



## SYLLABUS

### **LEADERSHIP AND COMMUNICATION**

**Dr Carolina Valiente**

**Contact Hours: 40**

**Language of Instruction: English**

**LONDON, ENGLAND**

#### **COURSE DESCRIPTION**

The purpose of this course is to develop leadership and communication skills. We will focus on self-awareness for leading, persuading, and working with others; effective business writing and speaking; and team development.

#### **COURSE OBJECTIVES**

Leadership Development:

- Increase self-awareness
- Develop the personal skills to effectively lead and work with others in organisations
- Improve your professional behaviours (initiative, responsibility, and accountability)

Communication Skills:

- Improve your ability to communicate with others through writing, public speaking, teamwork, interpersonal and intercultural relations, and conflict resolution.

Upon completion of this course you will be able to:

- Understand the core elements of leadership, their models and features
- Appreciate other models and its application to Leadership and Communication (Emotional Intelligence and Neuro Linguistic Programming -NLP)
- Assess selected business leaders and good communicators, their strengths and impact
- Collect, analyse and synthesise cases for study
- Work with diverse class teams to build relationships among team members and improve the team's performance
- Effectively offer and receive verbal and written feedback

- Build a persuasive story around a core learnings and the use of these learnings in adopting and planning for skills development and further academic study.
- Assess the impact of your leadership behaviours on others
- Understand and exhibit professionalism in punctuality, participation, respect for others, preparation, initiative and motivation.

### **INSTRUCTIONAL METHODOLOGY**

The sessions combine introductory lectures, student presentations, discussions and group work as well as the use of videos and articles. Students will be expected to actively prepare for all classes. The classes are highly participative.

### **COURSE READING**

BA352 Business Leadership and Communication Course Packet by Chinn, Kalnbach, Severson, Stolle, & Wilson.

Supplementary readings, videos and questionnaires will also be posted online.

### **METHOD OF EVALUATION (GRADING)**

Your course grade is based on attendance, class participation, a written Leadership Portfolio, a midterm test, an Individual Presentation, written and verbal peer feedback and a comprehensive final exam. Your course grade will be computed as follows:

<b><u>Individual Deliverables:</u></b>		
• Case Study: A Leadership model. Analysis of good oral and writing communicators/leaders	10%	
• Quizzes (2 x 10% each)	20%	
• Writing Assignment #1: Recommendation Memo		
• Enhancing team work	5%	
• Writing Assignment #2: Executive Summary		
• Dealing with a business problem	5%	
• Presentation Skills: What it needs to be said and how to say it. Different scenarios.	15%	
• Final Exam	15%	
<b>Total Individual Work</b>		<b>70%</b>
<b><u>Group Deliverables:</u></b>		
• First Draft of a Business Proposal	5%	
• Final Draft of Business Proposal	5%	
• Final Presentation Business Proposal (team grade)	20%	
<b>Total Group Work</b>		<b>30%</b>
<b>TOTAL</b>		<b>100%</b>

## WEEKLY COURSE SCHEDULE

**Please, notice that all the sessions are fully interactive and include individual and group work, discussion and peer feedback.**

### Week 1

- Course and Leadership Portfolio introduction; What is leadership about?

#### **Learning objectives:**

- Responsibilities and goals for leadership development
- The principles of “Modelling for Excellence”
- The importance of Professionalism in business
- What makes Leadership exemplary; personal reflection; professionalism

#### **Readings:**

- “Draw an Effective Leader”; The Leadership Experience by Richard Daft (course pack).
- Other readings and videos to be confirmed

#### **Assignments:**

- Looking for a Leadership model (to be used for Individual Deliverables: Case Study: A Leadership model. Analysis of good oral and writing communicators/leaders. 10% of final mark)
- Personal reflection: How I can change non-effective approaches and incorporate/ apply my learning into my own behavior and practice (specific examples) (to be used in Individual Deliverables: Presentation Skills: What it needs to be said and how to say it. Different scenarios. 15% of final mark)

### Week 2

- Team work, goal setting and working in teams.

