Course Description

COURSE DESCRIPTION
This course is designed to build on what you learned in Business Communication I and further improve your business communication presentation and writing skills. In addition, students will acquire new skills in interpersonal communication, group communication, intercultural communication, crisis communication, mediated communication, negotiating, and communicating with stakeholders of an organization. Students will get the opportunity to improve these skills through a variety of individual and team assignments. It is very much a 'hands-on' course where you will participate in many class activities, supplemented by online activities. The course mixes appropriate theoretical models and practical skills-building exercises, grounded in real world objectives.

LEARNING OBJECTIVES
● Gain exposure to academic theories to describe, explain, and predict effective and ineffective communication behaviors.
● Explore and develop your communication strengths and improvement opportunities.
● Apply practical strategies, validated by academic research, to improve your communication effectiveness.
**COURSE POLICIES AND RESPONSIBILITIES**

**Attendance.** Regular attendance is required. Attendance will be taken every class. **Missing more than 1 class will negatively impact your final grade.** You are responsible for obtaining all materials distributed during classes you miss. Exceptions may be made for extreme emergencies. All requests must be made within one week of an absence.

**Participation.** Always be prepared to participate constructively: **Don’t be a wallflower, but don’t dominate the conversation.** Come to class having done the work, and be ready to share in a way that advances our collective goals. While giving the professor your undivided attention is important, it is mandatory that you do so for your fellow students when they are speaking. Be a supportive peer in all ways.

**Mobile Devices.** Unless instructed otherwise, please **power down or silence and put away all mobile electronic devices**, including phones, tablets, and laptops. Take notes by hand instead. Studies show that when we take notes by hand, it travels to our brain faster and remains there longer. When we will be using Laptops in class, students will be notified prior.

**Presentation Etiquette.** It is important to be supportive and respectful of all in the classroom. **Never enter or exit the room while a presentation is in process;** please wait until the speaker has finished and you hear applause. **During a presentation, please give your undivided attention to each presenter.** Do not be preparing for your presentation or doing other work while someone else is presenting.

**Deadlines.** All assignments must be completed by their due dates. Two and a half (2.5) points will be deducted each business day an assignment is late. If you are unprepared to deliver a presentation individually or with your team (video or live) and/or do not come to class on your assigned date, you will receive a zero for the assignment. No make-ups or extensions will be permitted for presentations unless there are extreme circumstances. **Late deliverables will not be accepted after 14 days.**

**Written Submission Guidelines.** All written submissions must be typed. Multiple page submissions need to be stapled. Handwritten submission will not be accepted. Two and a half (2.5) points will be deducted each business day a written assignment is late. The following is to be included on all written submissions: Name, Class/Section, and Meeting Day/Time.

**Example:**
Name: John Fordham  
Class/Section: CMBU 2666 / RUF  
Meeting Day/Time: Monday 2:30pm
Collaboration. You are expected to work with others in a spirit of collaboration, respect others’ diverse backgrounds/opinions, and maintain a level of confidentiality by not disclosing any classmates’ personal/sensitive information with non-classmates.

Academic Integrity. Academic misconduct will not be tolerated. This especially includes plagiarism — the passing off of another’s work as one’s own, as well as the failure to cite one’s sources. Plagiarism will substantially harm your grade and may lead to a chat with the administration.

Disabilities. Under the Americans with Disabilities Act and Section 504 of the Vocational Rehabilitation Act of 1973, all students, with or without disabilities, are entitled to equal access to the programs and activities of Fordham University. If you are a student with a documented disability and require academic accommodations, you need to register with the Office of Disability Services for Students (ODS) in order to request academic accommodations for your courses. Please contact the main ODS office at Rose Hill at (718)-817-0655 to arrange services. Staff at ODS can walk you through the process and arrange appointments depending on which campus you take courses at.

Jesuit Principles: The Mission of the University.
Fordham University, the Jesuit University of New York, is committed to the discovery of Wisdom and the transmission of Learning, through research and through undergraduate, graduate and professional education of the highest quality. Guided by its Catholic and Jesuit traditions, Fordham fosters the intellectual, moral and religious development of its students and prepares them for leadership in a global community.

