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CMGT 536:
Team Communication and Leadership
(4 units)

Spring 2022: Wednesdays 6:30-9:20 pm PST
Section: 21745
Location: Online (Zoom)

Instructor: Prof. Andrea Hollingshead
Office Hour: by appointment
Contact Info: aholling@usc.edu

Course Description:

Much of the world's work is done in teams. Teams can potentially benefit from the diverse knowledge, skills and perspectives of individual members. However, few teams reach their full potential. Working in teams can be difficult, and being a team leader brings additional challenges. This course promotes student team and leadership skills through the study and practical application of team and leadership academic research. Specific topics include: Team design; Mindful leadership; Positionality and team diversity; Team performance and wellbeing; Group creativity; Group decision making; Team conflict; Emotion in teams; Expertise, status and power dynamics; Remote teams; and Gender, race, culture and leadership.

This course is highly interactive and experiential. It is divided into weekly modules and designed as a "flipped classroom." This means most content is delivered before class in weekly readings and class preparation. Class sessions focus on activities and discussions that integrate and apply concepts in the readings. Because much of the learning in the course is team-based and experiential, **attendance in our weekly Zoom live session is required**. Unfortunately it is not possible to take this course asynchronously.

By the end of this course, students should feel more confident about their knowledge and ability to work in and lead teams.

Course Objectives:

The specific objectives of the course are to provide students with:

- Positive team and leadership experiences
- Theory and research-based knowledge on leading and working well in teams
- Concepts and a language for describing teams and leadership
- Analytical tools and skills to observe, diagnose, and choose appropriate responses to leadership and team-related problems
- An ability to recognize and act on organizational opportunities for leadership
- A safe and supportive class environment for learning and experimentation

Class Materials:

All course materials, which include research articles. popular press readings, TED talk videos and other learning materials will be available through course blackboard under "Course Materials" a week before they are due in class. Module weekly topics are provided in the course calendar. There are no required texts. Plan on about 3-4 hours per week for class preparation. (This does not include time spent on midterm and final research projects.)

Zoom Class Live Sessions:

As mentioned earlier, because this class relies on in-class team work, **participation in the live Zoom class sessions is required**..

I expect everyone to keep their video on during class and especially during breakout rooms and team activities. Seeing one another keeps the class energy level high, creates accountability and builds a sense of community. If you need to turn your video off for whatever reason, it's not a problem. Just let me know.

Live large class discussions will be recorded and made available to students through Blackboard. Team activities will not be recorded. Course content is intellectual property and our class meetings are confidential. USC policy prohibits sharing of any synchronous and asynchronous course content outside of our class learning environment. As a student, you are responsible for the appropriate use and handling of these recordings under existing SCampus policies regarding class notes (https://policy.usc.edu/scampus-part-c/).

Important: All students must enter our Zoom classroom through Course Blackboard. See link: https://keepteaching.usc.edu/students/student-toolkit/classroom/zoom/ for more detailed instructions.

Class Assignments:

In-Class Team Assignments. The class will divide into work teams in the second week, and will remain in those teams for the rest of the semester. Each week, your team will complete an assignment that will require discussing, evaluating and applying concepts from course readings. These team assignments will be graded. There will be a strict time deadline and a penalty for late assignments. There will be 10 team assignments during the semester.

Your team will pre-select a different leader to guide the team for each weekly assignment in advance. The leaders' responsibilities are up to the team, but might include leading the team case discussion, assigning tasks to group members, presenting the team's analysis, etc.

Only team members present in class will receive the team grade for the day's in-class assignment. To calculate your individual grade, I will drop your lowest score and add the remaining 10 team scores. An absence will count as a dropped score. One caveat:Assigned leaders cannot drop their team scores. This component is worth 30% of your course grade.

Individual Midterm Leader Profile Video: The midterm assignment is to prepare a profile of a leader who you admire in a 6 min (max) video. The restrictions are that the leader chosen is not someone well known for their leadership, and that each student must choose a different leader. Creativity is highly encouraged. More specific requirements will be provided later in the semester. This component is worth 25% of your course grade.

Team Final Research Project: On the last day of class (Apr 28), your team will present a 15 min video on a research topic relating to team communication or leadership. Most work on your team project will be done outside of class and will be based on academic research.

I am open about team project topics, so choose something that interests everyone on your team. Creativity is encouraged! The only requirements are that the topic is relevant to the course (i.e. about teams and/or leadership communication) and that your project involves academic research (minimum 10 academic sources). More details about the team project video will be given later in the semester. This component is worth 25% of your course grade.

