



Syllabus

Term: 2025/26/2 **Subject name:** Advanced Communication for Leaders **Subject code:** M23KOB02E

Unit (Unit code) Department of Leadership and Organizational Sciences (VSZI)

Lecturer responsible for the course: GYARMATINÉ DR. Bányai Edit

Requirement: Term mark

Classes per week : 0/4/0

Classes per term:

Purpose of education:

1. Description and aims

The course aims to develop students' communication skills to support them in effective leadership. This course will integrate fundamental behavioural and social sciences insights to provide students with a coherent set of techniques to communicate effectively, inspire collaboration, navigate complex team/organizational dynamics, and influence meaningful change within the organization. In addition to deepening students' communication and leadership competence, this course will also build their confidence.

An essential objective of this course is to link theory to practice because effective leadership requires theoretical background and wise application. The course will focus on the most important communication competencies that aspiring managers and leaders need, like self-awareness, emotional intelligence and interpersonal skills, communication skills, collaboration in teams, conflict management, constructive feedback, motivation, and negotiation.

Additionally, the objectives are to improve knowledge about intercultural business communication, emphasize intercultural business talks, develop skills in identifying pitfalls in cross-cultural communication, and avoid misunderstandings and conflicts through cultural intelligence.

2. Intended Learning Outcomes (ILOs)

Upon the successful completion of this course, students should be able to:

1. communicate intentionally and strategically in daily interactions to align their goals to outcomes and tailor messages to various audiences to maximize impact (PILO 6, 7, 8)
2. contribute positively to the group (team) working through communication, and apply the theories of group dynamics; (PILO 2,6)
3. distinguished the different types of interpersonal conflict and use the type-appropriate conflict resolution practices (PILO 6, 7, 8)
4. examine their influence through communication and relationship building, and understand the ethical aspect of behaviour (PILO 7,8)
5. make appropriate preparations for managing intercultural business situations, especially business negotiations with counterparts from other cultures, and for continuous improvement of their cultural intelligence (PILO 4)
6. will be able to understand how culture impacts communication and how intercultural communication works (PILO 7)



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7. understand the role of values and attitudes in assertive communication and active listening (PILO 4)
8. present their ideas effectively (PILO 4)
9. use and combine effectively the different methods used for argument and debate with peers (PILO 4)
10. understand how their personality, motivation, responsibility and aims could influence the success of their organization and environment (PILO 8)

Contents:

1. The nature and the goals of leadership communication in general and intercultural environments.
2. The different aspects of leadership communication: goals, audience, style, attitude, methods, tools
3. Oral and non-verbal communication patterns
4. The different communications attitudes: aggressive, submissive, and assertive. Assertive communication: the approach and the tools
5. Trustbuilding with communication. The importance of self-regard and self-awareness in communication
6. Trustbuilding with communication. Social skills, empathy, and active listening in leadership
7. Communication in crisis situation
8. How to motivate through communication? Principles of influence and persuasion. Giving constructive feedback
9. Managing interpersonal conflict
10. Intercultural negotiation process. Persuasion
11. Intercultural negotiation components. The great negotiator. Development of Negotiation skills
12. Presentations

System of examing and valuation:

Name of the element	Weight	Type	Details	Retake opportunity	Req.*	Related CILOs
Group work	40%	oral and written assignments	Workshops, training exercises, group discussions will be organized for teams	There is no resit opportunity	Yes	1, 2, 3, 4, 6, 8, 9



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System of examing and valuation:

Discussion of reading materials	15%	individual oral and written assignments	The students have to read the specific learning materials before the classes, and they need to be able to summarize them or reflect on them during the lectures.	There is no resit opportunity	No	1, 5, 6, 8,
Individual class room activity	10%	individual oral assignments	Active participation is required during some specific exercises, like working in pairs during the lectures.	There is no resit opportunity	No	1, 2, 3, 4, 6, 8, 9
Individual written assessment	15%	individual written assignment	The students are required to write written statements in class several times.	There is one resit opportunity	No	1, 4, 6,10
Progress report	20%	individual written assignment	The students are required to fill in a progress report for self-reflection during the semester at home.	There is no resit opportunity	Yes	1, 4, 6,10

Bibliography:

E. Bruce Harrison - Judith Mühlberg (2014): Leadership Communication How Leaders Communicate and How Communicators Lead in Today's Global Enterprise Business Expert Press, LLC, 2014. ISBN-13: 978-160649-808-8 (paperback), ISBN-13: 978-160649-809-5 (e-book)

Lillian Chaney, Jeanette Martin (2014): Intercultural Business Communication, 6th Edition, Pearson,



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Bibliography:

ISBN: 9780132971270, 0132971275, Chapters: 1. 5. 6. 10. 11.

Gelfand, M.J. – Brett, J.M. : The Handbook of Negotiation and Culture. Stanford University Press, Stanford 2004

Part one: Chapters 3. 4., 5.

Part two: Chapters 6. 7.

at http://www.unice.fr/crookall-cours/iup_cult/_docs/_Gelfand%202004%20Handbook%20of%20Negotiation%20and%20Culture.pdf

Slides of the lectures

Bibliography: