critical cultural methods.
4. Think critically about the role of communication in the production, maintenance, and transformation of culture.
5. Apply and reflect upon the skills and theories of communication in communities, professional settings, and a global context.
6. Develop the ability to discuss controversial issues of public importance in a way that demonstrates intercultural competence and personal and social responsibility to a dynamic and globalizing world.

Course Learning Objectives:

1. Identify theories of leadership and followership
2. Understand the role that communication plays in the interactive process of leading and following
3. Analyze group dynamics in an organizational setting
4. Develop an awareness of cultural bias in the construction and interpretation of research on leadership
5. Identify your personal preferences for leading and following
6. Critique and develop a plan for leadership development
7. an understanding of cultural identity and the role of cultural biases in micro and macro settings.

Outline of Course Topics

See course schedule below

Required Textbooks, Readings, and Other Materials

The required textbook(s) for this course are:

Hackman, M. Z. and Johnson, C. E. (2018): Leadership: A Communication Perspective, 7th Edition. Waveland Press, Inc. ISBN: 1-57766-579-1

Types of Assessments

Course Requirement	Points
1. Participation and Attendance	150
2. Self-Awareness Inventories	80
3. Leadership Development Essay	100
4. Leadership Analysis Essay	100
5. Leadership Analysis Presentation	50
6. Semi-weekly Quizzes	100
Total	630

**See below for evaluation criteria*

Course meeting time and place:

MWF 9:30-10:20AM (CST) in BCSB Room# 203

Department of Communication Studies website:

<https://communicationstudies.uiowa.edu>

Instructor

Dr. Jordan Conrad

Email

Jordan-conrad@uiowa.edu

Office location

Becker Communication Studies Building (BCSB) Room 143

Student drop-in hours

MWF 10:30-11:30AM

Departmental Executive Officer (DEO)/Department Chair

Dr. Kembrew McLeod

Email*Kembrew-mcleod@uiowa.edu***Student Complaints**

Students with a complaint about a grade or a related matter should first discuss the situation with the instructor and/or the course supervisor (if applicable), and finally with the DEO (Chair) of the department, school or program offering the course. Sometimes students will be referred to the department or program's Director of Undergraduate Studies (DUS) or Director of Graduate Studies (DGS).

Undergraduate students should contact [CLAS Undergraduate Programs](#) for support when the matter is not resolved at the previous level. Graduate students should contact the [CLAS Graduate Affairs Manager](#) when additional support is needed.

Course's College (Administrative Home)**For undergraduate courses**

The College of Liberal Arts and Sciences (CLAS) is the home of this course, and CLAS governs the add and drop deadlines, academic misconduct policies, and other undergraduate policies and procedures. Other UI colleges may have different policies.

Drop Deadline for this Course

You may drop an individual course before the drop deadline; after this deadline you will need collegiate approval. You can look up the **drop deadline for this course** [here](#). When you drop a course, a "W" will appear on your transcript. **The mark of "W" is a neutral mark that does not affect your GPA. To discuss how dropping (or staying in) a course might affect your academic goals, please contact your Academic Advisor.** Directions for adding or dropping a course and other registration changes can be found on the [Registrar's website](#). Undergraduate students can find policies on dropping CLAS courses [here](#). **Graduate students should adhere to the [academic deadlines](#) and policies set by the Graduate College.**

UI Email

Students are responsible for all official correspondences sent to their UI email address (uiowa.edu) and must use this address for any communication with instructors or staff in the UI community. For the privacy and the protection of student records, UI faculty and staff can only correspond with UI email addresses.

Course ICON site

To access the course site, log into [Iowa Courses Online \(ICON\)](#) using your Hawk ID and password.

Grading System

Final grades will be assigned according to the following scale:

A+= 97+	C = 73 to 76.9
A = 94 to 96.9	C- = 70 to 72.9
A- = 90 to 93.9	D+ = 67 – 69.9
B+ = 87 to 89.9	D = 63 to 66.9
B = 83 to 86.9	D- = 60 to 62.9
B- = 80 to 82.9	F = 59.9 or below
C+ = 77 to 79.9	

Course Grades

Your grade in this class will be calculated based on the following criteria:

Class Participation & Attendance (150 points possible)

The participation category includes in-class activities and contributions and *may* include miscellaneous written assignments. Do not assume that you will earn full points automatically.

Full points require all of the following:

1. Prompt and regular attendance.
2. Active and attentive participation in class activities.
3. Contributions to class dynamics by providing insightful, on-task comments.
4. Listening respectfully when others talk: in groups, during presentations, and during class.
5. Offering thoughtful comments that showcase knowledge of the required readings.
6. Participating actively and regularly in class discussions

Your attendance and participation log will be used to evaluate your score weekly. Remember that missing more than four classes will also result in a reduction in your overall grade, not just your attendance and participation grade.