Leader Self-Assessment: One course goal is to enhance your leader and teamwork skills. To gauge your progress, you will complete a Leadership Self-Assessment at the beginning and again at the end of the semester. This component is worth 10% of your course grade.

Class Participation: I want to cultivate a safe and positive learning environment where everyone treats one another with the highest respect and participates fully in class activities. I expect everyone in CMGT 536 to treat one another with respect and kindness, and to do their part in creating a safe, positive and comfortable space for sharing knowledge and ideas. Always think about how your actions might be perceived on video.

Being "present"in the Zoom session is not enough to earn a high class participation grade, you must **also** actively contribute to large group discussions and complete all in-class work products. These will vary depending on the class.and may include polls, surveys, chats, or in-class short assignments. In-class work may be assigned at any point during the class. Class Participation is worth 10% of your grade.

Assignment Submission Policy:

All assignments are due on the date and time specified and must be submitted via Blackboard. Blackboard will send you a receipt if the assignment has been successfully submitted. Allow enough time to upload assignments by the deadline. Please do not email your assignments to me.

Course Grade Breakdown:

Assignment	Points	% of Grade
Team Weekly Assignments	30	30
Individual Midterm Leader Profile Video	25	25
Final Team Project	25	25

Pre- & Post- Leader Assessment	10	10
Class Participation and Professionalism	10	10
TOTAL	**100**	**100%**

Course Grading Policy:

Grades will be assigned as follows:
A/A-   Outstanding, thoughtful and careful work, applies concepts and readings well
B+/B   Above average work, good insight, could benefit from more attention to detail
B-/C+   Needs improvement on ideas, argument and follow through
C and below   Bare minimum and shows little understanding of the material

Assignment rubrics will be provided on Course Blackboard.

Grades on each component will be converted to a percentage score and will be weighted as described above in determining your course grade. Your percentage score will be translated to a letter grade per the scale shown below:

A	= 100-93	C	= 76-73
A-	= 92-90	C-	= 72-70
B+	= 89-87	D+	= 69-67
B	= 86-83	D	= 66-63
B-	= 82-80	D-	= 62-60
C+	= 79-77	F	= 59-0

Your percentage score must be over the threshold to receive that grade; there is no rounding up.

Course Schedule: A Weekly Breakdown

Note: Weekly modules will be posted on Blackboard a week before they are due in class. Course topics and readings may change. Midterm and final video assignment due dates will not change.

	Topics/Daily Activities	Class Readings Due	Deliverable/Due Dates
Week 1 Jan 12	Course Introduction		
Week 2 Jan 19	Team Design	Module 1: How to build a successful team	**Leadership Pre-assessment questionnaire due by noon on Jan 19 (in Module 1)** In-Class Team Activity 1

Week 3 Jan 26	Mindfulness and Mindful Leadership	Module 2: How mindfulness makes you a better leader	In-Class Team Activity 2
Week 4 Feb 2	Positionality and Team Diversity	Module 3: How diversity makes us smarter	In-Class Team Activity 3
Week 5 Feb 9	Team Wellbeing	Module 4: Balancing team performance and team wellbeing	In-Class Team Activity 4 **Midterm Leadership Profile Topic due by noon, Feb 9**
Week 6 Feb 16	Group Creativity	Module 5: Improving team creativity	In-Class Team Activity 5
Week 7 Feb 23	Group Decision Making	Module 6: Making informed group decisions	In-Class Team Activity 6
Week 8 Mar 2	Team Conflict	Module 7: Preempting and resolving team conflict	In-Class Team Activity 7
Week 9 Mar 9	Leader Profiles Video Presentations	No reading for this week (We will view and discuss the leader profiles during class)	**Midterm Leader Profile Video Due by 12-noon on Mar 9.**
Week 10 Mar 16	NO CLASS	SPRING BREAK	
Week 11 Mar 23	Emotions in Teams	Module 8: Experiencing and expressing emotions in teams	In-Class Team Activity 8 **Team Project Topic due by noon on Mar 23**
Week 12 Mar 30	Expertise, Status, and Power Dynamics	Module 9: Understanding sources and outcomes of social Influence	In-Class Team Activity 9 Team Project Topic Due
Week 13 Apr 7	Remote Teamwork and E-communications	Module 10: Working and communicating with remote teammates	In Class Activity 10
Week 14 Apr 14	Gender, Race, Culture and Leadership	Module 11: Overcoming social stereotyping and other barriers to leadership	In-Class Activity 11

Week 15 Apr 21	Course Recap and Integration	No Readings This Week	
Week 16 Apr 28	Final Presentations Last Day of Class	No Readings This Week	**Final Team Videos Due by noon on April 28** **Post-Assessment Due on May 5**

XII. Policies and Procedures

Blackboard

I use Blackboard extensively. Check everyday for updates and announcements.

