



**GMGT 7710 (A02) (1.5 CH)
MANAGERIAL COMMUNICATION
Fall 2008**

INSTRUCTOR

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Office Location: 676 Drake
Office Hours: Wednesdays, 5:15-6:15 p.m.

COURSE DESCRIPTION

Focus is on the interpersonal, intergroup, and intraorganizational communication skills required for effective leadership, and the objectives are to assist the participants in the following: increasing the clarity, correctness, and effectiveness of written and oral communication; recognizing and analyzing communication dynamics at work in personal, group, and organizational interactions; increasing combination flexibility and proficiency in times of corporate challenge, change, and crisis.

LEARNING OUTCOMES

This course will help you acquire skills in communicating effectively nonverbally, verbally, and in writing. On course completion, you should be able to do the following:

- Analyze communication situations and audiences, so you can use the correct organization for sending routine news, bad news, and persuasive messages.
- Demonstrate the ability to use grammar and punctuation as you write and speak.
- Design letters, memos, and reports according to the format generally accepted in business.
- Listen effectively in the workplace and utilize principles of audience analysis to tailor messages to an audience.
- Be aware of the nonverbal signals that are being sent and received in interpersonal communication
- Give individual and group oral presentations which include the basic elements of gaining and maintaining your audience's attention, previewing and developing main points, ending with a strong, memorable conclusion, and using visual aids effectively. You will demonstrate presentation skills by maintaining eye contact, including purposeful gestures and movement, and speaking clearly with vocal variety and expression.

COURSE MATERIALS

Boothman, Nicholas. *How to Connect in Business in 90 Seconds or Less*. New York: Workman Publishing Company, 2002.

Thill, John V., Courtland L. Bovée, and Ava Cross. *Excellence in Business Communication*. Third Canadian Edition. Toronto: Pearson, 2009.

SUGGESTED SUPPLEMENTARY READINGS (On Reserve in Drake Library)

Goffee, Robert and Gareth Jones. “Why Should Anyone Be Led By You?” *Harvard Business Review on What Makes a Leader*. Boston: Harvard Business School, 1998.

Goleman, Daniel. “Managing with Heart.” *Emotional Intelligence*. New York: Bantam, 2005.

Kegan, Robert and Lisa Laskow Lahey. “The Real Reason People Won’t Change.” *Harvard Business Review on Culture and Change*. Boston: Harvard Business School, 2002.

McLean, Scott. “Group Communication.” *The Basics of Speech Communication*. Boston: Allyn and Bacon, 2003.

Pease, Allan and Barbara Pease. “Seating Arrangements—Where to Sit and Why.” *The Definitive Book of Body Language*. New York: Bantam, 2004.

Rolls, Judith A. “Group Presentations.” *Public Speaking Made Easy*. Scarborough: Thomson and Nelson, 2003.

Tannen, Deborah. ““Why Don’t You Say What You Mean?”: Indirectness at Work.” *Talking From 9 to 5: Women and Men in the Workplace: Language, Sex, and Power*. New York: Avon, 1994.

LEARNING ASSESSMENT

Student progress will be assessed through the following:

Assignment	Due Date	Percent of Grade
➤ Textual Analysis	August 27	15%
➤ Informational Letter	September 3	10%
➤ Persuasive Request Memo	September 3	15%
➤ Cover Letter and Resume	September 10	15%
➤ Group Presentation	September 10	20%
➤ Short Analytical Report (Group)	September 17	10%
➤ Individual Presentation to a Hostile Audience	September 17	15%
Total:		100%

Final grades will be assigned as follows:

Cumulative Marks	Grade	GPA	Performance
90-100	A+	4.5	Excellent
80-89	A	4.0	Very Good
75-79	B+	3.5	Good
70-74	B	3.0	Satisfactory
65-69	C+	2.5	Marginal
60-64	C	2.0	Unsatisfactory
50-59	D	1.0	Unsatisfactory
Below 50	F	0.0	Unsatisfactory

DISABLED STUDENTS

Students are encouraged to contact Disability Services at 474-6213 or the instructor should special arrangements need to be made to meet course requirements.