Self-Awareness Inventories (80 points possible)

You must complete the online self-assessment inventories. These will provide insight into yourself, your communication style, and the practices and approaches you find most appealing as both a leader and a follower. Additionally, they will offer a roadmap of sorts for your personal leadership journey. The inventories are graded complete/incomplete; each completed inventory is worth 10 points. There are ten inventories and you must complete eight total. Due dates are listed in the module section and the course calendar.

Leadership Development Essay (100 points possible)

This assignment requires students to create a personalized leadership development plan by evaluating job announcements for leadership positions, setting SMART leadership goals, and outlining a detailed action plan to achieve these goals. Students will analyze the necessary skills and abilities listed in job announcements, discuss how their goals align with these requirements, and identify any gaps they need to address. The assignment also includes a reflective component where students will discuss what they learned about themselves, the challenges they faced, and how the plan will help them grow as leaders. The final submission will be a well-organized and

clearly presented document, demonstrating thoughtful analysis and planning. See assignment description in “course resources” section of ICON for more detailed information.

Leadership Analysis Essay and Presentation (150 points possible)

This assignment requires students to analyze the communication style and leadership of a famous leader of their choice. Students will conduct thorough research to understand the leader's background, communication methods, key achievements, and the challenges they faced. The report will be structured to include an introduction, a detailed biography, an analysis of the leader's communication style with examples, a discussion of their achievements and impact, an examination of challenges and controversies, and a conclusion reflecting on the effectiveness of their communication. Additionally, students will prepare a 6–7-minute presentation summarizing their findings, using visual aids to enhance their delivery. The assignment emphasizes the integration of course concepts into the analysis, encouraging students to apply theoretical knowledge to real-world leadership examples. See assignment description in “course resources” section of ICON for more detailed information.

Semi-weekly quizzes (100 points)

Instead of a midterm and final exam I have adopted a semi-weekly quiz approach. Most weeks you will have a reading quiz based on the weekly readings and lecture material. There will be a total of 11 quizzes throughout the semester, each worth 10 points. At the end of the semester your lowest quiz grade will be dropped. Each quiz will have 10 questions, and you will have 10 minutes to complete the quiz. quizzes will be posted on the ICON site for that week. The quizzes are due by 11:59PM on the Sunday of that week. No late extensions will be given on the weekly quizzes.

Attendance and Accommodations

Absences and Attendance: Students are responsible for attending class and for contributing to the learning environment of a course. Students are also responsible for knowing the absence policies for their courses, which will vary by instructor. All absence policies, however, must uphold the UI policy related to student illness, mandatory religious obligations, unavoidable circumstances, or University authorized activities

Accommodations for Disabilities: UI is committed to an educational experience that is accessible to all students. A student may request academic accommodations for a disability (such as mental health, attention, learning, vision, and physical or health-related condition) by registering with Student Disability Services (SDS). The student is then responsible for discussing specific accommodations with the instructor. More information is at <https://sds.studentlife.uiowa.edu/>.

Absences from Class

Absences for Religious Holy Days

Absences for Military Service Obligations

Accommodations for Students with Disabilities

Other Expectations of Student Performance

Privacy and Sharing of Class Recordings: These lectures and presentations are the intellectual property of the faculty, and they may not be shared or reproduced without the explicit written consent of the faculty member. This includes but is not limited to taking pictures of PowerPoint slides. Students may not share these sessions with those who are not enrolled in the course; likewise, students may not upload recordings to any other online environment. Doing so is a breach of the Code of Student Conduct and in some cases is a violation of the Federal Education Rights and Privacy Act (FERPA).

Written Assignments: All written assignments submitted must be typed, double-spaced, with 12-point Times New Roman font, and 1-inch margins, using APA 7th edition style. Hand-written assignments will not be accepted. Also, no assignments will be accepted over email. All of the written assignments for this class are relatively short, therefore I expect you to paraphrase all of your writing. You still have to provide citations for paraphrased material. The use of direct quotations in your writing should be limited to those instances where it is absolutely necessary to use a quote for the purposes of articulating your argument, position, or idea.

Late work: Assignments are expected to be turned in on the date stated on the syllabus. I do not accept late work unless under extreme circumstances. In that event, you must notify me at least 24 hours before an assignment is due to let me that you will not be able to complete the work for your stated reason. When you email me, you must also attach any and all of the work that you have completed on that assignment up to that point. If you do not have sufficient progress completed you will not get an extension. Extensions are granted on a case-by-case basis. I do not accept emailed assignments other than the process stated above.