#### **Learning objectives:**

- Establishing safety and trust, stages of team development; team agreements; working with diverse teams; goal setting; the feedback environment.
- What is an effective team feedback?
- Dealing with disagreements and confrontations
- Giving and receiving feedback at work; professionalism
- Disagreements and confrontations at work

#### **Readings:**

- Training in Management Skills by Phillip Hunsaker (course pack),
- Other readings and videos to be confirmed

#### **Assignments:**

- Team roles questionnaire (to be used for Individual Deliverables: Writing Assignment #1: Recommendation Memo: Enhancing team work 5% of final mark)
- Scrutinizing Leaders (Case Study: A Leadership model. Analysis of good oral and writing communicators/leaders. 10% of final mark)
- Personal reflection: How I can change non-effective approaches and incorporate/ apply my learning into my own behavior and practice (specific examples) (to be used in Individual Deliverables: Presentation Skills: What it needs to be said and how to say it. Different scenarios. 15% of final mark)

### **Week 3**

- Emotional intelligence
- Different approaches to active listening. The NLP's approach

#### **Learning objectives:**

- From listening to communicating and behaving. Emotional Intelligence
- Understanding the connections between listening, comprehending, communicating and behaving by using NLP
- Being curious, non- judgmental and persuasive
- Interpersonal communication for learning

#### **Readings:**

- Emotional Intelligence-The Leadership Experience by Richard Daft (course pack)
- The NLP's approach. To be confirmed
- Other readings and videos to be confirmed

#### **Assignments:**

- Applying Emotional Intelligence and NLP approaches to selected Leaders (specific examples) (to be used in Individual Deliverables: Presentation Skills: What it needs to be said and how to say it. Different scenarios. 15% of final mark)
- Personal reflection: How I can change non-effective approaches and incorporate/ apply my learning into my own behavior and practice (specific examples) (to be used in Individual Deliverables: Presentation Skills: What it needs to be said and how to say it. Different scenarios. 15% of final mark)

#### **Deliverables:**

- **Submission:** Individual Deliverables: Writing Assignment #1: Recommendation Memo: Enhancing team work. 5% of final mark
- **Presentation:** Individual Deliverables: Case Study: A Leadership model. Analysis of good oral and writing communicators/leaders. 10% of final mark

### **Week 4**

#### **Topics covered:**

- The basics of Good Communication

#### **Learning objectives:**

- Verbal Communication: individual and in group meetings
- How to create and deliver effective presentations

#### **Readings:**

- Readings and videos to be confirmed

#### **Assignments:**

- Scrutinizing good communicators: Models of good Verbal (individual and in group meetings)
- Personal reflection: How I can change non-effective approaches and incorporate/ apply my learning into my own behavior and practice (specific examples) (to be used for Individual Deliverables: Writing Assignment #2: Executive Summary. Dealing with a business problem. 5% of final mark)

#### **Deliverables:**

- **Quiz 1:** (week 1 to week 3) (10% of final mark)

## Week 5

### **Topics covered:**

- Managerial/Business Writing

### **Learning objectives:**

- What is different in Managerial/Business writing?
- Writing for impact
- Long-form business documents/reports
- Short enquiries/replies
- Being critical and discussing within a paper/report/business proposal
- From extensive reports into an Executive Summary

### **Readings:**

- Contemporary Managerial Writing in Managerial Communication: Strategies and Applications by Geraldine E. Hynes (course pack)
- Review: Managerial Writing (course pack)
- Other readings and videos to be confirmed

### **Assignments:**

- Group work: to be used for Individual Deliverables: Presentation Skills: What it needs to be said and how to say it. Different scenarios. 10% of final mark
- Writing Assignment #2: To be used in the Executive Summary. Dealing with a business problem. 5% of final mark

## Week 6:

### **Topics covered:**

- Dealing with conflicts and differences in opinion

### **Learning objectives:**

- Dealing with a business problem. How to do it
- Managing disagreement

### **Readings:**

- Ladder of Inference in The Firth Discipline Field-book: Strategies and tools for building a Learning Organisation by Peter Senge et. al (course pack)
- Other readings and videos to be confirmed

### **Assignments:**

- Personal reflection: How I can change non-effective approaches and incorporate/apply my learning into my own behavior and practice (specific examples)

### **Deliverables:**

- **Quiz 2:** (week 4 to week 5) (10% of final mark)
- **Submission:** Writing Assignment #2: Executive Summary. Dealing with a business problem. 5% of final mark
- **Presentation:** Individual Deliverables: Presentation Skills: What it needs to be said and how to say it. Different scenarios. 15% of final mark

## Week 7

### **Topics covered:**

- Business Proposals and Business Plans

### **Learning objectives:**

- How to generate a Business Proposal and a Business Plan

- What sponsors, investors and banks are looking for: the core characteristics of a Successful Proposal
- **Readings:**
- Readings and videos to be confirmed

