

SUMMER 2011

MANAGEMENT COMMUNICATION

MNA-60110

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

Management Communication meets daily during the week of June 27 to July 2, 2011. Class meetings are scheduled Monday, Tuesday, Wednesday, Friday and Saturday from 1:00 p.m. to 5:00 p.m. We will not meet on Thursday, June 30th.

The course director is Prof. James S. O'Rourke. Office: 234 Mendoza College of Business. Office phone: 574.631.8397. Home phone: 574.272.1773. Mobile phone: 574.339.1836. Fax: 574.631.5255. E-mail: jorourke@nd.edu. The co-instructors for this course are Prof. Sandra Collins (Office: 219 Mendoza; Office phone: 574.631.4133; E-mail: scollin1@nd.edu) and Prof. Elizabeth Tuleja (Office: 232 Mendoza; Office phone: 574.631.3385; E-mail: etuleja@nd.edu).

REQUIRED TEXTBOOK

O'Rourke, James S., IV, *Management Communication: A Case Analysis Approach*, 4th edition. Upper Saddle River, NJ: Prentice Hall Publishing, Inc. (2010). ISBN: 0-13-607976-8.

RECOMMENDED TEXTBOOK

Alred, J.G.; Brusaw, C.T.; and Oliu, W.E., *The Business Writer's Companion*, 5th edition. Boston, MA: Bedford / St. Martin's (2008). ISBN: 0-312-46189-5.

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 assist students in diagnosing their own skill levels in interpersonal, small group, and public communication.
- To help students improve their writing and speaking abilities in a variety of settings and business contexts.

- To provide students with an understanding of the ethical dimensions of professional communication.
- To give students an appreciation for the role of a free press in a democratic society and how the private sector is affected by it.

GRADING

This course involves one oral presentation and two written case assignments. Each assignment will be valued at 25% of your final grade. I will have three specific goals in mind as I read or listen to your work this summer:

- To diagnose your current writing and speaking abilities;
- To demonstrate clearly the standards of professional business writing and speaking expected in the North American workplace;
- To provide you with the skills and confidence you will need to improve.

You will be required to produce a business briefing that you have personally researched, written, and prepared for this class. The briefings are scheduled for lesson 5 on Saturday, July 3, 2010.

Grade weights will be distributed as follows:

Case Assignment #1.....	25%
Due no later than 1:00 p.m., Tuesday, June 28, 2011	
Case Assignment #2.....	25%
Due no later than 1:00 p.m., Friday, July 1, 2011	
Business Briefing.....	25%
Delivered on Saturday, July 2, 2011	
Classroom Participation.....	25%
During case analyses, discussion of readings, and speech critiques	
Total.....	100%

GRADING PHILOSOPHY

Management Communication, 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 communication, your grade will be heavily dependent on your ability to apply such information in frequent and practical writing and speaking exercises.

Your grade for any assignment in this course is a reflection of my judgement of the quality of your work. You will be graded only on the basis of what you give to me; you will not receive a grade on the basis of the amount of time and effort you devote to an assignment, or on what you sincerely intended to do but didn't have time to finish.

The Mendoza College of Business has published a grade point target of 3.2 to 3.6 for each section of graduate coursework. Please keep in mind, though, that you are attempting to meet broadly accepted quality standards of the North American marketplace. A grade of "A" is, essentially "ready for prime time" in a major not-for-profit organization. In other words, with just a bit of tinkering, you could deliver that speech or use that document essentially as you've prepared it for class.

A "B" speech or document is basically sound but needs some attention before you think about presenting it to your employers, benefactors 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 or document 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 marketplace without significant revision. A speech or document 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*, larger mid-size or *Big Four* firm. You need to re-think your approach to the problem and try it again. To use such a speech or document would constitute a serious embarrassment to you, to your employer and, frankly, 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.

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.

In particular, you will be asked to critique your classmates, aloud and on paper, across three dimensions: speech structure, nonverbal mannerisms, and visual aids. You will receive specially-designed critique sheets for this purpose in class.

