



Spring 2014

Professor Jerry D. Estenson

CALIFORNIA STATE UNIVERSITY, SACRAMENTO  
College of Business Administration

MGMT 102 Effective Business Communications

**INSTRUCTOR:** Jerry D. Estenson

**CLASSROOM:** Brighton Hall 114 Sections 1 and 2; Tahoe Hall 1025 Sections 11 and 12

**CLASS TIME:** M/W **Varies by Section**

**OFFICE HOURS:** M/W 3:00 P.M. – 4:15 P.M.

**OFFICE:** Tahoe: 2048

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**TEXTBOOKS**

**Required**

Hamilton, Cheryl. (2011). *Communicating for Results: A Guide for Business and the Professions*. 9<sup>th</sup> Ed

Clark, James and Clark, Lyn. (2013) How 13: A Handbook for Office Workers. Cincinnati:  
South-Western College Publishing.

SacCT: For access to Power Point decks, course outline and Digital Key Concepts

**COURSE OBJECTIVES:**

Managers, struggling to meet the challenges of global economy, are inundated with information. This information is stored, manipulated, and presented as symbols on paper or in speech, as images on video, phones, and on television. It can also be presented as data on hard disks, memory chips, CD ROMs or as images on the Internet, television, and movie screens. In business the most common form of symbolic exchange remains dialogue between humans. How effective you are at translating and transferring these symbols into a form understood by those you work for (and with) will be a major determinate in your business success.

To assist you in the effective use of symbols in business, this course will provide communication tools and skills needed to perform as a manager in the complex world of work. To meet this goal, the course will be conducted in a manner similar to courses provided newly hired management trainees. This means a metric for minimum competency in several areas is established and used to determine retention and promotion. In this course, failure to demonstrate competency will adversely affect your grade, not your career.

Specifically by the end of the course you will:

1. Understand international and inter-cultural barriers to business communication.
2. Write and edit in a manner consistent with future employer expectations.
3. Understand the need to relate to other individuals in organizations in a human and ethical manner.
4. Present information orally in a manner consistent with future employer expectations.
5. Research, organize and present critical business information both orally and in writing; in a manner consistent with the nature of the material and the needs of the audience.
6. Improve your inter-personal managerial skills.
7. Be able to analyze and understand the effects of social, political, legal and regulatory issues on business organizations.
8. Utilize communication technology to enhance your individual communication skills.

### **CLASSROOM ACTIVITIES:**

This class is designed as a hybrid course. This means that the instructor will use various methods to instruct and communicate with you. To assist with your learning, the instructor selected a text that includes web support. In addition, power point slides have been constructed. These slides extract concepts that may help you better understand the challenges facing business leaders. Also, key concept lectures have been made available on SacCT.

With the significant amount of support material being provided prior to class time, after week one the class sessions will be divided between experiential exercises and a colloquial where the instructor will have a casual conversation with you about questions you have related to the material. You will also be given the choice to join one of two tracks; the Blue or Crimson Track. Whichever track you select you are welcome to join in the classroom activities; however, many classes will be dedicated to assignments the Crimson Track will be doing to meet their requirements. Since this course is designed to provide a broad exposure to many dimensions of communications, the pace of information presented to you will be fast and the content global.

The expectation is that you come to this class academically prepared, possessing upper division collegiate

analytic and reading skills, and are motivated to develop your business writing and speaking skills. Only by being prepared and participating can you fully experience the learning opportunities you will be offered.

At the start of the semester the course will be taught in a traditional stand and deliver format (Week One). This means that you need to plan to physically attend all classes during this week. After we have established basic knowledge, the course will be divided between lectures and then smaller cohort activities. At the end of week one you will choose one of two tracks to complete the course. The Blue track focuses on mastery of the concepts discussed in the text. You should sign up for this track if you want to work on understanding theory. The track requires that you take four content tests and one writing mechanics exam. The Crimson Track focuses on understanding content and in developing personal communication skills. This track spreads possible points over several metrics. Three content tests, a writing mechanics exam, business written communication, business oral presentations, research and formal report writing, and cross cultural communication.

