

SPRING 2014

MANAGEMENT SPEAKING

MBCM-60400

*The Eugene D. Fanning Center for Business Communication
Mendoza College of Business
University of Notre Dame*

Management Speaking (MBCM-60400, Section 01) will meet twice weekly for seven weeks. This course is scheduled for Monday and Wednesday mornings, 10:00 a.m. to 11:50 a.m., during Module III from Monday, January 13 through Monday, February 24, 2014.

The course instructor is Professor James S. O'Rourke, 234-B Mendoza College of Business. Office Phone: 574.631.8397. Home Phone: 574-272-1773. Mobile: 574.339.1836. E-mail: jorourke@nd.edu.

REQUIRED TEXTBOOKS

O'Rourke, J. S., *The Truth About Confident Presenting*, Upper Saddle River, NJ: Financial Times Press (2008). ISBN: 978-0-13-235496-7. Available from the Hammes Notre Dame Bookstore or other commercial booksellers.

PURPOSES OF THE COURSE

- To give students an appreciation for the importance of effective communication in business and society.
- To help students understand how the elements of the communication process are directly related to successful public communication.
- To improve students' speaking skills in interpersonal, small group, and public contexts.
- To help students confront their own fears about speaking in public and to overcome those fears.
- To provide students with an understanding of the ethical dimensions of professional communication.
- To assist students in preparing to deal with reporters and other members of the news media during on-the-record interviews.

GENERAL COURSE REQUIREMENTS

- We expect you to read the assigned chapters from the textbook and reprints distributed in class and to master the material they contain.
- We expect full and active participation by all students in our classroom discussions and speech critiques.
- We expect you to attend class. Your instructor will take roll at each meeting session to determine who is present and who is not. We also expect you to arrive at class on time. This is particularly important when other students are speaking.

GRADES

You will be required to deliver three speeches that you have personally researched, written, and prepared for this class. Your instructor will evaluate them; your classmates will assist in critiquing them. You will provide your instructor with a copy of your speech outline and your complete speech manuscript as you rise to address the class. Grade weights will be distributed as follows:

Business Briefing.....	20%
Informative Speech	20%
Persuasive Speech	25%
Television Spot News Interview.	20%
Classroom Participation.....	15%

Speaking Dates. Please consult the calendar portion of this syllabus for a complete list of dates on which we will deliver and listen to speeches. Your instructor will determine speaking dates and the order in which you will speak. If you have academic conflicts or special requests regarding speech dates, please let your instructor know as soon as possible. We'll do all that we can to accommodate you.

Listening. An important part of public communication is the willingness and ability of an audience member to listen. While your classmates are speaking, we will expect you to be a thoughtful, considerate, attentive and courteous audience. You will be asked, from time-to-time, to provide an oral critique for the speaker. This means you must listen carefully and reflectively to the speaker and try in some way to help your classmates improve. They, in turn, will try to help you.

GRADING PHILOSOPHY

Management Speaking, like certain other courses offered here at Notre Dame, is performance-oriented. Although you will receive substantial exposure through both reading and lecture to the theories that underlie effective oral communication, your grade will be heavily dependent on your ability to apply such information in frequent and practical speaking exercises.

Your grade for any particular assignment in this course is a reflection of your professor's judgment of the quality of your work. We can grade only on the basis of what you give us, not on what you had sincerely intended to do. Deliver your work on time, follow the assignment directions, do your own work and you'll have little trouble achieving the course objectives as well as your own.

You will not find grades distributed on a curve. Your instructor is seeking to assess your abilities as measured against the standards of the marketplace. Those standards have been developed over a period of more than 30 years, dealing with business, government, industry, the press and the public. We are asking you to do what your employers will ask of you: prompt, competent, quality work. Your grade in this course will be based on your performance as evaluated by your professor. Please be aware, however, that the University of Notre Dame Grading Guidelines call for a grade point average between 3.2 and 3.6 for each graduate section.

A grade of "A" is, essentially "ready for prime time" in a *Fortune 500* or major public accounting firm. In other words, with just a bit of tinkering, you could deliver that speech essentially as you've prepared it for class.

A "B" speech is basically sound but needs some attention before you think about presenting it to your employers, their customers or clients. The issues may be organizational or structural; they may be associated with the details of expression; or, you may not have the real needs of the audience in mind. In any event, that speech will work for you, but not before you work on it.