COURSE CONDUCT

Class Absences

Regular attendance is essential due to the amount of material and succession of assignments, each of which builds on previous class lectures and discussion. In addition, oral presenters need the valuable experience of interacting with a full-class audience. You have a responsibility to your fellow classmates to be there as they will also need to be there for you.

Lecture Notes

You are responsible for getting lecture notes from classmates for any classes you may have missed. You may contact me for information about upcoming assignments.

Late or Missing Assignments

You must hand in a paper copy of written assignments on the date due. It is unfair to other students who hand their work in on time for me to accept late assignments from other students without penalizing these late assignments. One full letter grade will be deducted per day (including Saturdays and Sundays) for any essay that is turned in late unless an extension has been granted. Extensions will be granted if appropriate documentation regarding illness or a death in the family is provided. However, no assignments will be accepted after the last day of the term in which they are due unless a term extension has been granted.

Format of Written Assignments

All assignments must be typed in 12-point font, Times New Roman. Use MLA citation and documentation style if appropriate. Work should be error-free in content, organization, and presentation.

Marking and Requests for Review

If you have concerns or questions about a grade on an assignment, you may request a review of your assignment. All requests must be written in memo format, attached to the assignment in question, and handed in within one week of the time the graded assignment was returned. Be sure to be specific regarding the concerns and the action you want taken.

Course Schedule: August 20-September 17, 2008

Wednesday, August 20:

Introduction of classmates
Effective Business Communication
Rules for Effective Writing
Communicating in Teams
Listening and Nonverbal Communication
Intercultural Communication

Readings Due: Chapters 1, 2, and 3, Thill, Bovée, and Cross text

Suggested Supplementary Readings: “Why Should Anyone Be Led By You?” and
“Group Communication.”

Wednesday, August 27:

Memos and Letters

- direct strategy
- indirect strategy
- persuasive strategies
- negative news
- persuasive sales

Readings Due: Chapters 7, 8, and 9, Thill, Bovée, and Cross text

Suggested Supplementary Readings: “Seating Arrangements—Where to Sit and Why?”
“Why Don’t You Say What You Mean?”

Assignment Due: Textual Analysis

Wednesday, September 3:

Resume writing
Cover letters
Oral Presentation Skills

Readings Due: Chapters 13, 14, and 15, Thill, Bovée, and Cross text

Suggested Supplementary Readings: “Managing With Heart” and
“The Real Reason People Won’t Change.”

Assignments Due: Persuasive Request Memo and Informational Letter

Wednesday, September 10:

Group Oral Presentations

Suggested Supplementary Readings: “Group Presentations.”

Assignment Due: Cover Letter and Resume

Wednesday, September 17:

Individual Oral Presentations to a Hostile Audience

Assignment Due: Short Analytical Report (Group)



ACADEMIC INTEGRITY

I.H. Asper School of Business—Faculty of Management, The University of Manitoba

It is critical to the reputation of the I. H. Asper School of Business and of our degrees that everyone associated with our faculty behaves with the highest academic integrity. As the faculty that helps create business and government leaders, we have a special obligation to ensure that our ethical standards are beyond reproach. Any dishonesty in our academic transactions violates this trust. The University of Manitoba Graduate Calendar addresses the issue of academic dishonesty under the heading “Plagiarism and Cheating.” Specifically, acts of academic dishonesty include, but are not limited to:

- using the exact words of a published or unpublished author without quotation marks and without referencing the source of these words
- duplicating a table, graph or diagram, in whole or in part, without referencing the source
- paraphrasing the conceptual framework, research design, interpretation, or any other ideas of another person, whether written or verbal (e.g., personal communications, ideas from a verbal presentation) without referencing the source
- copying the answers of another student in any test, examination, or take-home assignment
- providing answers to another student in any test, examination, or take-home assignment
- taking any unauthorized materials into an examination or term test (crib notes)
- impersonating another student or allowing another person to impersonate oneself for the purpose of submitting academic work or writing any test or examination
- stealing or mutilating library materials
- accessing tests prior to the time and date of the sitting
- changing name or answer(s) on a test after that test has been graded and returned
- submitting the same paper or portions thereof for more than one assignment, without discussions with the instructors involved.

