MANAGEMENT COMMUNICATION
FOR UNDERGRADUATES (15.279)
SPRING 2017

INSTRUCTOR: Lori Breslow, E62-339, 253-3780, lrb@mit.edu
TA: Michaela Johnson, mcalan@mit.edu

STELLAR WEBSITE: http://stellar.mit.edu/S/course/15/sp17/15.279/

COURSE OVERVIEW

Management Communication is intended to help you think strategically about communication and aid you in improving your writing, presentation, and interpersonal communication skills as a future manager. We will look at a set of "best practices" or guidelines that have been derived from both research and experience, give you the opportunity to put those guidelines into practice, and provide you with feedback on your work to help you strengthen your abilities. More often than not, we will be using a workshop format that will rely heavily on discussion and in-class exercises.

OUR GOALS FOR YOUR LEARNING

Good communication is one of the keys to a successful career no matter what field you choose, and many different skills contribute to a professional’s capacity to communicate well. By the time you complete 15.279, you should be well on your way to being able to:

- Formulate an effective communication strategy for any message, in any medium, and in any situation
- Write clearly, concisely, and convincingly
- Create impressive presentations that are delivered with confidence and poise
- Give and receive feedback that will improve yours and others’ communication
- Listen for understanding
- Work effectively with others in small groups or teams
- Create and manage your presence online
- Identify and negotiate the difference in communication between yourself and people who are not from your culture

All of us learn in different ways to learn and we have different needs as we try to master new skills. Your well-being and success in this course is important to us. Please talk to one of us as soon as possible about any circumstances that may affect your performance. We will work together to find ways to meet your needs. If you have any problems during the semester, including academic, emotional, or family issues, a good place to start finding out about resources on campus is S³ [http://studentlife.mit.edu/s3], with whom we can work closely.

Improving communication is a continuous process of learning, doing, critiquing, evaluating, and doing again. It is a process we hope you will continue even after you complete 15.279.

COURSE EXPECTATIONS

Because so much of the class will be "hands-on" and because feedback (mine, Michaela’s and the feedback you give each other) is so important to improving writing and speaking, our expectations about our work together this semester are:

- You are committed to improving your professional effectiveness as a communicator.
- You are willing to share your opinions and ideas on topics presented in class.
- You will provide each other with clear, honest, concrete, and sensitive feedback on work that is done.
- Any concept that is unclear or confusing will be challenged and examined.
- There are no stupid questions or comments.
Readings

Required

Required articles that are copyrighted are in a folder in Stellar labelled Study.Net, which is accessible through our Stellar website; you must purchase the Study.Net package. These readings are marked with a * in the Course Outline below. All other required articles are in a folder labeled Readings and are free. There is one book you need to purchase for 15.279:


Optional

These are books that students have found helpful, and the COOP keeps several copies on hand.


When Words Collide by Lauren Kessler and Duncan McDonald. 9th edition. Boston: Cengage, 2015. If you feel weak in grammar and punctuation, this book is a simple guide to 99% of the rules you’ll need to know. It’s expensive, but it will serve you well as a resource now and in the future.

Good Websites on Professional Communication

<table>
<thead>
<tr>
<th>Name</th>
<th>URL</th>
</tr>
</thead>
<tbody>
<tr>
<td>MIT Online Writing and Communication Center</td>
<td><a href="http://cmsw.mit.edu/writing-and-communication-center/">http://cmsw.mit.edu/writing-and-communication-center/</a></td>
</tr>
<tr>
<td>Purdue Online Writing Lab (OWL)</td>
<td><a href="http://owl.english.purdue.edu/">http://owl.english.purdue.edu/</a></td>
</tr>
</tbody>
</table>

General Course Requirements

Attendance and Participation

Please plan on attending every class as a good part of the work that goes on will occur during class time. Please come to class having done the readings and assignments. Attendance and participation will be factored into your grade (see below).

Written Assignments

The due dates for your written assignments are below. You should use standard business formats, and please proofread as spelling, grammar, and punctuation will figure into your grade. To guard against losses or recording errors, keep copies of all the graded assignments that are returned to you throughout the semester.
All papers must be handed in on time. Late assignments may be accepted without penalty one class period after the assigned due date with the instructor’s prior permission. Assignments handed in late may be penalized at the instructor's discretion. No paper will be accepted more than one week after the due date.

*Oral Presentations*

You will give five different types of presentations of varying lengths during the term. Some of these will be given in class. Others will be given in oral presentation labs, which will take place outside of class time with a few other students and either your instructor or TA. You will sign up for a lab session the week before the labs are to take place. If you miss an oral presentation lab, you will receive a zero for that assignment. PowerPoint presentations must be sent to either your instructor or TA (depending on who is facilitating your lab) two hours before your oral presentation workshop.

Each of your presentations will be recorded. If possible, please bring your cell phone, laptop, or iPad to the op lab to do the recording. Within two days after your presentation, you will be asked to e-mail your instructor or TA (whoever saw your presentation) a short bulleted list pointing out what you liked about the presentation, and the things you want to strengthen.

**ACADEMIC INTEGRITY**

Except in the case of group assignments, all written assignments should be your own work. You may (and in some cases you will be required to) have fellow students read a draft of your assignment and give you reactions, note problems, or make general suggestions. “Peer editors” may not, however, actually revise or rewrite your work. (MIT’s Academic Integrity Handbook is available at [http://web.mit.edu/academicintegrity/index.html](http://web.mit.edu/academicintegrity/index.html).)

**GRADING**

Each assignment has its own point value, and the value of all assignments together add up to 100 points. The point value of each assignment and its due date are as follows:

<table>
<thead>
<tr>
<th>Assignment</th>
<th>Points</th>
<th>Due Date</th>
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</thead>
<tbody>
<tr>
<td>Baseline self-assessment</td>
<td>5</td>
<td>2/14</td>
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<tr>
<td>Presentation with Q&amp;A</td>
<td>10</td>
<td>2/22-2/24</td>
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<tr>
<td>Problem sets (5 @ 2 pts. each)</td>
<td>10</td>
<td>#1—3/2, #2—3/14, #3—3/23, #4 &amp; #5—5/4</td>
</tr>
<tr>
<td>Writing for two audiences</td>
<td>10</td>
<td>1st draft—3/7, Final draft—3/21</td>
</tr>
<tr>
<td>Team report</td>
<td>20</td>
<td>1st proposal—3/20, noon, 2nd proposal—3/24, 5:00 p.m, 1st draft—4/27, in class, Final draft—5/13, 9:00 a.m.</td>
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<tr>
<td>Interactive presentation</td>
<td>10</td>
<td>4/5-4/8</td>
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<tr>
<td>Cover letter</td>
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<td>4/25</td>
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<tr>
<td>Team presentation</td>
<td>15</td>
<td>5/9 or 5/11</td>
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<tr>
<td>Final self-assessment</td>
<td>5</td>
<td>5/16</td>
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<tr>
<td>Participation &amp; in-class exercises</td>
<td>10</td>
<td>Throughout semester</td>
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</table>
Reminder: Articles marked * are in the folder labeled Study.net Course Pack; all other articles are in the folder labeled Readings

Class #1 Tuesday, February 7
Topic Introduction to Course; Strategy & Structure

Class #2 Thursday, February 9
Topic Strategy & Structure, cont.
Readings *Dashman Company [Case]
*Indirect Structure and Reader Response

Class #3 Tuesday, February 14
Topic Presentations
Readings The Physiology of Stage Fright
Rethinking the Design of Presentation Slides
Assignment Baseline Self-Assessment

Class #4 Thursday, February 16
Topic Presentations, cont.

No class Tuesday, February 21—Monday schedule of classes

Oral presentation labs begin Wednesday, February 22 and go through Friday, February 24

Class #5 Thursday, February 23
Topic Persuading, Influencing, Recommending
Readings Constructing a Logical Argument [Sloan Communication Teaching Note]
*Harnessing the Science of Persuasion

Class #6 Tuesday, February 28
Topic Writing
Reading Clear & Concise Writing [Sloan Communication Teaching Note]

Class #7 Thursday, March 2
Topic Writing, cont.
Reading Style in Managerial Writing [Sloan Communication Teaching Note]
Assignment Problem Set #1: Clear & Concise Writing
Class #8    Tuesday, March 7

Topic      Listening; Giving & Receiving Feedback
Readings   *Active Listening
            Active Listening & Reflective Responses [Sloan Communication Teaching Note]
            *Managing Interpersonal Feedback
Assignment Writing for Two Audiences (1st draft)

Class #9    Thursday, March 9

Topic      Communicating with Data
Readings   *From Data to Chart and How the Process Works

Class #10   Tuesday, March 14

Topic      Productive Teamwork
Readings   Teamwork Basics [Sloan Communication Teaching Note]
            The New Science of Building Great Teams
Assignment Problem Set #2

Class #11   Thursday, March 16

Topic      Team Meeting
Readings   Project TEAM Sample Productivity Tools

Team proposal # due by Monday, March 20, noon

Class #12   Tuesday, March 21

Topic      Creating Connections
Readings   TBD
Assignment Writing for Two Audiences (final draft)

Class #13   Thursday, March 23

Topic      Guest Speaker or Team Meeting
Assignment Problem Set #3: Reflection on Speaking Extemporaneously

Team Proposal #2 due Friday, March 24, 5:00 p.m.

Spring Break, no class Tuesday, March 28 or Thursday March 30

Class #14   Tuesday, April 4

Topic      Communicating Electronically
Readings   What's Your Personal Media Strategy?
Oral presentation labs begin Wednesday, April 5 and go through Friday, April 8

Class #15  Thursday, April 6
Topic       Communicating Electronically, cont.
Reading     What CEOs Have Learned about Social Media

Class #16  Tuesday, April 11
Topic       Leadership
Reading     Lincoln on Leadership

Class #17  Thursday, April 13
Topic       Leadership, cont.
Reading     *Executive Presence for Leadership Teams

No class Tuesday, April 18—Patriot’s Day Holiday

Class #18  Thursday, April 20
Topic       Returning to Persuasion: Cover Letters & Interviewing
Readings    Guidelines for Cover Letters
            Writing Cover Letters

Class #19  Tuesday, April 25
Topic       Cross-Cultural Communication
Readings    *Cultural Intelligence
            Communicating Across Cultures
            Nonverbal Communication
Assignment  Cover Letter

Class #20  Thursday, April 27
Topic       Cross-Cultural Communication, cont.
Reading     The Power of Talk: Who Gets Heard and Why
Assignment  Team Report [1st draft]

Class #21  Tuesday, May 2
Topic       Final Instructions for Team Reports & Presentations
Readings    Writing Reports
            Using Figures in Text and as Attachments
<table>
<thead>
<tr>
<th>Class #22</th>
<th>Thursday, May 4</th>
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<tbody>
<tr>
<td><strong>Topic</strong></td>
<td>Difficult Conversations</td>
</tr>
<tr>
<td><strong>Reading</strong></td>
<td>Difficult Conversations [Sloan Communication Teaching Note]</td>
</tr>
<tr>
<td><strong>Assignment</strong></td>
<td>Problem sets #4 &amp; #5</td>
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<tr>
<th>Class #23</th>
<th>Tuesday, May 9</th>
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<tbody>
<tr>
<td><strong>Topic</strong></td>
<td>Team Presentations</td>
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<tr>
<td><strong>Assignment</strong></td>
<td>Team Presentations</td>
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<tr>
<th>Class #24</th>
<th>Thursday, May 11</th>
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<tbody>
<tr>
<td><strong>Topic</strong></td>
<td>Team Presentations</td>
</tr>
<tr>
<td><strong>Assignment</strong></td>
<td>Team Presentations</td>
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Final draft of team report due Saturday, May 13, 9:00 a.m.

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<thead>
<tr>
<th>Class #25</th>
<th>Tuesday, May 16</th>
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<tbody>
<tr>
<td><strong>Topic</strong></td>
<td>Review of Strategic Communication</td>
</tr>
<tr>
<td><strong>Reading</strong></td>
<td>Sunk in Sacramento [Case]</td>
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<tr>
<td><strong>Assignment</strong></td>
<td>Final Self-Evaluation</td>
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<tr>
<th>Class #26</th>
<th>Thursday, May 18</th>
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<tbody>
<tr>
<td><strong>Topic</strong></td>
<td>Wrap Up</td>
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