Anything in the "C" range is seriously flawed and will not meet the standards of the North American workplace without significant revision. A presentation of this sort could damage your reputation as a competent business communicator if you were to use it without major improvements. Work of this sort is simply a non-starter in a *Fortune 500* or *Big Four* firm. You need to re-think your approach to the problem and try it again. To deliver such a speech would constitute a serious embarrassment to you, to your employer and to those who educated you.

Once a grade has been assigned and recorded, it cannot and will not be changed unless evidence is provided that your instructor has made an error. A difference of opinion between you and your instructor about the quality of your work is not evidence of error. We are sensitive to the differences between instructors who will hear your speeches and we work very hard as a team to look for and listen to the same evaluative issues in each speech. Though complete elimination of inter-rater error is very difficult, our objective is to be as fair and helpful as we possibly can.

THE ETHICS OF MANAGEMENT COMMUNICATION

Language, as you know, has great power. It can convey impressions, communicate knowledge and information. It can transmit feelings and emotion, as well. Language, depending on how it is used, can inspire, enrage, inform, persuade, entertain, assure, or offend.

Public speakers, as well as those who write for publication, occupy a special position of power. Their words can influence others, urging them to action, or restraining them from acting. Their words can be a source of inspiration and motivation to others. Because of this, speakers and writers must choose their topics, organizational patterns, evidence, and words with great care.

Three basic principles guide our discussion of ethics in this course:

- First, we contend that *all parties in the communication process have ethical responsibilities.*
- Second, *ethical speakers, listeners and writers possess attitudes and standards that pervade their character and guide their actions before, during, and after their speaking and writing.*
- Third, *management communication is not value-neutral.* What you say, what you write, and how you choose to speak and write will have consequences for your audience. Your obligation is to speak and write for the betterment and benefit of your audience. To do otherwise is a serious ethical lapse for a management communicator.

Public communication is held to a higher standard of responsibility than private communication. To speak freely and privately among friends with no expectation that your words will become public is one thing. To speak in public or to write for publication with the expectation that your words will receive widespread attention is quite another. Please understand that public communication is a serious matter, particularly if you occupy a position of responsibility. And please know that if words have power to injure or harm others, they can inflict harm on the sender, as well.

OTHER COURSE POLICIES AND STANDARDS

Please seek help as soon and as often as you need it. Do not wait until it is too late to help you. We are here to assist you with the task of learning and improving your communication skills.

Deadlines. There are no automatic extensions, make-ups, or incompletes. You will be graded down for failing to meet deadlines. If you cannot meet your responsibilities in the course, see or call your instructor in advance of deadlines. We know that, from time-to-time, everything from a

job interview to illness may keep you from attending class. Please let your instructor know *in advance* and he or she will make every effort to accommodate your needs.

Absence. We will have just thirteen meeting sessions in this course. We regard your presence as especially important, even if your instructor does not formally take roll at the beginning of each class. If you cannot be here, let your instructor know about it in advance. We have found, over the years, a remarkable correlation: those who come to class faithfully seem to do better in the course.

Incompletes. As a rule, we just do not award incompletes. They're genuinely a pain in the neck. You begin the new term with the obligations of the previous semester hanging over your head. Both instructor and student feel harried and unhappy about the situation. In unusual cases, though, such as hospitalization or genuine emergency, an incomplete "I" will be assigned. The student must complete all class assignments within one semester or the Registrar will assign a grade of "F" unless an extension is approved by both the instructor and the Dean, and we notify the Registrar.

Appeals. Your first course of appeal for any grade, assignment requirement, due date or other course-related decision is your instructor. If you either do not understand or cannot accept your instructor's decision, you may appeal in writing to the course director. Subsequent appeals may be directed to the Associate Dean for MBA Programs and, from there, to the Dean of the College. Keep in mind that most administrators will be reluctant to overrule routine, course-related decisions of their faculty.

Last Drop Dates. Your last opportunity to drop MBCM-60400 will be at the close of business on Friday, January 31, 2014. After that date, you will no longer be able to voluntarily disenroll from the course.

Problems. Please get in touch with your instructor if you are in genuine distress. Authenticated illness or sufficiently sordid personal problems may persuade your instructor to grant you some relief from a deadline. We'll do our very best to accommodate your needs, but we must know about them – the earlier the better.

The Notre Dame MBA Honor Code. Much of the educational process in the Notre Dame Business School involves group discussion and collaborative activities. Neither the College nor the Fanning Center for Business Communication wish to hinder the learning that can and often does take place in that environment. Fairness, however, requires that certain limits be observed in the actual production of assignments.

In the Management Communication curriculum, all but a few writing and speaking tasks are to be accomplished by each student working independently. No student should copy another student's work or represent work done by someone else as if it were his or her own. Evidence of plagiarism is cause for serious disciplinary action by the College. Please, do your own work.

We strongly endorse and support the principles and process outlined in the *University of Notre Dame Graduate Business Honor Code*. Please read that document and use its precepts as a guide.

THE BUSINESS BRIEFING

Background. The business briefing is among the more common informative speaking assignments that a manager or executive will face. In the course of a business career, most managers will deliver hundreds, if not thousands, of brief informative talks, each focused in some way on their businesses. Their intention is to provide listeners with current, accurate, useful information that will shape their investment, purchase, employment, and other decisions.

Assignment. Your task is to research a publicly traded firm, gathering as much relevant, useful information as possible from company publications, corporate web sites on the Internet, annual reports, industry summaries, and third-party sources, such as *Moody's*, *Standard and Poor's*, and others. You must decide which information would be most useful to a prospective investor, employee, or customer, organize it in an easy-to-understand fashion, and trim it to fit a six-to-eight minute timeframe.

Time Requirement. Your briefing should be no less than six minutes but no more than eight minutes in length. You will be penalized for delivering a briefing that does not meet this requirement.

Outline. You must produce a one-page, keystroked outline of your remarks to the class. Please present this document to your instructor as you rise to speak. It should include the following:

- a standard outline of your main points and key sub-points.
- a proper list of the principal research sources cited in your briefing.
- the name and trading symbol (NASDAQ or NYSE) of the firm, your name, the date of your briefing, and the section number.

Speaking Dates and Times. Your instructor will determine the method for selecting the day and time you will deliver your business briefing. Please consult with him or her to make certain you know exactly when you are expected to speak.

How You Will Be Graded. As with the other speeches in this course, the business briefing will be evaluated for three basic ingredients: organization, expression, and support. In order to receive a "B," your briefing must have a clear explanation of the organization, structure, ownership, and purpose of the business you have chosen. It should also include such information as basic products and services (or product and service categories), plant locations, distribution schemes, annual revenues, recent profit-and-loss figures, and other relevant financial

information. Your audience must be clear on what this company does, who their principal customers (or markets) are, against whom they compete, and what sort of value they add to the economy. Briefings that are clearly superior may receive a grade of “A.” Briefings that fail to achieve minimum standards in a majority of categories or which fail profoundly in at least one of the requisite categories may receive a lower grade.

Appropriate Dress. In presenting this briefing, we will expect you to appear in suitable, professional business attire. You have considerable latitude in selecting the clothing that business colleagues would regard as appropriate. Clearly, though, you must present yourself in the way you would if you were addressing a gathering of modern business professionals.

Visual Support. This assignment requires that you provide your audience with some form of visual support that is professionally prepared and appropriate for your topic and presentation. For this assignment, you may wish to consider computer graphics such as *PowerPoint*, *Prezi* or *Corel Graphics*. You’ll also find that overhead transparencies, chalkboard drawings or diagrams, maps, display boards, or posters will work in our classrooms, as well. Please keep room size in mind when designing font size and graphics.

Topic Selection. You will be asked to select an industry that will serve as the focus for each of your speeches in this course. Within that industry, you should identify a publicly held company for this assignment. And for the Business Briefing, you should specify one of three perspectives for your audience. That is, you will provide them with a briefing on the business you have selected from the point-of-view of a prospective employee, customer, or shareholder.

Again, this is an informative speaking occasion, so you are not to become an advocate on behalf of this company’s products, services, stock shares, or employment opportunities. You are simply gathering, organizing, and presenting information that will be of some use to your audience as they make a decision about employment, purchases, or investment. If you have any questions at all about topic selection, please consult with your instructor in advance of your decision.

