



Advanced Communication for Leaders

General data

Course code:	M23KOB01E
ECTS credits:	6
Type of the course:	Specialized core course (B2)
Semester:	Spring Semester 3
Course restrictions:	Leadership & Advanced Organizational Behaviour
Course leader (with availabilities):	<i>Dr. Edit BÁNYAI PhD, Associate Professor</i> banyai.edit@tkk.pte.hu office: b222
Further lecturer(s) (with availabilities):	<i>Dr. Brigitta SZABÓ-BÁLINT PhD, Assistant Professor</i> balintb@tkk.pte.hu office: b222

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:

CILO 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)

CILO 2: contribute positively to the group (team) working through communication, and apply the theories of group dynamics; (PILO 2,6)

CILO 3: distinguished the different types of interpersonal conflict and use the type-appropriate conflict resolution practices (PILO 6, 7, 8)

CILO 4: examine their influence through communication and relationship building, and understand the ethical aspect of behaviour (PILO 7,8)



CILO 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)

CILO 6: will be able to understand how culture impacts communication and how intercultural communication works (PILO 7)

CILO 7: understand the role of values and attitudes in assertive communication and active listening (PILO 4)

CILO 8: present their ideas effectively (PILO 4)

CILO 9: use and combine effectively the different methods used for argument and debate with peers (PILO 4)

CILO 10: understand how their personality, motivation, responsibility and aims could influence the success of their organization and environment (PILO 8)

(The remarks in brackets express each CILO's connection to the Program Intended Learning Outcomes (PILOs).)

3. Content, schedule

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

4. Learning and teaching strategy, methodology

Principal teaching methodologies:

The teaching methods focus on experimental and practical experience and combine a variety of dynamic learning methodologies – workshops, training exercises, personal coaching and case studies. (CILO 1, 2, 3, 4, 6, 8, 9)

The course follows a skill-building approach, which helps students comprehend and apply effective study, communication and work skills through class discussion and encourages high student involvement. (CILO 1, 4, 6, 10)



Students are expected to read the material before class since active participation in class discussions is required. (CILO 1, 5, 7)

A high emphasis is placed on participation in simulation exercises with subsequent coaching and feedback by the teacher as an instructor and fellow classmates. (CILO 1, 4, 6, 10)

Each exercise consists of an activity designed to get students thinking about, practicing, and discussing communication skills.

5. Assessment

Formative assessment elements:

A high emphasis is placed on participation in simulation exercises (role games) with subsequent coaching and feedback by both the teacher and classmates.

Each exercise consists of an activity designed to get students thinking about, practicing, and discussing skills essential for career and personal success – soft skills.

Summative assessment elements:

Individual Assessment		60 %	Group Assessment		40 %	
Name of the element	Weight	Type	Details	Retake opportunity	Req.*	Related CILOs
Group work	30%	oral and written assignments	Workshops, training exercises, group discussions will be organized for teams	There is no resit opportunity	No	1, 2, 3, 4, 6, 8, 9
Presentation	10%	group oral and written assignments	The students are required to prepare short presentation.	There is no resit opportunity	No	1, 5, 6, 8,
Individual class room activity	25%	individual oral and written assignments	Active participation is required during some specific exercises, like working in pairs during the lectures. Discussion of reading materials: 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, 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	No	1, 4, 6,10

* Req.: Completion of the element is required to pass the course, irrespective of the performance in other elements.

During the semester students can earn 10 bonus points with active participation and meaningful comments. They can get max. 2 points per class. It will be only considered if the student reaches 51 % from the total score.



6. Learning materials

- *Essential*

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, 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-](http://www.unice.fr/crookall-cours/iup_cult/docs/Gelfand%202004%20Handbook%20of%20Negotiation%20and%20Culture.pdf)

[cours/iup_cult/docs/Gelfand%202004%20Handbook%20of%20Negotiation%20and%20Culture.pdf](http://www.unice.fr/crookall-cours/iup_cult/docs/Gelfand%202004%20Handbook%20of%20Negotiation%20and%20Culture.pdf)

Slides of the lectures

- *Recommended*

Renate Mutschig · David Ryback (2016): Transforming Communication in Leadership and Teamwork: Person-Centered Innovations Springer International Publishing AG 2016 ISBN 978-3-319-45485-6

Afsaneh Nahavandi (2015): Art and Science of Leadership, The 7th Edition, Pearson, ISBN-13: 9780133546767

Christopher W. Moore and Peter J. Woodrow(2012): Handbook of global and multicultural negotiation / at <http://blogs.unpad.ac.id/teddykw/files/2012/06/Handbook-of-Global-and-Multicultural-Negotiation-Christopher-Moore.pdf>

Wesley E. Donahue (2018): Building Leadership Competence: A Competency-Based Approach to Building Leadership Ability ISBN-13: 978-1980818830

Ken Blanchard (2019): Leading at a Higher Level: Blanchard on Leadership and Creating High Performing Organizations, 3rd Edition, 2019., Pearson, ISBN-13: 9780133546767

Stephen R. Covey (2013): The 7 Habits of Highly Effective People: Powerful Lessons in Personal Change

Fleming (2015): The Leader's Guide to Emotional Agility (Emotional Intelligence): How to Use Soft Skills to Get Hard Results FT Press, ISBN-13: 9781292083049

Nelson, Low (2011): Emotional Intelligence: Achieving Academic and Career Excellence in College and in Life, 2nd Edition, ISBN-13: 9780132782722

7. Further information

International aspects embedded with the course



As the course focuses on intercultural communication, international aspects are core elements of the lectures.

We plan to have guest lectures from international faculty or from a professional field.

Ethics, Responsibility & Sustainability (ERS) aspects embedded with the course

During the discussions of the different topics, we will always involve the ethical and sustainable aspects if they are relevant.

Connections to the world of practice of the course

We use the following methods to ensure connection to the world of practice:

Talks from practitioners during class

Use of own work experience