## **COURSE REQUIREMENTS**

### **Assigned Readings:**

The chapter assignments are set forth in the class schedule. Read and reflect on each the material contained in each chapter. You will be called upon in class to share your views on the topics. You will also be provided supplemental readings as the class progresses. The additional readings will become part of the material you will master in order to successfully complete course examinations.

### **Blue Track Assignments:**

1. Exams:  
There will be four (4) exams during the semester. Each exam is worth 230 points (230) points toward your final score. Exams are multiple choices and short essays. Tests will be written on form 886. Time allocated for each test is one class period.
2. Writing mechanics:  
Your first challenge will be to demonstrate that you have mastered basic writing mechanics. This will be done by acquiring a minimum grade of 70% or greater on a writing mechanics skills exam. You will be given two chances to achieve this goal. Achieving 70% or higher will result in your acquiring eighty (80) points toward your final score.

### **Crimson Track Assignments:**

1. Writing mechanics:  
Your first challenge will be to demonstrate that you have mastered basic writing mechanics. This will be done by acquiring a minimum grade of 80% or greater on a skills exam. You will be given three opportunities to pass.
2. Oral presentation skills:  
Your second challenge will be to demonstrate oral presentation skills. Your chance to share your oral skills will be during a five-minute persuasive presentation on a current business topic of your selection. The target audience for your presentation should be the senior staff of an

organization. The presentation will be evaluated by your peers using a matrix created by the instructor (specific performance criteria will be provided). A passing score of 75% or greater is required. You can present your oral report during office hours anytime after the first week of class but no later than the schedule time set forth in this course outline. You will be given two opportunities to pass.

3. Professional correspondence:

You will prepare a portfolio demonstrating your ability to write effectively. The portfolio will include a refusal letter, persuasive letter, memo written to a high level manager in an organization, and a transmittal letter for your report (see [How 13](#) text for assistance). Your letters should be based on events currently taking place in business organizations. Use Business Week, Wall Street Journal, Forbes, Fortune or other business sources to stimulate your creativity.

4. Research and formal report writing:

The last assignment is a short, team-prepared business report. The report will be on a business topic of your choice. This topic will be well researched and contain all elements discussed in chapter 7 (title fly, title page, letter of transmittal, table of contents, list of illustrations, executive summary and a well written body not to exceed five (5) well crafted double spaced pages. **NOT INCLUDED** in the five page limit are the title fly, title page, transmittal letter, table of contents, executive summary, addendum containing supporting data and the bibliography). For full credit the report should have an appealing cover, be free of mechanical errors, follow a consistent format style, contain a table of contents, an appropriate letter of transmittal, **cite at least ten solid academic sources**, and include effective graphics.

The report will be prepared in teams consisting of no more than six team members. The teams will develop a method to evaluate each team member's performance, an individual team assignment sheet, and a time and action plan to complete the project. These planning documents will be part of the final report. Each team reserves the privilege of removing a team member during the first four weeks of class. After week four all individuals will remain as part of the team. Prior to removal of a team member the entire team must meet with the instructor during office hours to explain their reasons for removal of the team member.

5. Cross-cultural communication:

You will work with a teammate to interview a CSUS student from a country that is non-English speaking. If you cannot find a student from another country, you can interview a student with a family living in a non-English speaking country or who have recently moved to the United States.

6. Exams:

There will be three (3) exams offered during the semester. Each exam is worth one hundred and fifty (150) points toward your final score. Exams are multiple choice, true and false, and short essays. Tests will be written on Form 886. Time allocated to the three tests will be one class period.

Every effort should be made to take the exams at the scheduled dates. Therefore make-up exams are discouraged. If there are mitigating circumstances, and you provide ample

advanced notification (usually one week except in the case of illness), make-up exams will be considered.