THE INFORMATIVE SPEECH

Background. The informative speech is essentially a learning occasion for the audience. The speaker becomes a teacher for the occasion. In such presentations, the speaker researches, organizes, writes and delivers a coherent body of information that, presumably, will be of some value to the audience. But in order to assure that the audience will learn what the speaker intends to deliver, certain learning incentives must be present. In other words, a speaker must give the audience a reason to care about the subject under discussion – a reason to learn and retain and possibly act upon the information presented.

Informative presentations are not intended to persuade an audience. They are intended to inform. Do not become an advocate on behalf of one particular position or cause in this speech. Your job is simply to inform an audience that expects to make up its own minds about the subject.

Assignment. You must research, organize, write and deliver an original informative speech on a *business-related* topic of your own choosing that is somehow directly related to the industry in which the subject of your Business Briefing competes. You need not speak about the same company, but must remain within the same, broad industrial category (automotive, financial services, packaged goods, information technology, and so on).

Time Requirement. The speech must be no less than six minutes but no more than eight minutes in length. You will be penalized for delivering a speech that does not meet this requirement.

Speaking Dates and Times. Your instructor will determine the method for selecting the day and time you will deliver your informative speech. Please consult with him or her to make certain you know exactly when you are expected to speak.

Visual Support Requirement. Your speech *must be supported* by visual materials that are professionally prepared and appropriate for your topic and presentation. For this speech assignment, you may wish to consider computer-based presentations, such as *PowerPoint*, *Corel Graphics*, or others. You'll also find that overhead transparencies, chalkboard drawings or diagrams, maps, display boards or posters will work in our classrooms, as well. Please keep room size in mind when designing font size and graphic displays.

Outline. You must produce a keystroked outline of your remarks to the class. Please submit this document to your instructor as you rise to speak. It should include the following:

- an outline of your speech that includes main points and key sub-points. Do not simply print a *PowerPoint* outline; that information will be contained in the paper copies of your transparencies (see point number three, below);
- a proper list of the principal research sources cited in your speech;
- paper copies of all overhead transparencies you plan to use in the delivery of your speech. Please print those six-per-page.

In the outline, be sure to include your section number, name, speech title, your introductory remarks, main points, key sub-points, and your concluding remarks. You will be penalized if you fail to submit the outline and paper copies (six-per-page) of transparencies as you rise to speak.

One additional thought: it's fine to compose your speech and your *PowerPoint* graphics on the University's central server, but *please* back up all of your materials on a flash drive of your own. Don't depend on the network being available at precisely the moment you will need it most. Additionally, you might consider e-mailing a copy of your slides to yourself that you can retrieve via Webmail.

How You Will Be Graded. As with the other speeches, this one will be evaluated for three basic ingredients: organization, expression, and support. Specifically, in order to receive a “B,” a speech must have a clear focus of topic, a well-defined sense of purpose, an understandable introduction, at least two main points, an understandable summary or conclusion, and must be easy to follow. In addition, it must be adequately expressed, both in diction and delivery.

Further, the speech must be suitably supported with credible, current, understandable information. The greater the variety and credibility of your support, the better. Speeches that are clearly superior may receive a grade of “A.” Speeches that fail to achieve the minimum standards in a majority of categories or which fail profoundly in at least one of the requisite categories will receive a lower grade.

Appropriate Dress. In presenting this speech, we will expect you to appear in suitable professional, business attire. There is considerable latitude afforded to you in selecting the clothing that business colleagues would regard as appropriate. Clearly, though, you must present yourself in the way you would if you were addressing a gathering of modern business professionals.

Assignment Options. Choosing a topic to speak on is never an easy task, but it’s one you should give care and thought to. The place to begin is with your own interests, experiences, and background. This assignment should focus not on a particular company or firm, as your business briefing did, but much more specifically on a product, a service, a process, a new business idea, a technological breakthrough or improvement of some sort. Perhaps a business trend, a merger, an alliance, or some development – global or local – will be of interest to you and to your audience.

Your objective here is to provide information for your classmates that will be of some use to them without becoming an advocate on behalf of the idea. As an informative speaker, your role is to gather, organize, and present information that will assist your audience in their own roles as prospective employees, customers, or shareholders.

