

369430: Leadership Communication Strategies

MGMT-X 490.996

Fall 2019 Section 1 4 Credits 09/25/2019 to 12/04/2019 Modified 09/16/2019

Description

This course is designed to improve interpersonal behaviors and communication skills for those in leadership roles with the goal of improving relationships, productivity, and the quality of work. Topics include a review of basic communication skills: listening, self-disclosure, and methods of expression; more advanced skills: nonverbal communication, influencing behaviors, addressing hidden agendas, and male/female communication in the workplace; conflict management skills; assertiveness; and responding to criticism.

Objectives

This course is designed to create an awareness of the basic principles and skills of human communication. Students will learn the basic theories of interpersonal communication, small group communication, listening, public speaking, interviewing and intercultural communication. During the course, individuals will learn about their personal communication strengths and weaknesses and be given opportunities to improve their communication skills.

The leadership side of the class will focus on the knowledge and skills required to lead individuals and in providing a sound understanding of group dynamics that allows you to evolve a group into a team. It will examine the coaching model of leadership and cover the communication roles of the facilitative leader.

Materials

Human Communication: Principles and Contexts

Author: Tubbs, Stewart

Publisher: McGraw-Hill

Edition: 13th

ISBN: 978-0078036781

REQUIRED

Evaluation

Grades will follow the points outlined below, for individual projects and class overall:

Criteria

Type	Weight	Topic	Notes
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Type	Weight	Topic	Notes
Class Participation	20 points		<p>Active participation in class activities and consistent contributions to class discussions are expected. Satisfactory class participation requires preparation for, on-time arrival to, and presence in all classes. Therefore, students are required to:</p> <ul style="list-style-type: none"> Attend all classes, and be present cognitively and emotionally, as well as physically, during each class session; Complete all reading and field, preparation, and written assignments by the due dates detailed in the <i>Schedule of Classes</i>; Complete team assignments <u>as a team</u> such that all team members contribute roughly equally to the assignment and all are equally prepared to represent their teams. <p>One of the most important learning activities of this course is the extent to which you engage in active class participation. Your active participation has a significant influence on your overall grade (20%), as well as the learning experience of your fellow class members. Your class participation grade will be based on my evaluation of the quality, depth, and creativity of your in-class contributions, as well as the quality and constructive nature of the feedback that you provide to your fellow students regarding their contributions to class discussion. Your respect of the learning process itself is fundamental to satisfactory performance and is displayed by your responses to your classmates and by your ability to listen and to integrate their remarks with your own.</p>
Online Forum	15 points		<p>In Week Five, there will be a topics assigned for discussion on Canvas. Each student is expected to intelligently and effectively answer the question(s) and provide at least two responses to other posts in the discussion. Intelligent and effective content does not mean a barrage of words. Quality of content will earn a high grade, quantity for the sake of quantity will not. The same is true for the responses to other people's posts. The response must be thoughtful and pertinent to the content of that person's post. Too many words without directly addressing the post will not earn high grades. Neither will short, seemingly uninvolved comments such as "good job," or "I agree."</p>
Midterm Group Project Presentation	15 points		<p>This will be a group assignment. Groups will give a 20-minute presentation to the class on the leadership communication issues as outlined in the cases.</p>
Homework Assignments	25 points		<p>There will be three homework assignments due in Canvas (Weeks 3, 8 and 9) that will be taken from the Review Questions for the Chapters that will be covered in those weeks.</p>
Personal Reflection Presentation	25 points		<p>Each student will give a 10-minute presentation in the last session highlighting their greatest learning moments in the class and how they will apply what they've learned in their professional lives. Possible questions to consider: is there an action plan you will enact that will make you better at leadership communication? What is the biggest takeaway you will have from this class? Were there any areas in your career that you believe you will need to improve based on what you learned in this class? Were there negative elements of leadership communication that you didn't know existed? Make this about your personal learning as you reflect on your class experience and what you think may have made you a better professional.</p>

Breakdown

Grade	Range	Notes
A	95-100 Points	
A-	90-94	
B+	87-89	
B	83-86	
B-	80-82	
C+	78-79	

