

Syllabus of Fudan University

Department: Marketing Dept. School of Management

Date: 26/2/2024

Course Code	MANA 130324.02				
Course Title	Organizational Communication and Its Social Context				
Credit	3	Practice Credit	1.2	Experiment (including computer) Credit	0
Credit Hours/Week	3	Practice Credit Hours	21.6	Experiment (including computer) Credit Hours	0
Course Nature	<input type="checkbox"/> Specific General Education Courses <input type="checkbox"/> Core Courses <input type="checkbox"/> General Education Elective Courses <input type="checkbox"/> Basic Courses in General Discipline <input checked="" type="checkbox"/> Professional Compulsory Courses <input type="checkbox"/> Professional Elective Courses <input type="checkbox"/> Others				
Course Objectives	The course is intended to help you think strategically about management communication; sharpen your writing, presentation, and interpersonal communication skills within a managerial setting; and enhance your capacity of critically analyzing corporate communication issues along the line of problem-solving thinking. In our class sessions, we will look at a range of successful practices and guidelines that have been derived from both research and experience, give you the opportunity to develop and practice your skills, and provide you with feedback to help you strengthen them.				
Course Description	The course introduces the basics of managerial communication theories and strategies: audience analysis, communicator credibility, message construction, channel choice and organizational context. Primary focus of the course involves (but not limited to) Interpersonal Communication Skills, Active Listening Skills and Reflective Responses, Organizational Communication and Network, Stakeholder Theory and System Theory, Crisis Communication and Management, Negotiation Strategies and Tactics, Effective Presentation Skills, Cross-cultural Communication and Management, Managerial Writing Strategies and Techniques, Public Relations Management, etc. Students will study communication theories and discuss business cases in order to analyze and understand the strategic thinking of managerial communication and to apply the skills in communicating with others both within and outside the organization.				
Course Requirements: The course will involve the student as a whole person in the classroom, allow for genuine responses and develop student autonomy. The course will involve a series of readings and business cases related to the range of topics under discussion. Students will be encouraged to develop a more strategic thinking for their communication at work and practice on field samples to develop their communication skills. Class teams will also be invited to present					

their final project work towards the semester end so that students could apply the course learning into realistic business analyses and strategies. Course requirements also include individual active class performance, course materials reading, enthusiastic participation in group presentations, timely completion of assignments, and proactive contribution to the course progress.

Teaching Methods:

Typically we will use a lecture or workshop format that relies heavily on discussions, in-class exercises and case studies. At least one honorary corporate guest speaker lecture will be arranged whenever possible during the semester. We also expect the class sessions to be highly interactive.

Instructor's Academic Background:

Prof. Xiaoyan XIE is currently Assistant Professor at Department of Marketing, School of Management, Fudan University in Shanghai, China. She taught at the undergraduate, MBA and Executive MBA level at Fudan University. She's been actively involved in the school's many international academic programs, including serving as the Academic Director of Fudan-BI Norwegian Business School Collaborated BIM Program (Undergraduate Program) in 2014-2016. She was among the first school faculty members to complete ELI Asia Online (Entrepreneurial Leadership & Innovation), Executive Development Program organized by Babson College USA in May 2020. She was awarded by China Scholarship Council as an elite faculty representative to participate the Faculty Training Program for Business Management Academics at Queensland University of Technology in 2017 and was awarded Certificate of Completion by Faculty of Education at QUT, Australia. She's also an Executive Certificate Holder of MIT Sloan's Global Executive Academy Program in 2013, the first globally launched program of the kind at Sloan. She conducted two-time Visiting Scholar Programs at MIT Sloan School of Management (2006 and 2013 respectively), which led to her strong academic research interests into the field of managerial communication and industrial relations. She also participated Harvard Business School's GloColl Executive Program (Global Colloquium on Participant-Centered Learning) in 2016 and 2017, and was granted the executive certificate by HBS. She is a veteran lecturer in promoting case teaching methodologies and she's well connected into a web of network with her global colleagues within and outside of China, including HBS, MIT Sloan School of Management, China Europe International Business School, etc. She is a dedicated tutor for undergraduates at School of Management and her undergraduate course *Organizational Communication and Its Social Context* was awarded by Fudan University as *Excellent Undergraduate Course in English* from 2017-2019. She can be reached at 25011212 (office landline) or xiexiaoyan@fudan.edu.cn (official account).

