NM3242 Organisational Communication & Leadership
FASStrack 2024

Course Description

This module provides students with theoretical knowledge and professional development when working in organisations. Students will explore the overview of organisational communication literature, the dynamism of working in teams, leadership skill development, as well as intercultural sensitivity in the workplace. The module will highlight new concepts in organisational leadership settings, and students will apply case studies to contemporary workplaces in communication issues. This module prepares students for their roles in organisations by familiarising them with fundamental issues, practices and development skills.

Preclusion/ Prerequisite
Nil

Lecturer
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Course Assessment

Assessments		Assessment deadlines
1. Narrative Leadership Presentation	20%	Friday Week 1
2. (Group) Leadership Playbook	20%	Friday Week 2
3. (Group) Enactment Workshop	20%	Monday Week 3
4. Essay: Leadership Portfolio	30%	Friday Week3
5. Participation	10%	On-going
Total for CA:	**100%**	

1. Narrative Leadership Presentation	20%	Utilizing resources in class, students are required to focus on their leadership journeys to construct and present their own leadership persona through a narrative presentation.
2. (Group) Leadership Playbook	20%	In groups, students can choose one of the key issue articles to construct a leadership playbook to apply to leadership training and issues.
3. (Group) Enactment Workshop	20%	Utilizing their playbook, students must apply it to a case-study or scenario of their choice, to showcase the use of the playbook on issues. They may enact it or read the script out in class.

4.	Essay: Leadership Portfolio	30%	Each student will create a reflective portfolio that draws from academic and popular references in this course (and of their own research) to put together their learnings for this Course. The Leadership Portfolio will be a statement of their perspective of key contemporary leadership issues of their choice, particular models and playbooks that are important in dealing with these issues, and how their own Leadership persona fits into this issue. This Portfolio could reflect their own aspirational change or journeys that they seek to develop from this Course.
5.	Participation	10%	Participation in class forums, discussions, and activities with peers.

Course Topics

Week	Day	Topic	Session Activities
1	TUE	**BLOC: Leadership Models & Theories Organisational Communication & Leadership Overview**	Lecture/Tutorial (**Denotes Discussion)
	WED	**Narrative Leadership**	Lecture/Workshop (*denotes working on assessment)
	THU	**Leadership Models: Transactional, Transformational & Servant**	Lecture/Workshop*
	FRI	**Leadership in Transition: Global contexts**	Assessment: Class Presentation of Narrative Leadership
2	TUE	**Leadership Mindsets**	Lecture/Tutorial/Workshop
	WED	**Leadership- in- Flow**	Lecture/Tutorial/Workshop
	THU	**Reactive Management Framework**	Lecture/Workshop
	FRI	**Escalation of Commitment**	Assessment: Leadership Playbook
3	TUE	**Organisational Communication overview**	Assessment: Enactment Workshop
	WED	**Structure and Agency**	Lecture/Tutorial/Workshop

	THU	**Distributed Leadership and Hierarchies**	Lecture/Workshop
	FRI	**Communities of Practice/Learning Communities**	<mark>Assessment:</mark> Portfolio Essay Due 23 Feb, Tues, 5pm.
4	NIL		
	NIL		
	NIL		

Reading List

- Nicotera, A. M., Clinkscales, M. J., & Walker, F. R. (2003). *Understanding Organization Through Culture and Structure: Relational and Other Lessons From the African American Organization* (1st ed.). Routledge.

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- Hill, R.P. & Stephens, D.L. (2005) The Multiplicity of Selves and Selves Management: A Leadership Challenge for the 21st Century, Vol 1(1): 127–140
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- Thornton, K. (2010). The nature of distributed leadership and its development in online environments. In Leadership in the digital enterprise: Issues and challenges. Edited by Pak Yoong, 1–14. Hershey, PA: IG Global.
- Bolden, R. (2011) Distributed Leadership in Organizations:
- A Review of Theory and Research, International Journal of Management Reviews, Vol. 13, 251–269
- Bass, B. M. (1990). From transactional to transformational leadership: Learning to share the vision. Organizational Dynamics, (Winter): 19-31.
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- Penney, S.H. (2011) Voices of the Future: Leadership for the 21st century, Journal of Leadership Studies, vol 5, No. 3, pp.55-62.
- Balda, J. B., & Mora, F. (2011). Adapting leadership theory and practice for the networked, millennial generation. Journal of Leadership Studies, 5(3), 13-24.

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- Johnson, S., Safadi, H., & Faraj, S. (2015). The emergence of online community leadership.
- 26 (1), 165-187.
- Goleman, D. (2000) 6 Leadership styles, Harvard Business Review.
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- Bass, B. M. (1990). From transactional to transformational leadership: Learning to share the vision. Organizational Dynamics, (Winter): 19-31.
- Heslin & Keating, 2017, In learning mode? The role of mindsets in derailing and enabling experiential leadership development (p.367-p.373)
- Dweck C. S., Yeager, D.S. Mindsets: A View From Two Eras. Perspectives on Psychological Science. 2019;14(3):481-496. doi:10.1177/1745691618804166
- Jones, S. and Harvey, M. 2017, Revealing the Nexus Between Distributed Leadership and Communities of Practice, J. McDonald and A. Cater-Steel (eds.), Communities of Practice, DOI 10.1007/978-981-10-2879-3_14.