

## **Development of Managerial Capabilities**

**Instituto Tecnológico Autónomo de México**

**Licenciatura en Administración**

**Preliminary Outline 2014**

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**Office Hours:** by appointment

**Class:** Monday – Friday, 7am – 10am

### **Course Description**

Business owners, managers, and executives must know how to communicate their ideas effectively. This class will help students to develop the communication and interpersonal skills necessary for successful business communication. Developing these managerial skills will help students to achieve success in their careers at ITAM and beyond.

Through written assignments, in-class discussion, individual and group presentations, and role-playing exercises, this course will help students develop the analytical and communication skills necessary to succeed in a competitive business environment and to become successful leaders of the future. In addition, this course will pay particular attention to preparing ITAM students for the challenges they will face in the English-speaking business world.

### **Course Goals**

This course is designed to function as not only a lecture but also a workshop and seminar. Over the duration of the semester, students will analyze their own methods of communication and will generate personal strategies for strengthening the communication skills that will help them achieve success in their future careers. Learning how to give and receive constructive feedback is an essential skill that will help students to thrive in the business world. This course will give students a foundation in both practical tools and theory that will help them to overcome obstacles and improve their communication styles.

The goals for this course are learning-centered and designed to provide students with the tools necessary to be successful managers and leaders in the English-language business world. By the end of the course, students will be able to:

- deliver a successful oral presentation in English
- articulate their ideas and intentions clearly and succinctly in written documents
- analyze the elements of a written document or oral presentation and use this analysis to give specific, constructive feedback to peers
- develop analytical and critical skills and demonstrate these skills during class discussion, written work, oral presentations, and exams
- identify the elements of successful self-presentation and to demonstrate this knowledge by presenting themselves professionally and coherently in a cv, cover letter, and job interview
- learn about different styles of leadership and which is most appropriate for their own personalities
- work effectively in peer groups to achieve course goals

### Course Texts

- Minto, Barbara. *The Pyramid Principle: Logic in Writing and Thinking*. (on reserve at ITAM library)
- Munter, Mary. *Guide to Managerial Communication*. (available at ITAM Bookstore)

### Pre-requisites

- Intermediate English

### Grade

Your final grade will be comprised of the following elements:

▪ Attendance & Participation	15 %
▪ Homework and written assignments	15 %
▪ Presentations	60 %
First individual presentation: 10%	
Interactive individual presentation: 20%	
Gift policy presentation: 10%	
Final group project: 20%	
▪ Final Exam	10 %

Failure of any portion of the grade (i.e. homework and written assignments, first individual presentation, etc.) will lower your grade and may result in failing the course. You must pass the final exam to pass the course. The final exam will be cumulative. Additionally, you must attend at least 80% of the class sessions in order to be able to take the final exam. Missing 20% or more of the classes will result in failing the attendance/participation portion of the grade and/or failing the class itself.

All written work will be collected in hard copy at the beginning of class unless otherwise previously specified. No late work will be accepted.

### Written Assignments

This course will give students ample opportunity to write and revise. Students will complete several assignments in different business genres including:

- Letters
- Memos
- Email
- Curriculum vitae or resume
- Self-evaluations
- Research proposals
- Research report

## Class Attendance and Participation

Because much of the learning of this class takes place during class discussion, class attendance and active participation—contributing as both a listener and a discussant—is mandatory. In-class work and assignments cannot be made up, and students are responsible for obtaining materials and information distributed in class. Absence during an exam will result in a failing grade.

- Please notify me in advance if any circumstances will keep you from meeting your attendance or other requirements.
- Your attendance and participation grade will evaluate your *active* participation in class, your attendance, and your commitment to the class (arriving on time, participating actively, completing assignments, communicating with the professor in a responsible matter, and otherwise being an engaged and responsible student).
- If you arrive more than fifteen minutes late to class, you will be counted as absent and you may not be permitted to enter class.
- **Please turn off your cell phone and put it away. Using it in class is rude.** You may use iPads, laptops, etc. for taking notes and to pull up the course readings. However, using your phone/iPad/laptop to check your email/facebook/Twitter/etc. during class will affect both your grade and my opinion of your manners.
- The official language of the classroom is English. I am happy to discuss any questions or concerns you might have in Spanish after class, but in order to best meet the course objectives I ask that no Spanish be spoken within the classroom.

## Academic Integrity

It is expected that all students will support the ideal of academic integrity and that they will be responsible for the integrity of their work. Plagiarism is academic theft. It is the representation of another's ideas or words as your own. Submitting work that you have written for another class is also considered plagiarism. Plagiarism and cheating are violations of university policy; they are serious offenses and bear serious consequences.

