

LINCOLN UNIVERSITY

Course Title: Communications in Leadership and Negotiations

Course Number: BA 318

Units: 3 Semester Units

Class Hours: 45 Semester Hours

Semester: Summer 2009

Instructor: Dr. Merwyn A. "Pete" Bogue, Jr., Associate Professor of Business Administration

Contact: University telephone: (510) 628-8010 (Leave messages for professor's mailbox); Home telephone: (707) 746-5517 (Urgent calls only); Mailing address: P.O. Box 1371 Benicia, CA 94510; E-mail addresses: [petebogue@yahoo.com/](mailto:petebogue@yahoo.com) (checked every 24-48 hours for messages); [pbogue@lincolnuca.edu/](mailto:pbogue@lincolnuca.edu) (checked periodically for assignments)

Office Hours: By appointment

Course Description: This course concentrates on critical [leadership communications] skills, particularly those needed for intelligent, face to face interactions, for effective tactics to achieve cooperation and gain consensus. There is emphasis on various strategies used in negotiating, both for individuals and leaders. Both written and oral assignments are involved.

Prerequisites: None

Co-requisites: None

Methodology:

Instructional Materials and References: Barrett, Deborah J., "Leadership Communication," 1st ed. (New York: McGraw-Hill Irwin, 2006). ISBN 0-07-291849-7.

Companion Website: www.mhhe.com/barrett1e/ This powerful McGraw-Hill Irwin website offers chapter objectives, chapter summaries, PowerPoint slides, and case studies.

Lewicki, Roy J., Bruce Barry, and David M. Saunders, "Essentials of Negotiations," 4th ed. (New York: McGraw-Hill Irwin, 2007). ISBN-13: 978-0-07-310276-4.

Topical Outline: The course provides balanced coverage of all key concepts of leadership communication and negotiations. Leadership communication includes communication skills in strategy, speaking, and writing, communicating effectively with a diverse workforce, understanding cultural differences, conducting productive meetings, managing global teams, creating and communicating visions, leading change initiatives, and fostering internal and external relations. Negotiations includes negotiation fundamentals, conflict management, managing interdependence with other people, selecting negotiating strategy, framing the issues, defining negotiation objectives, examining

communication dynamics, power, influence, and ethical judgment, how relationships affect the negotiation process, international differences that shape the way parties approach negotiations, and the best negotiating practices for all negotiators.

Instructional Methods: Lectures supported by PowerPoint slides, discussion groups, class handouts, and accompanying exercises, video cases viewed and evaluated in class, Internet based exercises and/or quizzes, written case studies, walking field trips to local businesses, and/or government agencies, and guest lectures when appropriate.

Assignments: Various chapter behavioral objectives and readings in the textbook, related Internet exercises, written and/or video cases and selected case questions to be answered will be assigned during the course. Particular attention should be directed to chapter behavioral objectives and summaries containing implications for managers since they help to organize the content of the chapters and to identify the most important information to be included in the course examinations. Completion of chapter readings prior to class dates is essential not only to understanding the subject matter but also to enhancing the quality of participation in class.

Case Studies: Students may be required to submit one or more assigned case studies. Case study solutions should cover the case scenarios in some detail, sources in addition to the class text should be used such as outside readings, computer searches, etc. The bibliography, as well as facts and figures, must be documented by proper annotation and referencing, and one should summarize the outcome or major concluding points of the case studies applying relevant concepts, theories, systems, strategies, and practical applications found in your textbook. One may submit attachments with the case studies, graphs, charts, etc., but sources must be properly documented. Please follow the specific directions in the handout, "How to Prepare a Case Study."

Learning Objectives Keyed to **Selected Chapters in the "Leadership Communication" Textbook:

**Chapters to be covered in course. Other chapters may be covered in lectures but will not be included in the content of exams.