**Assignments:**

- Personal reflection: How I can incorporate/ apply my learning into a business proposal (specific examples) (to be used in Group Deliverables: Business Proposal. First draft, Final draft and Final Presentation 5%+5% + 20% of final mark)
- Discuss and prepare: Deciding on a Business Proposal per group

**Deliverables:**

- **Submission:** Group Deliverables: First Draft of a Business Proposal. 5% of final mark

**Week 8**

- Business Proposal Final Writing Guidelines

**Learning objectives:**

- Final Writing Guidelines of the Business Proposal;
- Writing an Effective Business Proposal/Letter
- Connecting the Proposal to a Business Plan

**Readings:**

- Readings and videos to be confirmed

**Assignments:**

- Collecting the information needed for the Business Proposal
- Create a structure for the Business Proposal
- Highlighting the key points to be included in each section of the Proposal
- Deciding on the structure of the firm
- Verify the Proposal
- Write an Effective Business Proposal/Letter

**Deliverables:**

- **Submission:** Group Deliverables: Final Draft of a Business Proposal. 5% of final mark

**Week 9**

- The Business Proposal

**Learning objectives:**

- Presenting and giving feedback to each Group's Business Proposal

**Deliverables:**

- **Presentation:** Group Deliverables: Final Presentation Business Proposal (team grade) 20% of final mark

**Week 10**

- Individual Deliverables: Final Exam (15% of final mark)

**CO-CURRICULAR ACTIVITIES**

To be confirmed.

## Overview of the Study and Assessment Plan

Week	Content	Deliverables	Co-Curricular
1	•Course and Leadership Portfolio introduction; What is leadership about?		
2	•Team work, goal setting and working in teams.		
3	•Emotional intelligence •Different approaches to active listening. The NLP's approach	<ul style="list-style-type: none"> <li>•<b>Submission:</b> Individual Deliverables: <b>Writing Assignment #1:</b> Recommendation Memo: Enhancing team work. 5% of final mark</li> <li>•<b>Presentation:</b> Individual Deliverables: <b>Case Study:</b> A Leadership model. Analysis of good oral and writing communicators / leaders. 10% of final mark</li> </ul>	
4	•The basics of Good Communication.	• <b>Quiz 1:</b> (week 1 to week 3) (10% of final mark)	
5	• Managerial/Business Writing		
6	• Dealing with conflicts and differences in opinion	<ul style="list-style-type: none"> <li>• <b>Quiz 2:</b> (week 4 to week 5) (10% of final mark)</li> <li>• <b>Submission:</b> <b>Writing Assignment #2:</b> Executive Summary. Dealing with a business problem. 5% of final mark</li> <li>• <b>Presentation:</b> Individual Deliverables: <b>Presentation Skills:</b> What it needs to be said and how to say it. Different scenarios. 15% of final mark</li> </ul>	
7	• Business Proposals and Business Plans	• <b>Submission:</b> Group Deliverables: <b>First Draft of a Business Proposal.</b> 5% of final mark	
8	• Business Proposal Final Writing Guidelines	• <b>Submission:</b> Group Deliverables: <b>Final Draft of a Business Proposal.</b> 5% of final mark	
9	• The Business Proposal	• <b>Presentation:</b> Group Deliverables: <b>Final Presentation Business Proposal</b> (team grade) 20% of final mark	
10		• Individual Deliverables: <b>Final Exam</b> (15% of final mark)	

## PROFESSIONALISM

We are interested not only in increasing your technical expertise in business. We want to help you become professionals.

Think of “professionalism” as a collection of behaviours that your boss would expect from you in a job. In any job, positive attitude, respect for others, initiative, and responsibility are vital. This course will have the same expectations.

You will be graded on attendance, prompt arrival, active participation in class, and professional conduct in the course, including your body language in class and your email communications. If you are ever unclear as to what would be the professional thing to do in a given situation, please ask. Saying “I didn’t know that was unprofessional” is not a valid excuse.

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**ATTENDANCE POLICY**

Every class and excursion (whether on- or off-site) must be attended. Absence will only be accepted on grounds of sickness. Sickness must be notified in advance in person (by phone, note or email) either to Amanda or Mary. Any absence not for sickness, for example for travel purposes, will affect your grade. See your programme attendance policy for more details.

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