*The instructor reserves the right to modify this course outline.*

#### Blue Track Grade Criteria:

DESCRIPTION	POINTS
Exams (four at 230 each)	920
Writing mechanics skill checks (70% or greater equals 100% of possible points [80 pts max]. A score below 70% generates no points) <i>Two attempts allowed.</i>	80
TOTAL	1,000

#### Crimson Grade Criteria:

DESCRIPTION	POINTS
Exams (three at 150 each)	450
Writing mechanics skill checks (70% or greater equal 100% of possible points. A score below 80% generates no points) <i>Two attempts allowed.</i>	50
Writing portfolio (includes demonstration of skills used to edit classmate documents)	150
Oral Presentation (A score of 75% or greater equals 100% of possible points. A score below 75% generates no points)	100
Cross Cultural Communication Field Work	100
Business Report	150
TOTAL	1,000

#### Grade Break Down

A	=	1,000-940	C+	=	799-780
A-	=	939-900	C	=	779-740
B+	=	899-880	C-	=	739-700
B	=	879-840	D+	=	699-680
B-	=	839-800	D	=	679-640

**CLASS SCHEDULE**

WEEK	CHAPTER	ACTIVITY	ASSIGNMENT
WEEK ONE 27 January and 28 January	<b>Basics of Managerial Communication</b>  <b>Chapter One</b> <i>Communication process</i>	Lecture and explanation of class construction.  Students make decision on which track they wish to pursue	Read Chapter 1 Slide Deck for Chapter 1 Slide Deck for Course Introduction
WEEK TWO 3 and 5 February	<b>Basic Managerial Communication and Writing Strategies</b>  <b>Chapter Two</b> <i>The managerial communication in organization</i>	Monday first 15 minutes of class confirm track selection and establish clarity of deliverables  Wednesday: Colloquial and collaborative learning activity one (1).	Read Hamilton Appendix Read HOW 13 Chapters 1, 2, 3, 4, 5, 6, and 7. Watch SacCt Key Concepts on Writing Tips Review the following How 13 Slide Decks: Basic Writing Confused – Misused Words Proofreading Symbols Punctuation Decks 1, 2, and 3 Appendix Deck  Read Chapter 2 Slide Deck for Chapter 2 Watch SacCt Key Concepts Session- Chapter 2.
WEEK THREE 10 and 12 February	<b>Appendix</b>  <i>Managerial Writing Style Routine Documents</i>	Monday – Writing mechanics exam. Crimson Track start work on portfolio  Wednesday: Colloquial on writing mechanics and portfolio construction.	Read Hamilton Appendix Read HOW 13 Chapters 1, 2, 3, 4, 5, 6, and 7. Watch Writing Tips Key Concepts Lecture on SacCt  <b>Writing Exam writing mechanics exam - Monday (Both Tracks come to class to take exam)</b>
WEEK FOUR 17 and 19 February	<b>Present portfolios to edit partners (Crimson track)</b>	Monday- Crimson Track work on portfolio's  Wednesday- Crimson Track bring portfolios to class and present to edit partner.	Re-read Hamilton Appendix and How 13 Edit partner's portfolio

WEEK	CHAPTER	ACTIVITY	ASSIGNMENT
WEEK FIVE 24 February and 26 February	<b>Strategies for Oral Managerial Communication</b>  <b>Chapter Eleven</b> <i>Informal presentations</i> <b>Chapter Thirteen</b> <i>Formal visual presentations</i> <b>Chapter Fourteen</b> <i>Persuasive presentations</i>	Monday- Colloquial on Presentations Monday create triads for presentations Cover scoring for presentations  Wednesday- Workshop on presentations	Read Chapter 11, 13 and 14 Review Slide Decks for Chapters 11, 13, and 14 Review SacCT Key Concepts Videos for Chapters 11, 13 and 14
WEEK SIX 4 and 6 March	<b>Wrap up oral reports and PowerPoint presentation discussions</b>	Monday- Workshop on presentations Wednesday- Presentation to triad members	Wednesday – Present to partners
WEEK SEVEN 11 and 13 March	<b>Chapter Three</b> <i>Interpersonal Relationships</i>	Monday- Colloquial on relationship creation and maintenance. Monday – Learning activity read or watch the “hasty resignation” case (if you have Premium Website access watch it) if you do not access to Premium Website read case which is located in Chapter Six (^)	Read Chapter 3 <b>TEST ONE - Wednesday (Chapters 1, 2, 11, 13, 14 appendix) Both Crimson and Blue Track</b>
WEEK EIGHT 18 and 20 March	<b>Chapter Twelve</b> <i>Strategies for Writing Reports</i>	Monday- Colloquial on reports Monday- Workshop on research planning and work plans for research paper  Wednesday- Assignment to research and writing teams. Teams will use period to organize their strategy and assign roles.	Read Chapter 12 Review slide decks for Chapter 12 Watch Digital Key Concepts Video for Chapter 12 Break class into teams. Connect with teammates
24 March – 30 March	<b>Spring Break</b>		
March 31	<b>Cesar Chavez Day – Campus Closed</b>	Monday no class	
WEEK NINE 2 April	<b>Interpersonal Communication</b>  <b>Chapter Four</b> <i>Effective Listening</i>	Wednesday- Colloquial on listening skills. Learning Activities 1 and 3.	Read Chapter 4 Review slides Chapter 4 Watch SacCt Video on Key Concepts for Chapter 4