**Introduction: What is Leadership Communication?

1. Recognize the connection of leadership to communication
2. Apply the leadership communication framework
3. Appreciate the importance of projecting a positive ethos
4. Assess your own leadership communication capabilities and develop an improvement plan

**Chapter 1 Developing Leadership Communication Strategy

1. Establish a clear communication purpose
2. Develop your communication purpose
3. Analyze your audiences
4. Organize written and oral communication effectively

Chapter 2 Creating Leadership Documents

Chapter 3 Using Language to Achieve a Leadership Purpose

****Chapter 4 Developing and Delivering Leadership Presentations**

1. Plan your presentation, including developing a communication strategy
2. Prepare a presentation to achieve the greatest impact
3. Present effectively and with great confidence

Chapter 5 Using Graphics and PowerPoint for a Leadership Edge

****Chapter 6 Developing Emotional Intelligence and Cultural Literacy to Strengthen Leadership Communication**

1. Appreciate the value of emotional intelligence
2. Take steps to increase your own self-awareness
3. Improve your nonverbal skills
4. Improve your listening skills
5. Mentor others and provide feedback
6. Realize the value of cultural literacy
7. Use a cultural framework to understand differences

****Chapter 7 Leading Productive Management Meetings**

1. Decide when a meeting is the best forum
2. Complete essential meeting planning
3. Conduct a productive meeting
4. Manage meeting problems and conflict
5. Ensure meetings lead to action

****Chapter 8 Building and Leading High-Performance Teams**

1. Build an effective team
2. Establish the necessary team work process
3. Manage the people side of teams
4. Handle team issues and conflict
5. Help virtual teams succeed

****Chapter 9 Establishing Leadership through Strategic Internal Communication**

1. Recognize the strategic role of employee communication
2. Assess internal communication effectiveness
3. Establish effective internal communication
4. Use missions and visions to strengthen internal communication
5. Design and implement effective change communication

****Chapter 10 Leading Through Effective External Relations**

1. Develop an external relations strategy
2. Build and maintain a positive corporate image
3. Work with the news media
4. Handle crisis communications

Learning Objectives keyed to ****Selected Chapters in the “Essentials of Negotiations” Textbook:**

****Chapters to be covered in course. Other chapters may be covered in lectures but will not be included in the content of exams.**

****Chapter 1 The Nature of Negotiations**

1. Characteristics of a negotiation situation
2. Interdependence
3. Mutual adjustment
4. Value claiming and value creation
5. Conflict
6. Effective conflict management

Chapter 2 Strategy and Tactics of Distributive Bargaining

Chapter 3 Strategy and Tactics of Integrative Bargaining

****Chapter 4 Negotiation: Strategy and Planning**

1. Goals – the focus that drives a negotiation strategy
2. Strategy – the overall plan to achieve
3. One's goals
4. Understanding the flow of negotiations: stages and phases
5. Getting ready to implement the strategy: the planning process

Chapter 5 Perception, Cognition, and Communication

****Chapter 6 Communication**

1. What is communicated during negotiations?
2. How people communicate in negotiation
3. How to improve communication in negotiation
4. Special communication considerations at the close of negotiations

****Chapter 7 Finding and Using Negotiation Power**

1. Why is power important to negotiations?
2. A definition of power
3. Source of power – how people acquire power
4. Dealing with others who have more power

****Chapter 8 Ethics in Negotiation**

1. What do we mean by “ethics” and why do they matter in negotiation?
2. What questions of ethical conduct arise in negotiation?
3. Why use deceptive tactics? Motives and consequences
4. How can negotiators deal with the other party's use of deception

****Chapter 9 Relationships in Negotiations**

1. The adequacy of established theory and research for understanding negotiation within relationships
2. Key elements in managing negotiations within relationships

Chapter 10 Multiple Parties and Teams

****Chapter 11 International and Cross-Cultural Negotiations**

1. What makes international negotiation different?
2. Conceptualizing culture and negotiation
3. The influence of culture on negotiation: Managerial perspectives
4. The influence of culture on negotiation: Research perspectives
5. Culturally responsive negotiation strategies

****Chapter 12 Best Practices in Negotiations**

1. Be prepared
2. Diagnose the fundamental structure of the negotiation
3. Identify and work the BATNA
4. Be willing to walk away
5. Master the key paradoxes of negotiation
6. Remember the intangibles
7. Actively manage coalitions
8. Savor and protect your reputation
9. Remember that rationality and fairness are relative
10. Continue to learn from your experience

Supplemental Materials: Handouts and/or exercises may be distributed during the class on related topics as deemed appropriate by the instructor.