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.

Business writers, as well as those who speak on public occasions, 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, writers and speakers 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 writers, readers, speakers, and listeners 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 or write 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 the 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 the end of our *very* brief, one-week semester.

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, call or

see me in advance of deadlines. I am more than willing to speak or meet with you at any time during the course.

Absence. We will have just five meeting sessions in this course. I regard your presence as especially important, even if I do not formally take roll at the beginning of each class. If you cannot be here, let me know about it in advance.

Incompletes. As a rule, I 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. Unless the student completes all class assignments within one semester, an "F" will be assigned by the Registrar unless an extension is approved by both the instructor and the Dean, and the Registrar is notified.

Problems. Please get in touch with me if you are in genuine distress. Authenticated illness or sufficiently sordid personal problems may persuade me to grant you some relief from a deadline. I'll do my very best to accommodate your needs, but I must know about them – the earlier the better. Please call me at home (574.272.1773) or in my office (574.631.8397). I give much more coherent answers after 6:30 a.m. and before 11:30 p.m.

Plagiarism. Much of the educational process in the Mendoza School involves group discussion and collaborative activities. Neither the College nor I 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 Management Communication, all 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 may be 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.

CASE ANALYSES

Background. Management Communication is a hybrid discipline that seeks to broaden your perspectives of the managerial profession while deepening understanding of communication and its central role in the day-to-day lives of not-for-profit managers. Often, the most useful and interesting approach to these goals is through a case study. These are simply descriptions of circumstances facing a manager and often present business students with choices, limitations, and ambiguity. Case studies are not usually written to demonstrate an effective or ineffective handling of an administrative situation, but rather for the purpose of stimulating classroom discussion.

Your textbook includes a 7-page appendix, entitled “Analyzing a Case Study.” Please read that section thoroughly before preparing a case study for discussion in class or on paper for a writing grade. That appendix contains a number of definitions, suggestions, and ideas that you will find useful as you read, shred, and produce a solution to the many case studies you will see as a student at Notre Dame. If you have specific questions, please speak to your instructor at the earliest possible moment.

THE BUSINESS BRIEFING

Background. The business briefing is among the more common forms of informative speaking that a manager or executive will do. 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 donations, purchases, employment, and other decisions.

Assignment. Your task is to research a firm in the not-for-profit area you hope to work in. You are to gather as much relevant, useful information as possible from company publications, corporate web sites on the Internet, annual reports, marketing materials, and third-party sources. You must decide which information would be most useful to a prospective benefactor, client, or employee; your task then involves organizing it in an easy-to-understand fashion, and trimming it to fit the required timeframe.

Time Requirement. Your briefing must 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 submit this document to your instructor as you rise to speak. It should include the follow:

- a two-level outline of your main points and key sub-points;
- proper documentation of all research sources cited in your briefing;
- the name and location of the firm, your name, and the date of your briefing.

How You Will Be Graded. Your 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’s structure, and purpose. It must also include such information as basic products and services (or product and service categories), locations, fund-raising schemes, annual revenues, recent achievements, and other relevant information.

Your audience must be clear about what this organization does, who they serve (their principal customers or markets), against whom they compete, and what sort of value they add to the economy and to their communities. 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, corporate casual 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, each of whom is dressed in casual yet tasteful attire.

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 graphics, such as *PowerPoint*. A chalkboard and overhead projector will also be available for your use in the classroom.