Communication

Use USC email for contacting me, and check your USC email for time-sensitive information every day.

Statement on Academic Conduct and Support Systems

Academic Integrity Policy:

The School of Communication maintains a commitment to the highest standards of ethical conduct and academic excellence. Any student found responsible for plagiarism, fabrication, cheating on examinations, or purchasing papers or other assignments will be reported to the Office of Student Judicial Affairs and Community Standards and may be dismissed from the School of Communication. There are no exceptions to the school's policy.

Academic Conduct:

Plagiarism – presenting someone else's ideas as your own, either verbatim or recast in your own words – is a serious academic offense with serious consequences. Please familiarize yourself with the discussion of plagiarism in SCampus in Part B, Section 11, "Behavior Violating University Standards" policy.usc.edu/scampus-part-b. Other forms of academic dishonesty are equally unacceptable. See additional information in SCampus and university policies on scientific misconduct, policy.usc.edu/scientific-misconduct.

In addition, all course work should be original created by you, and not previously submitted for another course unless you have received my prior approval.

Accommodation:

Students requesting academic accommodations based on a disability are required to register with Disability Services and Programs (DSP) each semester. A letter of verification for approved accommodations can be obtained from DSP when adequate documentation is filed.

Emergency Preparedness/Course Continuity in a Crisis
In case of a declared emergency if travel to campus is not feasible, USC executive leadership will announce an electronic way for instructors to teach students in their residence halls or homes using a combination of Blackboard, teleconferencing, and other technologies. See the university's site on **Campus Safety and Emergency Preparedness**.

Support Systems:

Counseling and Mental Health - (213) 740-9355 – 24/7 on call
studenthealth.usc.edu/counseling
Free and confidential mental health treatment for students, including short-term psychotherapy, group counseling, stress fitness workshops, and crisis intervention.

National Suicide Prevention Lifeline - 1 (800) 273-8255 – 24/7 on call
suicidepreventionlifeline.org
Free and confidential emotional support to people in suicidal crisis or emotional distress 24 hours a day, 7 days a week.

Relationship and Sexual Violence Prevention Services (RSVP) - (213) 740-9355(WELL), press "0" after hours – 24/7 on call studenthealth.usc.edu/sexual-assault
Free and confidential therapy services, workshops, and training for situations related to gender-based harm.

Office of Equity and Diversity (OED) - (213) 740-5086 | Title IX – (213) 821-8298
equity.usc.edu, titleix.usc.edu
Information about how to get help or help someone affected by harassment or discrimination, rights of protected classes, reporting options, and additional resources for students, faculty, staff, visitors, and applicants.

Reporting Incidents of Bias or Harassment - (213) 740-5086 or (213) 821-8298
usc-advocate.symplicity.com/care_report
Avenue to report incidents of bias, hate crimes, and microaggressions to the Office of Equity and Diversity |Title IX for appropriate investigation, supportive measures, and response.

The Office of Disability Services and Programs - (213) 740-0776
dsp.usc.edu
Support and accommodations for students with disabilities. Services include assistance in providing readers/notetakers/interpreters, special accommodations for test taking needs, assistance with architectural barriers, assistive technology, and support for individual needs.

USC Campus Support and Intervention - (213) 821-4710
campussupport.usc.edu
Assists students and families in resolving complex personal, financial, and academic issues adversely affecting their success as a student.

Diversity at USC - (213) 740-2101
diversity.usc.edu
Information on events, programs and training, the Provost's Diversity and Inclusion Council, Diversity Liaisons for each academic school, chronology, participation, and various resources for students.

USC Emergency - UPC: (213) 740-4321, HSC: (323) 442-1000 – 24/7 on call
dps.usc.edu, emergency.usc.edu
Emergency assistance and avenue to report a crime. Latest updates regarding safety, including ways in which instruction will be continued if an officially declared emergency makes travel to campus infeasible.

USC Department of Public Safety - UPC: (213) 740-6000, HSC: (323) 442-120 – 24/7 on call
dps.usc.edu
Non-emergency assistance or information.

Annenberg Student Success Fund
https://annenberg.usc.edu/current-students/resources/annenberg-scholarships-and-awards

The Annenberg Student Success Fund is a donor-funded financial aid account available to USC Annenberg undergraduate and graduate students for non-tuition expenses related to extra- and co-curricular programs and opportunities.