Knowing when and how to cite sources can be confusing. Learning how to incorporate outside materials into one's writing effectively and appropriately is a crucial skill that we will be developing in this course. If you are unsure whether you need to cite a source, please do not hesitate to ask me. Plagiarism by accident or mistake is still plagiarism (and will be punished as such), so please see me if you have any questions about how to cite sources.

En caso que el alumno sea encontrado cometiendo una práctica fraudulenta, se calificará la materia como no acreditada (N.A.), y la notificación correspondiente será incluida en el expediente del alumno (Artículo No. 29 del Reglamento de Alumnos de Estudios Profesionales)

### Schedule of Topics and Readings

Assignments are to be completed by the date indicated. Please bring assigned readings to class.

\* This syllabus, like all things in life, is subject to change.

#### Introduction to Communication Strategies (Classes 1-2):

<b>June 17</b>	<ul style="list-style-type: none"> <li>▪ Introduction to the Course</li> <li>▪ Expectations for written work</li> <li>▪ Self-Assessment Questionnaire</li> <li>▪ Presentation Activity</li> <li>▪ Introduction to 1<sup>st</sup> Individual Presentation</li> <li>▪ Introduction to Gift Policy presentation</li> <li>▪ Introduction to Final Group Project</li> </ul>	
<b>June 18</b>	<ul style="list-style-type: none"> <li>▪ Communicator Strategy</li> <li>▪ Audience Strategy</li> <li>▪ Message Strategy</li> <li>▪ Culture Strategy</li> <li>▪ MIT Teamwork Basics</li> <li>▪ Teamwork exercise</li> </ul>	<ul style="list-style-type: none"> <li>▪ Munter, 3-17; 18-25; 29 - 33</li> <li>▪ <b>Recommended:</b> “Coping with Stagefright”**</li> <li>▪ <b>Due:</b> Letter of introduction; self-assessment questionnaire</li> <li>▪ Choose final group project teams and begin working on group projects</li> </ul>

#### Arguments: Structure and Persuasion (Classes 3-6):

<b>June 19</b>	<ul style="list-style-type: none"> <li>▪ <i>The Pyramid Principle</i>, Barbara Minto</li> <li>▪ Introductions: Situation, Complication, Question</li> </ul>	<ul style="list-style-type: none"> <li>▪ Minto, selected pages available at Copy Center</li> <li>▪ Begin working on final group project</li> </ul>
<b>June 20</b>	<ul style="list-style-type: none"> <li>▪ Speaking: Verbal Structure</li> <li>▪ Other Speaking Situations</li> <li>▪ Questions and Answers</li> <li>▪ Speaking: Non-Verbal Skills</li> <li>▪ Speaking: Using Visual Aids</li> </ul>	<ul style="list-style-type: none"> <li>▪ Munter: 85-159</li> <li>▪ Bring in an example of a visual aid and be prepared to explain its effectiveness (or lack thereof)</li> </ul>
<b>June 21</b>	<ul style="list-style-type: none"> <li>▪ <b>Individual Presentations</b></li> <li>▪ Writing: emails and memos</li> </ul>	<ul style="list-style-type: none"> <li>▪ “Business E-mail: Guidelines for Users” (Munter et al)**</li> <li>▪ Prepare Individual Presentations</li> <li>▪ <b>Due:</b> Proposal 1: Topic Outline, Communication Objective, and Audience Analysis (hard copy)</li> </ul>
<b>June 24</b>	<ul style="list-style-type: none"> <li>▪ Writing: composing efficiently</li> <li>▪ Writing: macro issues</li> </ul>	<ul style="list-style-type: none"> <li>▪ Munter: 45-55; 61-77; 79-91</li> <li>▪ “Harnessing the Science of Persuasion”.</li> </ul>

	<ul style="list-style-type: none"> <li>▪ Writing: micro issues</li> <li>▪ Article analysis</li> </ul>	<p>Harvard Business Review (Robert Cialdini) (October 2001). Reprint No R0109D**</p> <ul style="list-style-type: none"> <li>▪ <b>Due:</b> Narrative self-evaluation of individual presentation (email)</li> </ul>
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### Entering the Workplace & Communication in the Workplace (Classes 7-8):

