



GEORGETOWN UNIVERSITY
School of Continuing Studies
Public Relations and Corporate Communications

Georgetown University, MPS PR/CC | Fall 2016

MPPR-836-01: Leadership Communication

Class Meets: Thursdays, 5:20 p.m.-7:50 p.m.

Class Location: 640 Mass Ave Washington, DC 20001 | Room: C204

Professor: E. Bruce Harrison and Judith Muhlberg

Office Hours: Arranged by appointment.

COURSE DESCRIPTION:

This course is about two things: How leaders communicate and how communicators lead. We are exploring the nature and effectiveness of leadership communication, and the role (and rise) of the chief communication officer in leading within the enterprise, connecting with others at the top of the organization to achieve objectives, inform and link with the values of stakeholders, and enable in the organizational culture to achieve high performance goals.

With direct engagement and guidance from faculty experienced in enterprise leadership, students will learn what life is like at the highest levels of the corporate communication profession. We will use readings, case studies and discussions on communication and leadership to further your understanding of enterprise communication dynamics, and to focus on the talent, experience and traits useful to advance to leadership positions in the profession. Students will engage with corporate chief communication officers (CCOs) and other senior leaders -- including at least one well known chief executive officer (CEO) -- who will come into the class as guest lecturers.

LEARNING OBJECTIVES:

For the professional in communications, the subject of leadership brings two questions into focus:

1. What is the relevance of communication in the process of leading toward enterprise best achievable outcomes?
2. How does the communications professional (*e.g.*, the chief communications officer of an enterprise) attain and succeed in a leadership position?

ATTENDANCE:

In-class discussion and practice are essential to mastering the content of this course. Students are expected to attend every class and arrive on time. If you are detained from attending a class or arriving before it begins, you are responsible for notifying us via email prior to the start of class. Missing more than two classes will result in a final grade reduction of one level (for example, an A will be converted to an A-). Absences from classes, beyond the initial two, will result in further reduction of the final grade. If you are absent for more than four classes, you will be in danger of failing this course.

WORK SUBMITTED:

Enterprise communication is a “deadline-driven” profession. You are expected to submit accurate, high-quality, executive-level work on time.

You must provide a PRINTED, HARD COPY of each assignment. This copy should be given to the instructors *on or before the deadline*. You are also asked to provide an electronic version to the instructors on or before the deadline. ***Papers submitted not meeting these requirements will lose points.***

Appearance Counts! Submitted assignments must follow a specific format. All written assignments should be typed in 12-point font, 1.5-spaced using one-inch margins with correct spelling and grammar. Please include your name, assignment title and the date on *each* page of all written submissions. ***Papers submitted not meeting these requirements will lose points.***

Title pages, inserts, graphs and tables should be simple, executive-style presentations. The use of color should be eliminated or limited to instances, such as graphs, where color is necessary. No ‘drop-out’ type (e.g., white letters on a black or colored background) is permitted. Any mistake in proofing, grammar or spelling will result in one-half letter grade lower than the content would merit.

All assignments ***will be graded*** based on the following criteria:

- *Professionalism* – concise, clearly stated, free of errors.
- *Quality thinking* – *ideas are* based on research or best practices; assignments should demonstrate solid, strategic thinking.
- *Quality of execution* – in competitive enterprise environments, delivering what’s required is different than delivering what’s expected. You have the opportunity to take each assigned “project” and demonstrate star quality.
- *Creativity* – strategies and tactics are thoughtful, targeted, measurable, and will reach and engage the target stakeholders to take action.
- *Executive Ready* – Your “assignment” is written in a business format for your CEO, CCO and other senior executives to review and approve

COURSE POLICIES:

- **Classroom etiquette and participation** -- A successful learning environment depends on the active engagement of all students. Students should silence cellphones or other communication devices while in class. Class discussions should be respectful and considerate of others' views and opinions. What happens in class stays in class, unless you receive permission from the instructor or lecturer to share something.
- **If you need to miss class:** The assignment is due **before class begins**. You are responsible for classroom information and instructions, whether you are present in class or not. If you must miss a class, it is your responsibility to make arrangements to obtain class notes.
- **Late work:** If you turn in an assignment late, you will receive **one-half letter grade lower for each day it is late**. If you have extenuating circumstances or need special accommodations, please let us know *in advance of the due date*, and we will try to accommodate your needs.
- **Ask questions:** We encourage you to ask questions during class. Chances are if you're wondering about something, at least one of your colleagues will be also. Always feel empowered to raise your hand and voice your question. Use each question as an opportunity to apply what we are learning about critical thinking and presentation skills.

TEACHING PHILOSOPHY:

"We believe leadership is communication. We believe that the best leaders know how to communicate effectively at all levels and that is the support base for their successful leadership."

In this course:

- You can expect honest answers and feedback to questions.
- You will receive assignment feedback in a timely manner.
- You can email or call one of the instructors and receive a response within 48 hours (usually sooner, unless we are traveling); you can schedule in-person meetings at dates and times that work for both of our schedules.
- You will learn in an engaging environment, where your participation, attention and input are valued.
- Your success—greater understanding of leadership communications and firsthand exposure to some of the top senior enterprise communicators today -- is the expectation and goal of your instructors.
- *We seek to be affirming stakeholders in your success.*

REQUIRED READING

Title: ***Leadership Communication: How Leaders Communicate and How Communicators Lead in Today's Global Enterprise***

Authors: E. Bruce Harrison and Judith Muhlberg

ISBN: 13: 978-160649-808-8 (Paperback); 13:978-160649-809-5 (e-book)

Publisher: Business Expert Press, New York, 2014.