Free Speech and Expression

Non-discrimination Statement

Classroom Expectations

Class Recordings

Academic Honesty and Misconduct

All students in CLAS courses are expected to abide by the [college's standards of academic honesty](#). Undergraduate academic misconduct must be reported by instructors to CLAS according to [these procedures](#). Graduate academic misconduct must be reported to the Graduate College according to Section F of the [Graduate College Manual](#).

Artificial Intelligence (AI) Policy

Use of Artificial Intelligence (AI): The use of generative AI, (e.g. Co-pilot) in this class is **not** allowed for any substantive writing. AI may be used for editing, brainstorming activities, and general structural formatting. AI does not replace the use of the University Writing Center (to the extent that AI may generate writing but does not have the capacity to teach writing) and it is strongly encouraged to seek out resources on campus to help with your overall composition. Finally, any use of AI must be disclosed as an appendix item attached to any assignment. You

must disclose how you used AI and the extent of AI content in your written work. Failure to disclose **any** use of AI and inappropriate use of AI will result in academic discipline.

Calendar of Course Assignments and Exams

<u>Week #</u>	<u>Week Starting</u>	<u>Content</u> <i>*Weekly Readings completed before class on Mondays. Readings are located on ICON</i>	<u>Assignments Due</u> <i>*All Self-Inventories and Quizzes are due at the end of the week (Sunday) by 11:59PM</i>
1	8/24/26	Leadership and Communication <i>*Read Chapter 1</i>	Emotional Intelligence Inventory Quiz #1
2	8/30/26	Leadership and Organizations <i>*Read Chapter 8</i> NO CLASS ON 9/4	16 Personalities Inventory Quiz #2
3	9/6/26	Leadership Development <i>*Chapter 12</i> NO CLASS ON 9/7 NO CLASS ON 9/11	Quiz #3
4	9/13/26	Leadership and Followership Comm Styles <i>*Read Chapter 2</i>	Leadership Style Inventory Followership Style Inventory Quiz #4
5	9/20/26	Transformational and Charismatic Leadership <i>*Read Chapter 4</i>	Motivation to Lead Scale Quiz # 5 Leadership Development Essay

			due 9/27 @ 11:59PM
6	9/27/26	Leadership and Power <i>*Read Chapter 5</i>	Personal Power Profile Quiz # 6
7	10/4/26	Leadership and Influence <i>*Read Chapter 6</i>	Perceived Leader Integrity Scale Quiz #7
8	10/11/26	Ethical Leadership and Followership <i>*Read Chapter 11</i>	Quiz #8
9	10/18/26	Traits, Situational, Functional, and Relational Leaders <i>*Read Chapter 3</i> NO CLASS ON 10/19	Motivation to Lead Scale Quiz #9
10	10/25/26	Organizational Culture <i>*ICON reading</i>	Quiz #10
11	11/1/26	Leadership in Groups and Teams <i>*Read Chapter 7</i>	Quiz #11
12	11/8/26	Leadership in Crisis <i>*Chapter 13</i>	Quiz #12
13	11/15/26	Leadership and Diversity <i>*Read Chapter 10</i> NO CLASS ON 11/18 & 11/20	Diversity Perception Inventory Communicating Leadership Essay Due 11/29
14	11/22/26	FALL BREAK	

15	<i>11/29/26</i>	Presentations ORDER TBD	
16	<i>12/6/26</i>	Presentations ORDER TBD	
	<i>12/14/25</i>	NO FINAL EXAM	

Student Support Resources and Related Policies

Academic Support for this Course

Students are encouraged to be mindful of their mental health and seek help as a preventive measure or if feeling overwhelmed and/or struggling to meet course expectations.

Students are encouraged to talk to their instructor for assistance with specific class-related concerns. For additional support and counseling, students are encouraged to contact University Counseling Service (UCS). Information about UCS, including resources and how to schedule an appointment, can be found at counseling.uiowa.edu. Find out more about UI mental health services at mentalhealth.uiowa.edu.

Student Care and Assistance provide assistance to University of Iowa students who are experiencing a variety of crisis and emergency situations, including but not limited to medical issues, family emergencies, unexpected challenges, and sourcing basic needs such as food and shelter. More information on the resources related to basic needs can be found at basicneeds.uiowa.edu/resources/. Students are encouraged to contact Student Care & Assistance in the Office of the Dean of Students (Room 135 IMU, dos-assistance@uiowa.edu, or 319-335-1162) for support and assistance with resources.

[Mental Health](#)

[Basic Needs and Student Support](#)

[Sexual Harassment/Sexual Misconduct and Supportive Measures](#)

[Conflict Resolution](#)