WEEK	CHAPTER	ACTIVITY	ASSIGNMENT
WEEK TEN 8 and 10 April	<i>Field work on research project</i>	Meet with team and implement strategy for writing an effective team research report	Review Chapter 12 and notes taken during review of slide decks and video.
WEEK ELEVEN 14 and 16 April	<b>Chapter Five</b> <i>Nonverbal Communication</i>	Monday- Colloquial on non-verbal communication Collaborative learning activity one (1)  Wednesday- Crimson track work on research project Wednesday- Blue Track Test Two.	Read Chapter 5 Review slide decks for Chapter 5 Watch SacCt video on Key Concepts for Chapter 5 <b>Blue Track Test Number Two (Chapters 12, 4 and 5)</b>
WEEK TWELVE 22 and 23 April	<b>Chapter Seven and Eight</b> <i>Interviewing for Effective Decisions, Interviewing skills</i>	Monday- Colloquial on chapter seven. Collaborative learning challenge 1. Prepare a resume to bring to class on Wednesday  Wednesday- Colloquial on Chapter Eight Employment interview Collaborative learning challenge 1. Use the resume you brought to class to share with group members	Read Chapters seven and eight Review slide decks for chapters 7 and 8 Watch SacCt video on Key Concepts Chapter 7 and 8
WEEK THIRTEEN 29 and 1 May	<b>Chapters Nine</b> Group dynamics and meeting management <b>Chapter Ten</b> Leading teams	Monday – Colloquial on teams and team dynamics Collaborative learning challenge. In your teams performance a diagnostic of your group behaviors using lessons learned in chapters 9 and 10.  Wednesday Crimson-Exam Two Blue - Exam Three	Read Chapter 9 Read Chapter 10 Review Slide Decks for Chapters 9 and 10 Watch Key Concepts Video for Chapters 9 and 10  <b>Crimson Track - TEST TWO Wednesday (Chapters 4, 5, 7, 8, and 12)</b>  <b>Blue Track – TEST THREE Chapters 7, 8 and 9)</b>



WEEK	CHAPTER	ACTIVITY	ASSIGNMENT
WEEK FOURTEEN 5 May and 7 May	<b>Lecture Notes</b> Strategies for Success in Intercultural Communication	Monday – Colloquial on cross cultural communication Teams work to polish their reports. Teams will be created to conduct cross cultural field work  Wednesday- team turn in research project Field work done on cross-cultural communication	Review slide deck provided on intercultural communication Watch SacCT module on intercultural communication  7 May Submit Final Report work
WEEK FIFTEEN 12 May and 14 May	<b>Chapter Six</b> Obstacles in communication within organizations	Monday- Colloquial on obstacles in communication Field work on cross-cultural communication.  Wednesday- Team share their findings on cross-cultural communication with class.	Read Chapter 6 Review Slide Deck for Chapter 6 Watch SacCt Key Concepts Video for Chapter 6 14 May Submit Intercultural Communication Memo
WEEK SIXTEEN Final As Scheduled by University. Tentative May 17, 2013	<b>You can come to any of my sessions to take the exam. You must make certain that you have written your section numbers on the test to make certain you receive proper credit.</b>		<b>TESTS</b> <b>Crimson Track – TEST THREE</b> <b>Chapter 6, 9, 10, and cross cultural communication lecture notes.</b>  <b>Blue Track – TEST FOUR</b> <b>Chapters 6, 10 and cross-culture communication.</b>