COURSE SCHEDULE
Management Communication - MNA-60110 / Summer 2011

Mon 27 Jun 2011

COMMUNICATION AND STRATEGY

1:00 - 1:15 p.m.	Intro: Syllabus distribution and course overview.
1:15 - 2:30 p.m.	Lecture: The Roles and Functions of Management Communication.
2:30 - 2:45 p.m.	Break
2:45 - 3:15 p.m.	Discussion: Case 1.2, <i>Great West Casualty v. Estate of G. Witherspoon</i> .
3:15 - 3:45 p.m.	Lecture: North American Business Correspondence.
3:45 - 4:00 p.m.	Break
4:00 - 5:00 p.m.	Lecture: Organizational Strategy and Communication Strategy. Readings: Appendix A, "Analyzing a Case Study," Chapter 1, "Management Communication in Transition" Chapter 2, "Communication and Strategy" Chapter 3, "Communication Ethics"

Tue 28 Jun 2011

COMMUNICATION ETHICS AND PERSUASION

1:00 - 1:45 p.m.	Discussion: Case 11.2: <i>Dixie Industries, Inc.</i>
1:45 - 2:45 p.m.	Lecture: Communication Ethics: A Framework for Decision-Making in Business.
2:45 - 3:00 p.m.	Break
3:00 - 4:00 p.m.	Discussion: Case 3.2: <i>A Collection Scandal at Sears, Roebuck & Co.</i>
4:00 - 5:00 p.m.	Lecture: Communication and Strategy. Readings: Chapter 4, "Speaking" Chapter 5, "Writing" Chapter 6, "Persuasion"

Wed 29 Jun 2011

PRINCIPLES OF PLAIN ENGLISH

1:00 - 1:45 p.m.	Lecture: Using Plain English to Solve Management Problems.
1:45 - 2:15 p.m.	Discussion: Style and Tone in Business Correspondence.
2:15 - 2:30 p.m.	Break
2:30 - 3:45 p.m.	Presentation: "Communication in a Not-for-Profit Organization" Valerie Barker-Waller Formerly: Museum of Science & Industry, Chicago 2016. Currently: United Air Lines.
3:45 - 4:00 p.m.	Break
4:00 - 5:00 p.m.	Discussion: Communication Technology: The Role of Social Media Reading: Chapter 7, "Technology" Chapter 8, "Listening and Feedback" Discussion: <i>Domino's "Special Delivery": Going Viral Through Social Media</i> . Classroom handout.

Thursday, 30 June 2011

Class Break Day. No Scheduled Class Meetings.

Fri 01 Jul 2011

1:00 - 1:10 p.m.

1:00 - 1:20 p.m.

1:20 - 1:45 p.m.

1:45 - 2:15 p.m.

2:15 - 2:30 p.m.

2:30 - 3:30 p.m.

3:30 - 3:45 p.m.

3:45 - 4:00 p.m.

4:00 - 5:00 p.m.

COMMUNICATING WITH MULTIPLE AUDIENCES

Discussion: Grade Summary, Writing Assignment #1.

Lecture: Case sample review.

Discussion: *Chicago's Museum of Contemporary Art: Biting the Hand that Feeds It.* Classroom handout.

Discussion: Managing Conflict in a Not-for-Profit Organization.

Break

Lecture: Preparing to Speak.

Lecture: Sample PowerPoint Decks for a Business Briefing.

Break

Discussion: Case Study: *The Tiger Woods Foundation: When Values and Behavior Collide.* Classroom handout.

Reading: Chapter 9, "Nonverbal Communication"

Chapter 10, "Intercultural Communication"

Chapter 11, "Managing Conflict"

Sat 02 Jul 2011

1:00 - 2:00 p.m.

2:00 - 2:15 p.m.

2:15 - 3:15 p.m.

3:15 - 3:30 p.m.

3:30 - 4:30 p.m.

4:30 - 5:00 p.m.

SPEAKING TO AUDIENCES LARGE AND SMALL

Speeches: Business Briefings.

Break

Speeches: Business Briefings.

Break

Lecture: Crisis Communication, Media Relations, and Press Interviews.

Discussion: Case 1.1: *Odwalla, Inc. (A).*

Readings: Chapter 12, "Business Meetings that Work"

Chapter 13, "Meeting the Media"

Appendix G, "Media Relations for Business Professionals:

How to Prepare for a Broadcast or Press Interview"

Note: Group I, Prof. O'Rourke

Group II, Prof. Collins

Group III, Prof. Tuleja