Your topic must be related in some way to the industry you have selected or your instructor will not approve it. ***Regardless of what you choose to speak about, you must clear your topic selection with your instructor.*** Please keep in mind that our intention is for you to become knowledgeable about an industry in which you intend to work. Further, we hope for you to become familiar with the leaders in that industry, their competitors, their products and services, and the issues that dominate conversations among those who work in the industry. The more you know, the better your chances for a management position that fits your interests, your skills, and your ambitions.

THE PERSUASIVE SPEECH

Background. The persuasive speech is intended to provide an audience with a description of a challenge, opportunity or problem, followed by an assessment of alternative courses of action

available to the decision-makers. This speech is intended to be a more or less comprehensive review of the various decision options, leading to a recommendation from the speaker. Your task is to convince the audience of the correctness of a particular position or course of action. Unlike the Business Briefing and Informative Speech, this presentation advocates one decision or alternative as opposed to others. This speech should, and in fact must, inform to a great extent, but its purpose is to obtain a sense of conviction from the audience, channeling their concern and energy into a particular solution or action. In this assignment, you will become an advocate.

Assignment. You must research, organize, write and deliver an original persuasive speech on a topic of your own choosing, as long as it is related in some way to the general industry you selected for your business briefing. It need not be about the same company or any of its products and services. ***It must be business-related and may not be a simple sales pitch.*** To repeat: no sales pitches. Further, please select a topic that is unrelated to beer and/or sports. Some form of visual support for your presentation is *required* for this assignment.

Time Requirement. The speech must be no less than seven minutes but no more than nine minutes in length. You will be penalized for delivering a speech that does not meet this requirement.

Outline. You must produce an outline summary of your remarks. Please submit this document to your instructor as you rise to speak. That will include:

- a one-page outline of your speech that includes main points and sub-points;
- a proper list of the principal research sources cited in your speech;
- paper copies of all overhead transparencies or *PowerPoint* slides you use in your speech. Please print those six-per-page.

In the outline, be sure to include your section number, name, speech title, your introductory remarks, main points, key sub-points, and your concluding remarks. You will be penalized if you fail to submit the outline as you rise to speak. You need *not* produce and distribute copies for all other members of the class.

As with all prior assignments, no fancy binders, please. Please staple your outline, endnotes, and supporting visual-aid copies together and hand them to your instructor as you rise to speak. Your instructor will *not* accept handwritten work.

How You Will Be Graded. As with the other presentations, this one will be evaluated for three basic ingredients: organization, expression, and support. Specifically, in order to receive a grade of “B,” your presentation must have a clear focus of topic, a well-defined sense of purpose, an understandable introduction and overview of the problem or opportunity, an understandable summary or conclusion, and a clear, unambiguous recommendation. It must also be easy to

follow. In addition, your presentation must be adequately expressed, both in diction and delivery. Further, the speech must be supported with credible, current and understandable information. The greater the variety and credibility of your support, the better. Presentations that are clearly superior may receive a grade of “A.” Those that fail to achieve the minimum standards in a majority of categories or which fail profoundly in at least one of the requisite categories will receive a lower grade.

Speaking Dates and Times. Your instructor will determine the method for selecting the day and time you will deliver your persuasive speech. Please consult with him or her to make certain you know exactly when you are expected to speak.

Appropriate Dress. In presenting this speech, we will expect you to appear in suitable professional, business attire. There is considerable latitude afforded to you in selecting the clothing that business colleagues would regard as appropriate. Clearly, though, you must present yourself in the way you would if you were addressing a gathering of modern business professionals.

Assignment Options. As with your informative speech, choosing a topic will not be easy. Your topic *must be related in some way to the industry you chose for your Business Briefing*. Policy topics or topics dealing with government regulation of business are fine. You should select something that will likely interest both you and your audience; information they can put to some good use is always welcome. ***Regardless of what you choose to speak about, you must clear your topic selection with your instructor.*** Please observe two other topic-selection restrictions: no religious or faith-based arguments and no overt sales pitches. If you are unsure, ask.

One Further Note. Some form of visual support for your presentation is *required* for this assignment. If your support is technical, difficult or conceptually complex, you will find that visual support may help your audience in understanding your purpose and key points. If the decision alternatives are numerous or complex, consider using an overhead projector, the chalkboard, or another visual aid system.