<b>June 25</b>	<ul style="list-style-type: none"> <li>▪ Managing your personal brand in social media</li> <li>▪ Dangers of indiscrete material on your Facebook page</li> <li>▪ CV and Resumes</li> <li>▪ Cover letters</li> <li>▪ Job Interviews</li> </ul>	<ul style="list-style-type: none"> <li>▪ “The Brand Called You” (Tom Peters) <i>Fast Company</i>. (available online)</li> <li>▪ “Building Your Brand (and Keeping Your Job)” (Josh Hyatt) <i>Fortune</i>. (available online)</li> <li>▪ “Build a Personal Brand, Not Just a Career” (online)</li> <li>▪ <a href="http://www.personalbrandingblog.com">http://www.personalbrandingblog.com</a></li> <li>▪ Read handouts on preparing your cv and cover letter (comunidad)</li> </ul>
<b>June 26</b>	<ul style="list-style-type: none"> <li>▪ CV and Resume Workshop</li> <li>▪ Mock Job Interviews</li> <li>▪ Sunk in Sacramento: Case Analysis</li> <li>▪ Handling Q&amp;A</li> </ul>	<ul style="list-style-type: none"> <li>▪ Prepare answers to practice interview questions (assigned in class)</li> <li>▪ Prepare “Sunk in Sacramento”</li> <li>▪ “Handling Q&amp;A: The Five Kinds of Listening”</li> <li>▪ <b>Due:</b> 1-2 page memo detailing your communication strategy for “Sunk in Sacramento” (hard copy)</li> <li>▪ <b>Due:</b> Rough draft of your cv/resume in English (bring 2 hard copies to class)</li> </ul>

### Giving and Receiving Feedback (Classes 9 - 11):

<b>June 27</b>	<ul style="list-style-type: none"> <li>▪ <b>Interactive Individual Presentations</b></li> </ul>	<ul style="list-style-type: none"> <li>▪ Prepare Individual Presentations</li> </ul>
<b>June 28</b>	<ul style="list-style-type: none"> <li>▪ <b>Interactive Individual Presentations</b></li> </ul>	<ul style="list-style-type: none"> <li>▪ Prepare Individual Presentations</li> <li>▪ <b>Due:</b> Proposal 2: Message Strategy, Channel Choice, and Culture Strategy (hard copy)</li> </ul>
<b>July 1</b>	<ul style="list-style-type: none"> <li>▪ <b>Group Presentations:</b> Gift Policy</li> <li>▪ Non-verbal listening skills</li> <li>▪ Discussion of Case Note</li> <li>▪ In-class listening exercise</li> <li>▪ Giving appropriate feedback</li> </ul>	<ul style="list-style-type: none"> <li>▪ Prepare Gift Policy Presentation</li> <li>▪ Munter, 91-95 (review)</li> <li>▪ “Managing Interpersonal Feedback”. Boston MA. Harvard Business School. 1989. Note No. 9 -483-027***</li> <li>▪ “Active Listening and Reflective Responses” (MIT Teaching Note –</li> </ul>

		available online) <ul style="list-style-type: none"> <li>▪ <b>Due:</b> Self-evaluation of individual presentation (email)</li> </ul>
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**Leadership (Classes 12-14):**

<b>July 2</b>	<ul style="list-style-type: none"> <li>▪ The nature of leadership</li> <li>▪ Article analysis and discussion</li> <li>▪ Authentic leadership</li> <li>▪ Women and Leadership</li> </ul>	<ul style="list-style-type: none"> <li>▪ Robert Goffee and Gareth Jones. “Why should anyone be led by you?” <i>Harvard Business Review</i> (September October 2000). **</li> <li>▪ George Bill et al. “Discovering Your Authentic Leadership.” <i>Harvard Business Review</i> (February 2007). **</li> <li>▪ “Women and the Labyrinth of Leadership” <i>Harvard Business Review</i> (September 2007).** (Eagly &amp; Carli)</li> <li>▪ Optional: “Why Women Still Can’t Have It All” (available on comunidad)</li> <li>▪ <b>Due:</b> Final Draft CV and cover letter (hard copy)</li> </ul>
<b>July 3</b>	<ul style="list-style-type: none"> <li>▪ Teamwork and Team Discipline</li> <li>▪ Effective Leadership and Communication</li> </ul>	<ul style="list-style-type: none"> <li>▪ “Four ways to encourage more productive teamwork” (Linda Gratton)**</li> <li>▪ “Discipline of teams” (Katzenbach John R, Smith Douglas K) **</li> <li>▪ “Effective Leadership Communication: It’s More Than Talk.” (Baltoni) <i>Harvard Management Communication Letter</i>.**</li> </ul>
<b>July 4</b>	<ul style="list-style-type: none"> <li>▪ <b>Final Group Presentations</b></li> </ul>	<ul style="list-style-type: none"> <li>▪ Final preparations for group presentation</li> </ul>

**Final Group Presentations (Class 15):**

<b>July 5</b>	<ul style="list-style-type: none"> <li>▪ <b>Final Exam</b></li> </ul>	<ul style="list-style-type: none"> <li>▪ Review for final exam</li> <li>▪ <b>Due:</b> self-evaluation of final group presentation (email)</li> </ul>
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PLEASE NOTE: In addition to the regularly scheduled classes, there will be one 3-hour Saturday session.

\*\*Readings can be downloaded from EBSCO

\*\*\*Readings will be distributed through ITAM at a small cost charged to your account.