Course Description
This course provides students with skills in communicating effectively for business and professional work.

Course Objectives
During this course, students will:

- Develop effective written, spoken and electronic communication skills for business
- Plan for meetings and conferences
- Prepare business presentations and briefings with the use of visual aids
- Examine and experiment with cross-cultural strategies
- Be provided with the tools to develop their own communication techniques for application in practical contexts

Course Materials & Resources


Grading
There will be many options during this course to encourage you to “custom-tailor” the course to meet your individual interests and needs. The more thought and effort you invest in these activities, the more you will learn. The more you learn the better your grade will be. I want you to be able to earn the grade you wish and to feel clear and good about what you need to do to earn that grade. Rather than measure your achievement on a single standard test or task, I will assess the quality and amount of your overall investment in the course, award “quality” points based on the general level of your work and base your grade upon the number of quality points you earn.

You will be set reading for each class and you will be expected to use the readings to participate in the class. There will be three assessed class activities worth 50 points each when you will do some presentations and role play activities. Beyond this, students cannot request additional activities to earn quality points.

Finally, the assignments will include one written paper, worth 300 points. There will also be a case study to write, which is worth 200 points. Your written assignments should be:
a) Well-written (well-organized, with standard spelling, grammar, etc.)

b) Complete (do all that's asked)

c) Applied. Indicate that you've read, understood, and applied the text material (by using appropriately the terms and concepts in the text)

d) Specific and thorough (use fully described examples, not just quick summations)

You should closely read assignment outlines and be prepared to discuss them in class. I also expect you to prepare your written work carefully. All written assignments must be typed and printed. Consider presentation as well as content when you write. A reader who doesn't have to wade through obtuse sentences, poor spelling or grammar is more likely to be positively disposed toward your work.

The exam format will be written answers to set questions. Excellence in the exam can be achieved by answering set questions completely and through in-depth analysis of set texts.

**Ways to earn points:**

<table>
<thead>
<tr>
<th>Assignment Type</th>
<th>Maximum to be awarded</th>
</tr>
</thead>
<tbody>
<tr>
<td>Case study document</td>
<td>200 points total</td>
</tr>
<tr>
<td>Written paper assignment</td>
<td>300 points total</td>
</tr>
<tr>
<td>Presentation and role play activities</td>
<td>150 pts. total</td>
</tr>
<tr>
<td>Final exam</td>
<td>350 pts. total</td>
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**Ways to lose points:**

| Late assignments | 30 points deducted |
|⋆Each assignment not turned in by the time grades are assigned | 50 points deducted |

Final point scale: Final grades will be by percentage, following customary scales.

- 98.00+ = A+; 92.00 – 97.99 = A; 90.00 – 91.99 = A−; 88.00 – 89.99 = B+; 82.00 – 87.99 = B; 80.00 – 81.99 = B−; 78.00 - 79.99 points = C+; 72.00 – 77.99 = C; 71.99 - 70.00 = C−; 68.00 – 69.99 = D+; 62.00 - 67.99 = D; 60.00 – 61.99 = D−. F = below 60 points.
Course grades will be approximately distributed according to the recommended guidelines:

**Grade Distribution Chart**

<table>
<thead>
<tr>
<th></th>
<th>A</th>
<th>B</th>
<th>C</th>
<th>D</th>
<th>F</th>
<th>Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>Elementary courses</td>
<td>15%</td>
<td>34%</td>
<td>40%</td>
<td>8%</td>
<td>3%</td>
<td>2.50</td>
</tr>
<tr>
<td>Intermediate courses</td>
<td>18%</td>
<td>36%</td>
<td>39%</td>
<td>5%</td>
<td>2%</td>
<td>2.63</td>
</tr>
<tr>
<td>Advanced courses</td>
<td>22%</td>
<td>38%</td>
<td>36%</td>
<td>3%</td>
<td>1%</td>
<td>2.77</td>
</tr>
</tbody>
</table>

**Let’s talk:**

I am eager to meet with you about the course. I will be available in the faculty office for appointments that you can book by emailing me: dominic-standish@uiowa.edu

**Class Schedule**

**Week 1**

1. **Introduction.**
   Reading: Syllabus

**Week 2**

2. **Business presentations - Non-verbal communication, active listening and visual aids**

3. **Business presentations - Non-verbal communication, active listening and visual aids**

**Week 3**

4. **Communication Orientation – language interchange and national cultural influences**
   Reading: Cultures and Organizations
   Preface
   Chapter 1 – Introduction: The Rules of the Social Game

5. **Application of Da Vinci Thinking with Kepner Tregoe principles to case study (2)**
   Reading: **Kepner Tregoe materials**

6. **Assessment task (part a): Presentations to multinational delegations going to China**
   Reading, preparation and reflection for assessment tasks
Week 4
7. **Assessment task (part b): Presentations to multinational delegations going to China**
   Reading, preparation and reflection for assessment tasks

8. **Problematic communication situations in business**
   Reading: Cultures and Organizations
   Chapter 3 – I, we, and they

Week 5
9. **Developing communication strategies**
   Reading: Cultures and Organizations
   Chapter 4 – He, she, and (s)he

10. **Presentations of case studies**
    Case studies Assignments due.