Members of Teaching Team				
Name	Gender	Professional Title	Department	Responsibility
Xingwen Chen	Female	Assistant Professor	Business Administration	Chinese Class Teaching
Dianjun Luo	Male	Associate Professor	Business Administration	Chinese Class Teaching
Course Schedule (Please supply the details about each lesson):				
<u>Module I: Course Overview and Major Conceptual Model</u>				
Week 1	2/26	Course Introduction and Course Overview Class Teams Formation Course Learning Objectives (Individual + Organizational Communication Efficiency)		
Week 2	3/4	Introduction to the Field of Managerial Communication Effective Communication in Business (Defining Effectiveness) Understanding and Analyzing Managerial Communication Situations (Stakeholders Perspectives) Solving Business Communication Problems (Framework)		
Week 3	3/11	HBS Casework: Dashman Company Case Discussions and Case Analysis Communication Process Model and Strategic Variables		
<u>Module II. Building Up Individual Communication Competency</u>				
Week 4	3/18	Interpersonal Attitude Survey Defining and Interpreting Communication Styles (Carl Jung Theories) Exercises: A Scenario Presentation by Marketing Department		
Week 5	3/25	Making Your Business Writing Easy to Read: Style and Tone in Business and Administrative Writing (HBR) Ten Ways to Make Your Writing Easier to Read (Tactics) Style in Managerial Writing (Sloan Communication Program) In-class Discussion (HBR): Clear Writing Means Clear Thinking Means ...		
Week 6	4/1	Managerial Writing Overview: Strategies and Tactics (Roadmap) Casework: Craigstone Corporation (under 3 scenarios) Groups' Memo Writing Assignment on Scenario 1, 2 and 3		
Week 7	4/8	Persuasion: What the Research Tells Us Harnessing the Science of Persuasion (HBR) Team Demo on Craigstone Corporation: Memos Critique and Learning		
Week 8	4/15	Active Listening Skills and Reflective Responses In-class exercises: Fast Food Fiasco (1) & (2) (Role play Negotiation) Handling Q&A: The Five Kinds of Listening (HBR)		
Week 9	4/22	How to Become an Authentic Speaker		

Public Speaking Skills Highlight
The Business of Writing and Speaking: Questions and Answers
Team Debrief: TED Talks

Module III. Corporate Communication: Theories and Best Practices

Week 10	4/29	Cross-Cultural Communication: Pyramid Conceptual Model Some Questions to Ask About Culture In-class Negotiation Exercise: Lost in Taiwan HBS Case: Shanghai Real State (A)
Week 11	5/6	Cross-cultural Communication: Case Discussions IMD Case: Johannes Van Den Bosch Sends an Email IMD Case: Johannes Van Den Bosch Receives a Reply Communication High Performance Model
Week 12	5/13	Honorary Corporate Guest Speaker Lecture Executive Speakers from Top Fortune 500 Company Topic: TBD (Related to Corporate Communication Side)
Week 13	5/20	Mainstream Cross-Cultural Study Research Theories Cross-Cultural Communication and Management Team Debrief on Shanghai Real Estate (A) Case Take-away on Shanghai Real Estate (B)

Module IV. More on Corporate Communication and Action-Learning (Project Presentations)

Week 14	5/27	Public Relations Management (Concepts and Specializations) Corporate Communication Issues under Varied Organizational Settings Group Final Project Presentations (Half Class)
Week 15	6/3	Crisis Communication and Crisis Management ACRC Case: Carrefour China and The Olympic Torch Relay: Managing Corporate Crisis Amid Evolving Expectations of Multinational Firms Class discussions and Case Analysis Open Systems Model of Public Relations (System Theories) Group Final Project Presentations (The Other Half Class)
Week 16	6/10	Group Presentations Results and Comments Course Wrap-Up (Building Individual Communication Competency Skills + Corporate Communication Highlights) Final Exam Focus
Week 17	6/17	Self-Study/Review Session for Final Exam
Week 18	6/24	Final Exam

The design of class discussion or exercise, practice, experience and so on:
Please see weekly schedule for in-class exercises, case studies and scenario writing assignments.

If you need a TA, please indicate the assignment of assistant:

TA is requested mostly to help monitor the class performance and participation.

Grading & Evaluation (Provide a final grade that reflects the formative evaluation process):

Grading Scheme

Attendance:	10%
Contribution to Class Discussion	10%
Group Assignments	20%
Group Final Project Presentation	20%
Final Exam	40%

The final exam will be a two-hour sitting examination, close book exam.

Teaching Materials & References (Including Author, Title, Publisher and Publishing time):

Textbooks:

Business and Administrative Communication (8th Edition), By Kitty O. Locker & Donna S. Kienzler, China Machine Press, 2011

《管理沟通》 苏勇、罗殿军主编 复旦大学出版社 2010

Course Reader (Arranged and compiled by the course instructor)

Recommended Literature:

Communication for Managers (6th Edition), By Norman Sigband & Arthur Bell, South-Western Publishing Co. (China Machine Press), 1994

Guide to Managerial Communication (9th Edition), By Mary Munter, Prentice Hall, 2012

The Practice of Public Relations (10th Edition), By Fraser P. Seitel, Prentice Hall, 2007

Effective Public Relations (11th Edition), By Glen M. Broom & Scott M. Cutlip, Pearson Education, 2011

Table column size can be adjusted according to the content.