MGT 501: Managerial Communication

Course Title: Managerial Communication
Course Code: MGT 501
Credit Hours: 3
Semester: First
Lecturer Hours: 45

Course Description

This course, while familiarizing students of advanced Business Studies with the foundational theory of managerial communication, offers an intensive practice of effective managerial communication—written, oral, verbal, and non-verbal—so that Business graduates can apply the skills learned in their career and beyond. Besides orienting students to basic theories of effective communication, the course also includes collaborative projects, writing assignments, and presentation to allow students to develop hands-on knowledge and practical skills of communication. The course follows the seminar model of classroom teaching, in which students participate in in-class discussions and presentations.

Course Objectives

Upon the successful completion of the course, students will be able to:

- understand the value of effective communication in managing and leading an organization,
- use communication skills strategically to achieve specific professional and organizational goals,
- communicate effectively and flexibly within and outside the organization, using various forms of communication—oral, written, nonverbal, and visual
- prepare professional business documents, including emails, memo, reports, and proposals, and
- lead and manage teams and negotiate and resolve conflicts through effective communication.

Course Contents

The following topics have been selected for the course.

Unit 1: Introduction to Managerial Communication **LH 9**

1.1 Communication in Contemporary Organizations
- History of Managerial Communication
- Factors Affecting Communication Contingencies

1.2 The Managerial Communication Process
- Levels of Managerial Communication
- A Strategic Approach to Communication
- Critical Errors in Communication

1.3 Communicating with Technology
- Framework of Technologically-Mediated Communication
- Matching Technology and the Message
- Challenges and Future of Technologically-mediated Communication

1.4 Focused Reading, Discussion, and Presentation

- Perlow and Williams, "Is Silence Killing Your Company?" from *Harvard Business Review*
- Hamm, "The Five Messages Leaders Must Manage," from *Harvard Business Review*

Unit 2: Group Communication **LH 8**

2.1 Managing Meetings and Teams

- Advantages and Disadvantages of Working in Teams
- Strategies for Meetings
- Strategies for Face-to-face Meetings
- Strategies for Virtual Meetings
- Group Decision-Making Format

2.2 Speeches and Presentations

- Planning Presentations
- Organizing Presentations
- Preparing Visuals
- Delivering Presentations
- Media Presentations
- Team Presentations
- Impromptu Speaking

2.3 Focused Reading, Discussion, and Presentation

- Weeks, "Taking Stress out of Stressful Conversation," from *Harvard Business Review*
- Tannen, "The Power of Talk," from *Harvard Business Review*

Unit 3: Managerial Writing **LH 12**

3.1 Contemporary Managerial Writing

- Collaborative Writing
- Role of Managerial Writing
- Planning
- Composing
- Revising

3.2 Writing Routine Messages

- Audience Adaptation
- Strategies for Writing
- Direct Messages
- Indirect Messages
- Letter Formats
- Internal Correspondence

3.3 Writing Reports and Proposals

- The Report Writing Process
- Strategies
- Memo and Letter Reports
- Elements of Formal Reports
- Visual Aids

3.4 Focused Reading, Discussion, and Presentation

- Conger, "The Necessary Art of Persuasion," from *Harvard Business Review*
- Williams and Miller, "Change the Way you Persuade," from *Harvard Business Review*

Unit 4: Understanding Messages **LH 8**

4.1 Managerial Listening

- Benefits of and Barriers to Listening
- Techniques for Listening
- Techniques of Active Listening
- Techniques for Interactive Listening
- Developing a Listening Climate

4.2 Nonverbal Communication

- Importance of Nonverbal Communication
- Functions of Nonverbal Cues
- Applications of Nonverbal Communication
- Nonverbal Signs and Deception

4.3 Intercultural Communication

- Definitions and Myths
- Cultural Differences
- Nonverbal Sensitivity
- Developing Intercultural Sensitivity

4.4 Focused Reading, Discussion, and Presentation

- Morgan, "How to Become an Authentic Speaker?" from *Harvard Business Review*
- Denning, "Telling Tales," From *Harvard Business Review*

Unit 5: Interpersonal Communication **LH 8**

5.1 Conflict Management

- Benefits of Conflict Situations
- Communication and Conflict Resolution
- Strategies of Conflict Resolution
- Problem-Solving Strategies to Resolve Conflict

5.2 Managerial Negotiation

- Negotiation and Networking
- Negotiation and Conflict
- Model for Negotiation
- Core Strategies for Negotiation

5.3 Conducting Interviews

- Barriers to Effective Interviews
- Questions for Effective Interviews
- Employment Interviews
- Performance Review Interviews
- Networking

5.4 Focused Reading, Discussion, and Presentation

- Cialdini, "Harnessing the Science of Persuasion," from *Harvard Business Review*
- Elsbach, "How to Pitch a Brilliant Idea?" from *Harvard Business Review*

Required Textbook and Materials:

Prescribed Text Books:

Geraldine E. Hynes, ***Managerial Communication: Strategies and Application****,* 6th edition, New Delhi: Sage Publication, 2015.

Harvard Business Review's 10 ***Must Reads on Communication****,* Harvard UP, 2013.

Suggested References:

Reginald L. Bell and Jeanette S. Martin, ***Managerial Communication for Professional Development,*** New York: Business Expert Press, 2019.

Walter E. Oliu, Charles T. Brusaw, and Gerard J. Alred, ***Writing That Works: Communicating Effectively on the Job****,* 11th ed., New York: Bedford/ St. Martin, 2013.

Arthur H. Bell and Dayle M. Smith, ***Management Communication****,* 3rd ed., New York: John Wiley and Sons, 2010.