11. **Presentations of case studies**
    Case studies Assignments due.

Week 6
12. **Managing people in meetings – some cultural variables**
    Reading: Meetings handouts in packet

13. **Managing teams in meetings - task roles and behavioral functions (1 hour)**
    Reading: Meetings handouts in packet

14. **Managing teams in meetings – assessing meetings**
    Reading: Meetings handouts in packet

Week 7
15. **Negotiating in business (1)**
    Reading: Getting to Yes
    Introduction
    Chapter 1 The Problem

16. **Negotiating in business (2)**
    Reading: Getting to Yes
    Part II
    Chapters 2, 3.
**Week 9**

17. **Negotiating in business (3)**

Reading: Getting to Yes
  - Part II
    - Chapters 4, 5.

18. **Negotiating role plays**

Reading: Getting to Yes
  - Part III
    - Chapters 6, 8.

**Week 10**

19. **Style guides for business writing (including electronic communication)**


20. **Tact and diplomacy in written and electronic communication**


**Week 11**

21. **Interpersonal diversity training**

Reading: Race Experts
  - Chapter 6 – A World of Endless Slights
    - Article in packet:
      - 'Are diversity policies good for business?'

**Week 12**

22. **Strategic socializing in business**

Reading: Cultures and Organizations
  - Chapter 8 – The Elephant and the Stork: Organizational Cultures

23. **Final exam.**
Attendance Policy

Attendance at all classes and CIMBA sanctioned activities is MANDATORY. All unexcused absences will have the following consequences:

a. 1st absence will result in a loss of a 1/3 of a letter grade in that class
b. 2nd (cumulative) absence will result in a loss of an entire letter grade in that class
c. 3rd (cumulative) absence will result in a dismissal from the program.

Absences due to illness require a note from the CIMBA Office Staff. If a student is sick and cannot attend class, he/she must inform the CIMBA Staff immediately. Failure to do so will result in an unexcused absence.

Grievance Policy

Student concerns regarding this course should first be discussed with me, the faculty member teaching this course. If we can't resolve the complaint, you may contact the CIMBA Director, Brandelle Unkrich (319-335-1041, brandelle-unkrich@uiowa.edu). The Director will review the details of the complaint and involve the Associate Dean of the Undergraduate Programs, as needed.

Academic Misconduct

The Tippie College of Business at the University of Iowa follows an honor code regarding academic misconduct. That code can be found at http://tippie.uiowa.edu/honorcode.cfm and includes cheating, plagiarism, unauthorized collaboration, obtaining an unfair advantage, forgery, facilitating academic dishonesty, and misrepresentation. Be sure you are familiar with this code. Students who exhibit academic dishonesty will receive a zero (0) for the assignment or examination involved and may receive an "F" for the class. All incidents of cheating will be reported to the CIMBA staff, as well as to the Senior Associate Dean of the Tippie College of Business. The decision of the professor may be appealed to a Judicial Board. The Honor Code for the Tippie College of Business will determine the appropriate appeal process.

Accommodating Students with Disabilities/Academic Accommodations

A student seeking academic accommodations such as a modification of seating, testing, timing, etc. should first register with Student Disability Services, then contact Shannon Lizakowski (shannon-lizakowski@uiowa.edu) in the CIMBA Office to make further arrangements. See http://sds.studentlife.uiowa.edu for more information.

Sexual Harassment

Sexual harassment subverts the mission of the University and threatens the well-being of students, faculty, and staff. All members of the UI community have a responsibility to uphold this mission and to contribute to a safe environment that enhances learning. Incidents of sexual harassment should be reported immediately. If you feel that you are being or have been harassed or you are not sure what constitutes sexual harassment, we encourage you to visit the University website, www.sexualharassment.uiowa.edu/index.php, and to seek assistance from the CIMBA Director, Brandelle Unkrich, at 319-335-1041 or brandelle-unkrich@uiowa.edu.