Testing:

The mid-term exam on the “Leadership Communication” text, covering the introductory chapter and chapters 1, 4, 6, 7, 8, 9, 10, and the final exam on the “Essentials of Negotiation” text, covering chapters 1, 4, 6, 7, 8, 9, 11, 12, will each consist of short answer and/or essay questions evaluating the student’s understanding of the basic concepts, terms, processes, and issues covered in the course.

NB (Note Well): Read all assigned chapters in preparation for exams without regard to lectures which may supplement rather than follow the text.

Grading:

Grading Scale (Point/Grade Conversion):

100-95 A
94-90 A-
89-87 B+
86-84 B
83-80 B-
79-77 C+
76-74 C
73-70 C-
69-67 D+
66-64 D
63-60 D-
59 or <F

Assigned Grade Percentages:

25% Mid-term exam
25% Final exam
25% Case Studies
15% Exercises
10% Attendance

Standards:

Course Objectives: Students will be responsible to attend all lectures and complete the textbook chapter readings, mid-term examination, final examination, written and/or video case study analyses, Internet assignments and/or practice quizzes, and participate in class discussions and exercises, and field trips when applicable.

Attendance: Regular attendance at classes is essential. Excessive absences may result in lowering of the final term grade or even dismissal from class resulting in a loss of credit. Absences due to illness may be excused provided the absence excuses are accompanied by a licensed medical practitioner's signed note or letter attesting to the period of illness. Students are responsible for making up the class work missed.

Electronic Devices: Cell phone ringers must be turned off while in the classroom and placed in a vibrating mode. If you must answer a call, please do so in the hallway outside the classroom where you will not disturb other students. Laptops are permitted in class but can only be used to run the textbook chapter outlines and/or take notes while the lectures are in progress unless otherwise instructed.

Integrity and Quality of Scholarship: Integrity of scholarship must be maintained at all times. Plagiarism, copying directly from an author's work, is not permitted. All written work is to be word-processed utilizing Microsoft Word unless otherwise indicated and should reflect college-level ability in English structure, grammar, spelling, and sophistication of analysis.

Modification of the Syllabus: The instructor reserves the right to modify the syllabus at any time during the course. An announcement of any changes will be made in class.

Schedule:

Meeting days/times: Tuesday/Thursday, 3:30 P.M. to 6:15 P.M.

Tuesday, June 9, Introduction: What is Leadership Communication?

Chapter 1, Developing Leadership Communication Strategy

Thursday, June 11, Chapter 4, Developing and Delivering Leadership Presentations

Tuesday, June 16, Chapter 6, Developing Emotional Intelligence and Cultural Literacy to Strengthen Leadership Communication

Thursday, June 18, Chapter 7, Leading Productive Management Meetings

Chapter 8, Building and Leading High-Performance Teams

Friday, June 19, Last Day Classes May Be Added/Dropped Without Academic Penalty

Tuesday, June 23, Chapter 9, Establishing Leadership through Strategic Internal Communication

Thursday, June 25, Chapter 10, Leading through Effective External Communication

Tuesday, June 30, Mid-term Exam (Introduction & Chapters 1, 4, 6, 7, 8, 9, 10 “Leadership Communication” Text)

Thursday, July 2, Chapter 1, The Nature of Negotiations
Chapter 4, Negotiation, Strategy, and Planning

Tuesday, July 7, Chapter 6, Communication

Thursday, July 9, Chapter 7, Finding and Using Negotiation Power
Chapter 8, Ethics in Negotiation

Tuesday, July 14, Chapter 9, Relationships in Negotiation

Thursday, July 16, Chapter 11, International and Cross-Cultural Negotiation

Tuesday, July 21, Chapter 12, Best Practices in Negotiations

Thursday, July 23, Final Exam (Chapters 1, 4, 6, 7, 8, 9, 11, 12 “Essentials of Negotiation” Text)
ALL ASSIGNMENTS DUE!

Saturday, July 25, Seven Week Summer Session Ends

Update: Syllabus Was Last Updated May 22, 2009