Grade	Range	Notes
C	73-77	
C-	70-72	
F	0-69	

Institutional Policies

Student Conduct

Students are subject to disciplinary action for several types of misconduct or attempted misconduct, including but not limited to dishonesty, such as cheating, multiple submission, plagiarism, or knowingly furnishing false information to the University; or theft or misuse of the intellectual property of others or violation of others' copyrights. Students are encouraged to familiarize themselves with policy provisions which proscribe these and other forms of misconduct at:

<https://www.uclaextension.edu/pages/str/studentConduct.jsp> (<https://www.uclaextension.edu/pages/str/studentConduct.jsp>)

Services for Students with Disabilities

In accordance with the Americans with Disabilities Act of 1990, UCLA Extension provides appropriate accommodations and support services to qualified applicants and students with disabilities. These include, but are not limited to, auxiliary aids/services such as sign language interpreters, assistive listening devices for hearing-impaired individuals, extended time for and proctoring of exams, and registration assistance. Accommodations and types of support services vary and are specifically designed to meet the disability-related needs of each student based on current, verifiable medical documentation. Arrangements for auxiliary aids/services are available only through UCLA Extension's Service for Students with Disabilities Office at (310) 825-7851 or by email at access@uclaextension.edu. For complete information see:

<https://www.uclaextension.edu/pages/str/studentswithDisabilities.jsp>
<https://www.uclaextension.edu/pages/str/studentswithDisabilities.jsp>

Incompletes

Your instructor may post the interim grade *Incomplete/I* if at the end of the class your overall work is of passing quality but a portion could not be submitted for understandable reasons (e.g. illness). It is your responsibility to petition your instructor for permission to submit work late and to provide an explanation, and it is his or her sole decision whether to accept the explanation. If permitted, the *Incomplete/I* grade will be posted and a time frame defined for you to submit the missing work, ranging from one to twelve weeks. *Incomplete/I* grades that remain unchanged after twelve weeks will lapse to *F*, *NP* or *U*. Receiving an *I* grade entitles you to submit only the missing work your instructor has agreed to accept late, and does not allow other work to be retaken or oblige UCLA Extension to provide continuing access to course materials via Canvas. The *Incomplete/I* grade is not an option for courses that do not bear credit, such as 700, 800, or 900-level courses. For complete information, see:

<https://www.uclaextension.edu/pages/str/grading.jsp> (<https://www.uclaextension.edu/pages/str/grading.jsp>)

All Grades are Final

No change of grade may be made by anyone other than the instructor, and then, only to correct clerical errors. No term grade except *Incomplete* may be revised by re-examination. The correction of a clerical error may be authorized only by the instructor of record communicating directly with personnel of Student and Alumni Services.

Sexual Harassment

The University of California is committed to creating and maintaining a community where all individuals who participate in University programs and activities can work and learn together in an atmosphere free of harassment, exploitation, or intimidation. Every member of the community should be aware that the University prohibits sexual harassment and sexual violence, and that such behavior violates both law and University policy. The University will respond promptly and effectively to reports of sexual harassment and sexual violence, and will take appropriate action to prevent, to correct, and when necessary, to discipline behavior that violates our policy.

All Extension students and instructors who believe they have been sexually harassed are encouraged to contact the Department

of Student and Alumni Services for complaint resolution: UCLA Extension, 1145 Gayley Ave., Los Angeles, CA 90024; Voice/TTY: (310) 825-7031. View the University's full Policy on Sexual Harassment and Sexual Violence at <http://policy.ucop.edu/doc/4000385/SHSV> (<http://policy.ucop.edu/doc/4000385/SHSV>).

Additional Items

Course and Instructor Evaluation

UCLA Extension values your feedback on course and instructor evaluations. We ask all students to take a few minutes to complete an end-of-course evaluation survey. Updates to the course and instruction are influenced by your feedback. Understanding your student experience is essential to ensure continuing excellence in the online classroom and is appreciated by your instructor and the UCLA Extension academic leadership.

Your participation in a survey is voluntary, and your responses are confidential. After instructors submit grades, they will be given an evaluation report, but this report will not contain your name.