Many courses in the I. H. Asper School of Business require group projects. Students should be aware that group projects are subject to the same rules regarding academic dishonesty. Because of the unique nature of group projects, all group members should exercise special care to insure that the group project does not violate the policy on Academic Integrity. Should a violation occur, group members are jointly accountable unless the violation can be attributed to a specific individual(s).

Some courses, while not requiring group projects, encourage students to work together in groups (or at least do not prohibit it) before submitting individual assignments. Students are encouraged to discuss this issue as it related to academic integrity with their instructor to avoid violating this policy.

In the I. H. Asper School of Business, all suspected cases of academic dishonesty are passed to the Dean’s office in order to ensure consistency of treatment.



MEDICAL ABSENTEEISM FORM

L.H. Asper School of Business—Faculty of Management, The University of Manitoba

STUDENT IDENTIFICATION: (PLEASE PRINT CLEARLY)

_____	_____	_____	_____
Last Name	First Name	Middle Initial	U of M Student Identification Number
_____	_____		
Course #	Instructor Name		
_____	_____		
Student's Signature	Date		

TO BE COMPLETED BY THE ATTENDING PHYSICIAN: (after the above section is completed) (PLEASE PRINT CLEARLY)

_____	_____	_____
Physician's Last Name	Physician's First Name	Middle Initial
_____	_____	_____
Street Address	City, Province	Postal Code
_____	_____	
Telephone Number	Fax Number	
<p>To the attention of the physician: Your evaluation of the student's condition is being used for the purpose of determining whether or not the student has a <u>valid reason</u> to miss an important <u>exam</u> or <u>assignment</u>. <u>Your professional evaluation is necessary to ensure that only valid cases are excused.</u></p> <p>I certify that the nature of the student's condition is severe enough to prevent the student from taking an exam or completing an assignment. If requested, my associates or I will verify for the above named instructor/administrator that this information is accurate.</p> <p>The student's condition will likely span the following dates:</p>		
_____	until	_____
(Indicate start date)		(Indicate end date)
_____		_____
Physician's Signature		Date

NOTES TO PHYSICIAN:

- Please make a note in the student/patient's file indicating that the student has given the above named instructor/administrator permission to verify with you, your staff, or your colleagues, that the information contained on this form is correct. Thank you for your professional evaluation of this student's condition.
- **PLEASE ATTACH THIS FORM TO YOUR REGULAR OFFICE STATIONERY THAT INDICATES THE STUDENT VISITED YOUR OFFICE.**

NOTES TO STUDENT:

- The use of this form is at the option of the student. However, in order to obtain an excused absence for an assignment or exam the student must obtain a doctor's certification that the student's condition is severe enough to prevent the student from taking the exam or completing the assignment.
- It is **NOT SUFFICIENT** to provide a note that only indicates the student visited the doctor's office.



J.N. Mohammed

Department of Business Administration

I.H. Asper School of Business

Areas of Interest: Written, oral, and nonverbal communication

J.N. Mohammed has designed and taught a multitude of English Literature courses for the Department of English at the University of Manitoba. She has taught English Composition for the Department of English at the University of Manitoba as well as Academic Writing for the Department of Rhetoric, Writing, and Communications at the University of Winnipeg. She has taught Verbal Reasoning for ACCESS at the University of Manitoba for an MCAT preparatory course and is also certified as an English as a Second Language teacher.

She has taught several sections of a technical communications course for engineering students in the Faculty of Engineering at the University of Manitoba. She has also taught an undergraduate business communications course for the Asper School of Business for the last four years.

She is deeply interested in the study of verbal and nonverbal communication and its importance in interpersonal and intergroup communication. Her initial goal as an instructor for communication courses is to have students gain awareness of the messages they unconsciously send to others and receive from others through their words, their spatial positioning, and their overall body language. Her ultimate goal is to have students consciously learn how to shape the messages they send to others in order to achieve rapport and be more successful in their interpersonal communications and overall life and career.