

## **Leadership Communication Strategies**

MGMT-X 490.996

Reg #: 364524

Units: 4

### **Course Description:**

This course is designed to improve interpersonal behaviors and communication skills for those in leadership roles with the goal of improving relationships, productivity, and the quality of work. Topics include a review of basic communication skills: listening, self-disclosure, and methods of expression; more advanced skills: nonverbal communication, influencing behaviors, addressing hidden agendas, and male/female communication in the workplace; conflict management skills; assertiveness; and responding to criticism.

### **Objectives:**

This course is designed to create an awareness of the basic principles and skills of human communication. Students will learn the basic theories of interpersonal communication, small group communication, listening, public speaking, interviewing, and intercultural communication. During the course, individuals will learn about their personal communication strengths and weaknesses and be given opportunities to improve their communication skills.

The leadership side of the class will focus on the knowledge and skills required to lead individuals and in providing a sound understanding of group dynamics that allows you to evolve a group into a team. It will examine the coaching model of leadership and cover the communication roles of the facilitative leader.

### **Materials:**

#### **Human Communication in Society**

Author: Jess Albert, Thomas Nakayama, Judith Martin

Publisher: Pearson

Edition: 5th Edition

ISBN: ISBN-13: 978-0-13-455372-6

Availability: Campus Bookstore

Print edition is available. Online versions as well

### **Deliverables:**

#### **Internet Resource Submissions**

Part of our ability to be successful resides in our ability to access no cost information. For this assignment you will need to submit TWO Internet URLs and come up with a short description of each URL.

No credit will be given for "sales" sites that are just fancy marketing brochures in virtual space. Reduced credit will be given if the site charges prices for its services. Finally, no credit is given if one is too general (for example, citing a complex site such as <http://www.leadership.com>).

This assignment is e-mail based. To complete a given portion of the assignment, e-mail your URL and short description to the instructor.

## Exams

Types of questions asked will include multiple choice, true/false and matching. Part of each exam will include short answer and essay questions.

## Oral Communication Presentation

The focus is on leadership strategies to discover “what made this person successful.” You can study one leader, for example and communicate what you learned about that person. You can choose any leader from recent or ancient history.

Or you may compare and contrast two different types of leaders: a “good” and a “bad” leader. For example, you could compare and contrast Winston Churchill and Joseph Stalin, or Mahatma Gandhi and Jim Jones.

The length of time for a presentation is 10 to 15 minutes per person and from ten to fifteen overheads as a PowerPoint presentation. Make sure information is properly footnoted in the presentation and that you list the source of images on the notes page. Not citing sources will result in loss of points. Also include a biography of between five and ten citations at the end of the presentation. Presentations are to be emailed to the instructor.

## Communication Skill Assignment

You will need to turn in TWO assignments on building a communication skill. How to build a skill will be talked about during the second class.

## Evaluation:

For more detail on the major assignments, see the assignment information at the bottom of the modules page. However, the instructor reserves the right to curve to insure a more proper distribution of grades.

Type	Weight	Points	Notes
Leadership Communication Skills Assignments (2)	20%	50 total points	More details are in Canvas in the assignment resources area.
Attendance	10%	55 total points	Based on 11 classes and 5 points per class
Mid-term	25%	100 total points	Assume 50 multiple choice, matching and true/false questions
Resources From the Internet	5%	30 total points	
Final	25%	100 total points	Non-comprehensive 50 multiple choice, matching and true/false questions
Presentation	15%	100 total points	More details are in Canvas in the assignment resources area.

### **Grading Scale:**

Grades will be oriented with an absolute scale according to the following:

A+	97.0% - 100%
A	94.0% - <97.0%
A-	90.0% - < 94.0%
B+	87.0% - <90.0%
B	84.0% - <87.0%
B-	80.0% - <84.0%
C+	77.0% - <80.0%
C	74.0% - <77.0%
C-	70.0% - <74.0%
F	0.0% - <70.0%

Each letter grade from A to C will also have a "+" or "-". The instructor reserves the right to curve scores to achieve a better, more equitable distribution of grades. Also note for this graduate classes such as this, Pass/Fail was changed to Satisfactory/Unsatisfactory. The "S" is equivalent to any "B" or "A" grade.

Life happens and work and family emergencies occur. Don't lose easy points by turning things in late. If the work from one week is posted late during the next week, you'll lose ten percent for each day that it is late. Not submitting something before instructor review will result in the loss of all points.

If you will contact your instructor before the assignment is late, you can work out something that that fits your schedule. However, there are no extensions for the class. All work must be turned in by the last day of class.