About Your Online Course Materials

Please note the following about online course components at UCLA Extension:

- Students must have basic computer skills, including the use of word processing software, email, and the ability to use internet browsers, such as Safari, Firefox, or Chrome.
- Students are responsible for meeting the technical requirements of Canvas and familiarizing themselves with the Canvas Learning Management System.
 - What are the basic computer specifications for Canvas? - <https://community.canvaslms.com/docs/DOC-10721> (<https://community.canvaslms.com/docs/DOC-10721>)
 - Which browsers does Canvas support? - <https://community.canvaslms.com/docs/DOC-10720> (<https://community.canvaslms.com/docs/DOC-10720>)
- Students are responsible for keeping a copy of all assignments and work submitted, and to be aware of all assignments, due dates, and course guidelines.
- Students are encouraged to keep and/or download a local copy of their assignment files, as access to the online environment of a specific course is limited to 30 days after the final course date, as listed in the course catalog.

If you need assistance downloading student materials from your course, please contact Canvas Support or the UCLA Extension Learning Support Team.

UCLA Extension Canvas and Learning Support

For immediate 24/7 Canvas technical support, including holidays, click on **Help** (located on the menu to the left) where you can call or chat live with a Canvas Support representative.

UCLA Extension Instructional Design and Learning Support

The UCLA Extension Learning Support staff assists both students and instructors with Canvas-related technical support, as well as general and administrative questions.

Learning Support staff is available Monday through Friday, from 8 AM to 5 PM (Pacific Time), except holidays:

- Email: support@unexonline.zendesk.com
- Website: <http://support.uclaextension.edu> (<http://support.uclaextension.edu/>)

Campus Safety Escorts

For students taking classes held on the UCLA campus and in and around Westwood Village, the UCLA Police Department provides a free walking escort service every day of the year from dusk until 1 a.m. Community Service Officers (CSOs) are available to walk students, faculty, staff members and visitors to and from anywhere on campus, in Westwood Village, and in the village apartments. CSOs are uniformed students who have received special training and are employed by the UCLA Police Department.

To obtain an escort, please call (310) 794-9255 and allow 15 to 20 minutes for your escort to arrive. For complete information, see: <https://www.ucpd.ucla.edu/services/community-service-officers-csos/evening-escorts>
(<https://www.ucpd.ucla.edu/services/community-service-officers-csos/evening-escorts>)

Schedule

WEEK ONE:

REQUIRED READING: Tubbs Chapter 1: The Process of Human Communication

- Class Introductions
- Introduction of Course Material
- Discussion of Required Readings
- In Class Communication Exercise

WEEK TWO

REQUIRED READING: Tubbs Chapter 5: Listening

- Discussion of Required Readings
- In Class Active Listening Exercise
- Midterm Presentation Teams Formed

WEEK THREE

REQUIRED READING: Tubbs Chapter 14: Organizational Communication

- Discussion of Required Reading
- In Class Delivering Feedback Exercise
- Homework Assignment due in Canvas

WEEK FOUR

REQUIRED READING: Tubbs Chapter 2: Personal Perception

- Discussion of Required Reading
- Discussion of Johari Window
- In Class Johari Window Exercise

WEEK FIVE

REQUIRED READING: Tubbs Chapter 8: Relationships in Process

- Discussion of Required Reading

WEEK SIX

REQUIRED READING: Tubbs Chapter 12: Small Group Communication

- Discussion of Required Reading
- In Class Exercise on Small Group Communication

WEEK SEVEN

REQUIRED READING: Tubbs Chapter 7: Ethics and Communication

- Midterm Team Case Presentations
- Discussion of Required Reading

WEEK EIGHT

REQUIRED READING: Tubbs Chapter 4: The Nonverbal Message

Tubbs Chapter 3: The Verbal Message

- Discussion of Required Reading
- In Class Video on Nonverbal Communication
- In Class Application Exercise
- Homework Assignment Due in Canvas

WEEK NINE

REQUIRED READING: Tubbs Chapter 10: Intercultural Communication

- Discussion of Required Reading
- In Class Case Study: Oil & Wasser

WEEK TEN

- 10-Minute Personal Reflection Presentations

Personal Reflection Presentations Due on Canvas