MANAGEMENT SPEAKING
MBCM-60400 / Monday - Wednesday
Module III, Spring 2014

Mon 13 Jan 2014	Preparing to Speak
10:00 - 10:15 a.m.	Intro: Syllabus distribution and course overview.
10:15 - 11:30 a.m.	Lecture: “How to Speak So People Will Listen.”
11:30 - 11:50 a.m.	Lecture: “Business Briefings”
	Readings: O’Rourke, Part I: Some Initial Truths
Wed 15 Jan 2014	Business Briefings
10:00 - 11:00 a.m.	Speeches: Speakers 1-4
11:00 - 11:10 a.m.	Break
11:10 - 11:50 a.m.	Speeches: Speakers 5-6
Mon 20 Jan 2014	Business Briefings
10:00 - 11:00 a.m.	Speeches: Speakers 7-10.
11:00 - 11:10 a.m.	Break
11:10 - 11:50 a.m.	Speeches: Speakers 11-12.
	Readings: O’Rourke, Part II, Getting Ready to Speak.
Wed 22 Jan 2014	Business Briefings
10:00 - 10:50 a.m.	Speeches: Speakers 13-15.
10:50 - 11:00 a.m.	Break
11:00 - 11:50 a.m.	Speeches: Speakers 16-18.
	Readings: O’Rourke, Part III: What Makes People Listen.
Mon 27 Jan 2014	Nonverbal Communication
10:00 - 10:50 a.m.	Lecture: “Nonverbal Communication”
10:50 - 11:00 a.m.	Break
11:00 - 11:50 a.m.	Discussion: “The Purpose of Gestures” / Sample Speeches
	Readings: O’Rourke, Part VII: Nonverbal Communication.
Wed 29 Jan 2014	Informative Speeches
10:00 - 10:50 a.m.	Speeches: Speakers 1-4.
10:50 - 11:00 a.m.	Break
11:00 - 11:50 a.m.	Speeches: Speakers 5-6.
	Readings: O’Rourke, Part IV: Developing Support for Your Presentation

- Mon 03 Feb 2014** **Informative Speeches**
10:00 - 11:00 a.m. **Speeches:** Speakers 7-10.
11:00 - 11:10 a.m. **Break**
11:10 - 11:50 a.m. **Speeches:** Speakers 11-12.
Readings: O'Rourke, Part V: Getting Up to Speak.
- Wed 05 Feb 2014** **Informative Speeches**
10:00 - 10:50 a.m. **Speeches:** Speakers 13-15.
10:50 - 11:00 a.m. **Break**
11:00 - 11:50 a.m. **Speeches:** Speakers 16-18.
Reading: O'Rourke, Part VI: Managing Anxiety.
- Mon 10 Feb 2014** **Speaking to Persuade**
10:00 - 10:50 a.m. **Lecture:** Speaking to Persuade.
10:50 - 11:00 a.m. **Break**
11:00 - 11:50 a.m. **Discussion:** Sample Persuasive Speech Decks.
Reading: O'Rourke, Part VIII: Visual Aids.
- Wed 12 Feb 2014** **Persuasive Speeches**
10:00 - 11:15 a.m. **Speeches:** Speakers 1-4.
11:15 - 11:25 a.m. **Break**
11:25 - 11:50 a.m. **Speeches:** Speakers 5-6.
Reading: O'Rourke, IX: Handling an Audience.
- Mon 17 Feb 2014** **Persuasive Speeches**
10:00 - 11:15 a.m. **Speeches:** Speakers 7-10.
11:15 - 11:25 a.m. **Break**
11:25 - 11:50 a.m. **Speeches:** Speakers 11-12.
Reading: O'Rourke, Part X: What Makes a Presentation Work.
- Wed 19 Feb 2014** **Persuasive Speeches**
10:00 - 11:15 a.m. **Speeches:** Speakers 13-16.
11:15 - 11:25 a.m. **Break**
11:25 - 11:50 a.m. **Speeches:** Speakers 17-18.
- Mon 24 Feb 2014** **Television Spot News Interviews**
10:00 - 11:50 a.m. **Interviews:** Speakers 1-18.

Note: DVDs containing all television interviews will be distributed to the class via postal service mailboxes on the lower level of the College by Friday, February 28, 2014. Please complete the CIF online before midnight, Wednesday, February 26, 2014.