### **Course Policies:**

- **Instructor Expectations:** This class will consist of informal lectures, in-class exercises, video, case studies, and discussions. The in-class exercises and homework serve as means to apply the theory learned in class to your work situation. You are strongly encouraged to participate and share information with the rest of the class. Because this course involves in-class exercises which elaborate on the materials in the text, you must have read the assigned material prior to day it is assigned. This is a blended class so expect more details to be provided in the live sessions.
- **Planning Your Study Time:** To plan your study time, it is estimated that you will spend 3 hours per week "in class" with the instructor and approximately 7 additional hours per week outside of class studying for exams, reading, and completing assignments. Depending on the extent of your academic preparation and recent college-level coursework in this topic area, the amount of study time needed may vary considerably.

### **Institutional Policies:**

- **Student Conduct:** Students are subject to disciplinary action for several types of misconduct or attempted misconduct, including but not limited to dishonesty, such as cheating, multiple submission, plagiarism, or knowingly furnishing false information to the University; or theft or misuse of the intellectual property of others or violation of others' copyrights. Students are encouraged to familiarize themselves with policy provisions which proscribe these and other forms of misconduct.
- **Services for Students with Disabilities:** In accordance with the Americans with Disabilities Act of 1990, UCLA Extension provides appropriate accommodations and support services to qualified applicants and students with disabilities. These include, but are not limited to, auxiliary aids/services such as sign language interpreters, assistive listening devices for hearing-impaired individuals, extended time for and proctoring of exams, and registration assistance. Accommodations and types of support services vary and are specifically designed to meet the disability-related needs of each student based on current, verifiable medical documentation. Arrangements for auxiliary aids/services are available only through UCLA Extension's Service for Students with Disabilities Office.
- **Incompletes:** Your instructor may post the interim grade Incomplete/I if at the end of the class your overall work is of passing quality but a portion could not be submitted for understandable reasons (e.g. illness). It is your responsibility to petition your instructor for permission to submit work late and to provide an explanation, and it is his or her sole decision whether to accept the explanation. If permitted, the Incomplete/I grade will be posted and a time frame defined for you to submit the missing work, ranging from one to twelve weeks. Incomplete/I grades that remain unchanged after twelve weeks will lapse to F, NP or U. Receiving an I grade entitles you to submit only the missing work your instructor has agreed to accept late, and does not allow other work to be retaken or oblige UCLA Extension to provide continuing access to course materials via Canvas. The Incomplete/I grade is not an option for courses that do not bear credit, such as 700, 800, or 900-level courses.
- **All Grades are Final:** No change of grade may be made by anyone other than the instructor, and then, only to correct clerical errors. No term grade except Incomplete may be revised by re-examination. The correction of a clerical error may be authorized only by the instructor of record communicating directly with personnel of Student and Alumni Services.
- **Sexual Harassment:** The University of California is committed to creating and maintaining a community where all individuals who participate in University programs and activities can work and learn together in an atmosphere free of harassment, exploitation, or intimidation. Every member of the community should be aware that the University prohibits sexual harassment and sexual violence, and that such behavior violates both law and University policy. The University will respond promptly and effectively to reports of sexual harassment and sexual violence, and will take appropriate action to prevent, to correct, and when necessary, to discipline behavior that violates our policy. All Extension students and instructors who believe they have been sexually harassed are encouraged to contact the Department of Student and Alumni Services for complaint resolution.

### **About Your Online Course Materials:**

Please note the following about online course components at UCLA Extension:

- Students must have basic computer skills, including the use of word processing software, email, and the ability to use internet browsers, such as Safari, Firefox, or Chrome.
- Students are responsible for meeting the technical requirements of Canvas and familiarizing themselves with the Canvas Learning Management System.
- Students are responsible for keeping a copy of all assignments and work submitted, and to be aware of all assignments, due dates, and course guidelines.
- Students are encouraged to keep and/or download a local copy of their assignment files, as **access to the online environment of a specific course is limited to 30 days after the final course date**, as listed in the course catalog.
- If you need assistance downloading student materials from your course, please contact Canvas Support or the UCLA Extension Learning Support Team.

### **Campus Safety Escorts:**

For students taking classes held on the UCLA campus and in and around Westwood Village, the UCLA Police Department provides a free walking escort service every day of the year from dusk until 1 a.m. Community Service Officers (CSOs) are available to walk students, faculty, staff members and visitors to and from anywhere on campus, in Westwood Village, and in the village apartments. CSOs are uniformed students who have received special training and are employed by the UCLA Police Department.