Gabelli School of Business:
The Jesuit identity of Gabelli School of Business is reflected in the teaching. Foremost is the belief that business must serve a higher purpose than mere profit. Gabelli students are encouraged to think about how they, as business leaders, can contribute to the advancement of society and move the world forward in a profound and lasting way.

Course Objectives
In fulfilling the requirements of this course, students will:

- Continue to improve their presentation and writing skills
- Learn how to 'read' interpersonal communications such as body motion communication gestures, tone of voice and dress codes
- Use appropriate interpersonal communications in a range of business contexts
- Understand and work within organisational structures of communication
- Learn the art and science of influencing, negotiating and persuading.
- Understand and practice coaching for performance
- Develop an understanding of how to deal with business crises
• Understand concepts of promotional business communication

Course Outline / Assignments

• **Video Interview Package.** Using the on-line training video center, BigInterview, you will sharpen your communication skills, in preparation for the toughest interview. Practice via video both behavioral/fit/competency questions on a total of 15 questions. Your final product will capture via video 4 key interview questions. The remaining 11 will be answered in written form using CAR Methodology.

• **Crisis Response Video.** You will work with your team to produce a video (1-2 MIN) articulating your response to a real or fictional PR crisis that your company is currently experiencing.

• **Intercultural Presentation.** The ability to communicate, negotiate and effectively work with people from other cultures is vital to international business. You will work with your team to create a presentation (5/6 mins) that successfully incorporates norms, customs, values and beliefs of another culture into your own communication.

• **Written Assignment.** Overview of Team Dynamics or Challenging Conversations (2 single-spaced pages—1” margins)

Company Portfolio

As a team, you will create a company portfolio (6-7 single-spaced pages—1” margins or a PP) for your selected public for-profit company. This portfolio will be created in parts over the course of the semester. Last semesters IP companies MAY NOT be selected.

Portfolio contents:

• **Title Page:** List your teammates’ names and the title and logo of your public, for-profit company.

• **Purpose:** Describe your company’s purpose (mission, vision, values, and goals).

• **Operations:** Describe the operations (industry, location, customers, and market share).

• **Key Product/Service:** Describe in detail your company’s most profitable product/service.

• **Suppliers:** List the company’s top suppliers. Describe in detail negotiation facts (e.g. mission, goals, culture, length of relationship) about the top 2 suppliers.

• **Stakeholder Grid:** Develop a list of key stakeholders. Identify key stakeholders profile (e.g. fundamental impact, tangible/intangible, desired relationship growth, most effective channel to communicate, concerns)

• **Financials:** Include your company’s gross revenue and net profit over the past 10 years. Also justify investment potential.

• **Competitors.** Identify your company’s top competitors. Name the biggest competitor and justify the choice.

• **Crisis & Challenges--Past & Present:** Identify your company’s top 3 challenges of the past and/or present. What company crisis has your company experienced? How did they respond? What was your company’s biggest mistake?

• **Press:** Summarize seven most recent articles about your selected company.

• **Twitter:** Samples of current company Twitter feed.
**Final Exam.** For the final exam you will participate in an integrated business communication simulation allowing you to experience “a day in the life” of an organizational executive. This simulation will test your communication acumen under tough business conditions.

**GRADING**

<table>
<thead>
<tr>
<th>Assignments</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Video Interview Package</td>
<td>25%</td>
</tr>
<tr>
<td>Crisis Response Video</td>
<td>10%</td>
</tr>
<tr>
<td>Intercultural Presentation</td>
<td>15%</td>
</tr>
<tr>
<td>Company Portfolio Project</td>
<td>20%</td>
</tr>
<tr>
<td>Written Assignment / Participation</td>
<td>15%</td>
</tr>
<tr>
<td>Final Exam</td>
<td>15%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

**Final Grades.** Final course grades will be calculated using the following scale:

- **A = 100-94%**
- **A- = 93.9-90%**
- **B+ = 89.9-87%**
- **B = 86.9-84%**
- **B- = 83.9-80%**
- **C+ = 79.9-77%**
- **C = 76.9-74%**
- **C- = 73.9-70%**
- **D+ = 69.9-67%**
- **D = 66.7-64%**
- **D- = 63.9 - 60%**
- **F = 59-0%**

Final course grades will be posted on [https://my.fordham.edu](https://my.fordham.edu). Because of privacy laws, I cannot publicly post or disclose grades (including via email). To preserve the integrity of this course, and to be fair to all students, all grade negotiations are prohibited. Unclaimed graded assignments will be discarded four weeks after final grades are posted and will be unavailable should a grade appeal be pursued by a student following this timeframe.

**Note:** This syllabus is provisional. It is subject to change to meet your learning needs.

**Special Accommodations:**

It is recognised that some students may need special accommodations. These should be brought to the attention of the Programme Director at the COMMENCEMENT of the semester. Emma Brown would appreciate it if any student requiring Special Accommodations could also inform her early in the semester.

**Academic Integrity:**

A University, by its nature, strives to foster and recognize originality of thought, which can be recognized only when people produce work that is theirs alone and properly acknowledge information and ideas that are obtained from the work of others. It is therefore important that students must maintain the highest standards with regard to honesty, effort, and performance. As a Jesuit, Catholic University, Fordham is committed to ensuring that all members of the academic community strive not only for excellence in scholarship but also for integrity of character. In the pursuit of knowledge and personal development, it is imperative that students
present their own ideas and insights for evaluation, critique and eventual reformulation. As part of this process, each student must acknowledge the intellectual contribution of others. Please check the link for the full Academic Integrity Statement: http://www.fordham.edu/academics/handbooks__publicati/undergraduate_academ/undergraduate_ai_pol/the_ai_statement_72294.asp

Assignment Due Dates
Midterm Assignment: Video Interview Package to be completed by Fri 23rd February
Crisis Response Video by Friday 2nd March
Final Written Assignment: to be submitted by either Monday 30th April or Tuesday 1st May
Company Portfolio: to be submitted by w/c 9th April
Semester Project: Date TBD either w/c 16th or 23rd April.

Reading List

Suggested Texts:

Primal Leadership: Daniel Goleman, Richard Boyatzis, Annie McKee
The 7 Habits of Highly Effective People
Presence: Patsy Rodenburg
Influencing with Integrity: Genie Labode
Coaching for Performance: John Whitmore
The Five Dysfunctions of a Team: Patrick Lencioni
Our Iceberg is Melting: John P Kotter
Building a Values-Driven Organisation: Richard Barrett
Reinventing You: Define Your Brand, Imagine Your Future: Dorie Clarke

There are no required texts for this course. All reading material will be posted on Blackboard, emailed or handed out in class.
Emma Brown  MA FRSA IHD STAT

Emma is Director of Emma Brown Executive Coaching (www.emmjbrown.co.uk) Source Coaching Consultancy Ltd and founder of ActorFactor Ltd (theatre skills for business training). She specializes in executive and team coaching, business presentations, communication and using theatre in organisational training interventions. Emma works with leadership teams and individuals in both the public, private and voluntary sector to align values, vision and behaviors. Over 25 years of experience has provided her with the means to facilitate powerful and informed development processes with a diverse range of clients. She combines a corporate consultancy with teaching Voice and Presentation Skills at Exeter and Plymouth University and Business Communications at Fordham University London. Her corporate clients include Credit Suisse Rolls Royce Zurich Insurance and Altium. She is currently Director of Faculty Staff and Student Development at Fordham University London Centre.

She is licensed to administer MBTI, (Myers Briggs Type Inventory) MiRo (Psychometric Assessment) and CTT,(Cultural Transformation Tools) She holds an MA in Performance Practice and is a qualified Executive coach, NLP practitioner and member of the EEMC.

She is also Director of Faculty Staff and Student Development at Fordham University London Centre.