Price: \$39.56 (Paperback); \$19.95 (Kindle Edition). (Available from:

sales@businessexpertpress.com or www.Amazon.com)

Because the business environment is constantly changing, all Leadership Communication participants should also be reading major newspapers, such as *The Wall Street Journal*, *The Washington Post*, *The New York Times* and *Financial Times* as well as publications focusing on enterprise leadership, such as *Bloomberg Businessweek*, *Fortune*, *Harvard Business Review*, and *The Economist*.

ASSIGNMENTS:

Your final grade will be based on your performance on the following assignments.

Assignment	Grade Points Achievable	Deadline
Corporate Leadership Communications Analysis Paper (Individual)	50	9/29
Mid-term Exam (Individual)	50	10/27
Corporate Leadership Communications Analysis (Team)	40	11/17
Final Leadership Communications Presentation (Team)	50	12/15
Classroom, Online Participation and Resource Report	10	Semester
TOTAL POINTS	200	Semester

GRADING:

Graduate course grades include A, A-, B+, B, B-, C, and F. **There are no grades of C+, C-, or D.**

GRADING METRICS:

Students will have the opportunity to earn a **total of 200 points** this semester. Please refer to the grading scale below:

Grading Scale:**A 100 - 93****A- 92 - 90****B+ 89 - 87****B 86 - 83****B- 82 - 80****C 79 - 70****F 69 and below**

The instructors will provide a warning by mid-semester to any student who appears to be on track for a poor final grade.

UNIVERSITY RESOURCES

Georgetown offers a variety of support systems for students that can be accessed on main campus or at the downtown location:

- MPS Writing Resource Program
202-687-4246
<http://writingcenter.georgetown.edu/>
- Academic Resource Center
202-687-8354 | arc@georgetown.edu
<http://ldss.georgetown.edu/>
- Counseling and Psychiatric Services
202-687-6985
<http://caps.georgetown.edu/>
- Institutional Diversity, Equity & Affirmative Action (IDEAA)
(202) 687-4798
<https://ideaa.georgetown.edu/>

STUDENTS WITH DISABILITIES POLICY:

Students with documented disabilities have the right to specific accommodations that do not fundamentally alter the nature of the course. Students with disabilities should contact the Academic Resource Center (202-687-8354; arc@georgetown.edu; <http://ldss.georgetown.edu/index.cfm>) before the start of classes to allow time to review the documentation and make recommendations for appropriate accommodations. If accommodations are recommended, you will be given a letter from ARC to share with your professors. You are personally responsible for completing this process officially and in a timely manner. Neither accommodations nor exceptions to policies can be permitted to students who have not completed this process in advance.

GEORGETOWN HONOR SYSTEM:

All students are expected to maintain the highest standards of academic and personal integrity in pursuit of their education at Georgetown. Academic dishonesty in any form is a serious offense, and students found in violation are subject to academic penalties that include, but are not limited to, failure of the course, termination from the program, and revocation of degrees already conferred. All students are held to the Honor Code. The Honor Code pledge follows:

In the pursuit of the high ideals and rigorous standards of academic life, I commit myself to respect and uphold the Georgetown University Honor System: To be honest in any academic endeavor, and To conduct myself honorably, as a responsible member of the Georgetown community, as we live and work together.

PLAGIARISM:

Stealing someone else's work is a terminal offense in the workplace, and it will wreck your career in academia, too. Students are expected to work with integrity and honesty in all their assignments. The Georgetown University Honor System defines plagiarism as "the act of passing off as one's own the ideas or writings of another." More guidance is available through the Gervase Programs at <http://gervaseprograms.georgetown.edu/honor/system/53377.html>. If you have any doubts about plagiarism, paraphrasing and the need to credit, check out <http://www.plagiarism.org>.

SYLLABUS MODIFICATION:

The syllabus may change to accommodate discussion of emerging topics. Also, the schedules of guest speakers may require some shifting of the agenda. The instructors will make every effort to provide as much advance notice as possible for any changes in the schedule.

COURSE SCHEDULE (Invited Lecturers)

Class No.	Thursday, 5:20-7:50 p.m.	Class Topic or Guest SPEAKER	Assignments and Readings
1	September 1	Intro lecture, schedule, assignments	Harrison/Muhlberg: preface and Part I (chapters 1-3)
2	September 8	Guest Lecturer: Kathryn Beiser, Global Chair, Corporate Practice, Edelman	Harrison/Muhlberg: chapters 4-5
3	September 15		Resource Reports
4	September 22		Assignment #1 Due
5	September 29	Guest Lecturer: Maril MacDonald, CEO, Gagen MacDonald	Resource Reports
6	October 6	Guest Lecturer: Jon Iwata, SVP, Marketing and Communications, IBM	Harrison/Muhlberg: Part II (chapters 6-8)

7	October 13		Harrison/Muhlberg chapters 7-10, Resource Reports
8	October 20	Guest Lecturer: Alan Mulally, Former CEO, Ford Motor Company	Lecture will include Global Strategic Communications and GU MBA students
9	October 27	Mid-term exam	Assignment #2: Mid-term in class
10	November 3	Guest Lecturer: Corey duBrowa, CCO and SVP, Global Communications and International Public Affairs, Starbucks	Harrison/Muhlberg: Part III (chapters 11-12)
11	November 10		Resource Reports
12	November 17	Guest Lecturer: Michael Maslansky, CEO of Maslansky + Partners	Assignment #3 Due
	November 24	THANKSGIVING HOLIDAY	
13	December 1	Guest Lecturer: Kathryn Metcalfe, CCO, Aetna	Resource Reports Harrison/Muhlberg, Part III: (chapters 13-15)
14	December 15	Final Team Presentations	Assignment #4 Due