### **Schedule:**

#### **Class 1—Interpersonal Communication**

Lecture Topics	a. Course Overview b. Persuasive Presentations b. Interpersonal Communication
In-Class Exercises	One-Way & Two-Way Communication, Icebreaker
Reading	Text Chapter 1. Introduction to Human Communication Text Chapter 5. Verbal Communication
Objectives	Understand the course requirements, topics presented and work required. Know the course grading criteria. Understand the nature of the presentations. Realize that verbal communication is subject to all sorts of problems.
Assignment	Practice two-way communication

#### **Class 2—Listening**

Lecture Topics	a. Awareness  b. The Limitations of Attention
In-Class Exercises	Digital Nation

Reading	Text Chapter 7. Listening and Responding
Objectives	Understand the different types of listening and why this is such an important skill. Understand the general types of questions useful in interviewing or group discussions.
Assignment	How good is your control of attention? What are your major listening barriers?

### **Class 3—Information Flows Within The Organization**

Lecture Topics	a. Upward b. Downward c. Lateral d. Rumors
In-Class Exercises	The Problems With Email
Reading	Text Chapter 11. Communicating in Organizations
Objectives	Recognize the major types of feedback and how you can use them to modify behavior.
Assignment	Practice: Delivering feedback First Homework Due

### **Class 4—Feedback**

Lecture Topics	a. The Johari Window & Self-Disclosure b. Types of Feedback c. Defensiveness
In-Class Exercises	N/A
Reading	N/A
Objectives	Recognize the major types of feedback and how you can use them to modify behavior.
Assignment	Practice: Delivering feedback First Homework Due

### **Class 5—Building Sound & Lasting Relationships**

Topics	a. Rapport b. Credibility c. Trust d. Empathy
In-Class	Exam Review Empathic communication practice Establishing rapport

Reading	Text Chapter 9. Communicating in Close Relationships
Objectives	Discover that effective communication is based on sound relationships. Know that certain actions increase the likelihood that other's will like you.
Assignment	Self-Assessment: Can you trust and get others to trust you?

### **Class 6—Communication Roles Played in Groups**

Lecture Topics	a. Task Roles b. Roles c. Self-Oriented Roles
In-Class	MID-TERM
Reading	Text Chapter 10. Small Group Communication
Objectives	Learn the seven major communication roles that lead toward completing the task and getting the job done. Learn the five major roles played in groups that assure healthy relationships are maintained between members. Discover the nine dysfunctional roles destructive to a group when over played.
Assignment	Observe a meeting for the roles individuals' play First Homework Due

### **Class 7— Communication Roles & Ethics**

Lecture Topics	a. Ethics and Morality b. Men & Women Communication Patterns
In-Class	Situational Ethics in the Real World
Reading	Text Chapter 8. Communicating across Cultures Text Chapter 12. Rhetorical Communication
Objectives:	Understand what is meant by ethics and morality Examine situations to discuss right from wrong. Second Internet URL Resource Due

### **Class 8 — Nonverbal Communication**

Lecture Topics	a. Kinesics; b. Haptics; c. Chronemics; d. Proxemics; & e. Paralanguage
In-Class	Presentations
Reading	Text Chapter 6. Nonverbal Communication

Objectives	Know the major types of nonverbal communication and how to use nonverbals to your advantage. Identify the major elements of nonverbal communication involved in the persuasive process.
Assignments	Reading nonverbals: How good are you? Self-Assessment: Uncovering your own nonverbal habits Second Homework Due

### **Class 9—Communicating With the Unconscious**

Lecture Topics	a. The Metaphoric Mind  b. Visualization Presentations
Assignment	SelfAssessment: Effectiveness at internal communication
In-Class	Presentations
Reading	Text Chapter 4. Communicating, Perceiving, and Understanding
Objectives	Understand that all of us must set up a robust flow of communication between the conscious and unconscious. Comprehend how to better use self-talk. Realize the power of visualization as a communication tool.

### **Class 10—Persuasion**

Lecture Topics	a. The Persuasive Continuum  b. Persuasive Patterns
In-Class	Making the Worthless Valuable Presentations
Reading	Text Chapter 14. Communicating through Social and Other Interactive Media
Objectives	Understand Magerison's continuum of persuasion. Know that there are certain patterns you can use to increase your persuasiveness. Understand some of the persuasive tools that get others to buy-in.

### **Class 11—Final Class**

FINAL EXAM
------------