**CPBE225 ENTERPRISE COMMUNICATION**

**Schedule (Subject to change, readings will be added)**

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| 8/31 | **Introduction/Communication Process** |
| Readings | ·          “What It Takes to be Great,” Fortune Magazine  ·         [http://archive.fortune.com/magazines/fortune/fortune\_archive/2006/10/30/8391794/index.htm (Links to an external site.)](http://archive.fortune.com/magazines/fortune/fortune_archive/2006/10/30/8391794/index.htm) |

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| 9/14 | **The Perfect Elevator Pitch to Land a Job** |
| Description of Session | Each student will give a 60-90 section. Giving a strong elevator pitch to land a j is not an easy task. Create a 30-90 second speech that summarizes who you are, what you do and why you are the perfect job candidate. You should be able to give your elevator pitch at any time, from a job interview to a informal conversation with anyone that might be able to help you. |
| Readings | ·         [http://www.forbes.com/sites/nextavenue/2013/02/04/the-perfect-elevator-pitch-to-land-a-job/ (Links to an external site.)](http://www.forbes.com/sites/nextavenue/2013/02/04/the-perfect-elevator-pitch-to-land-a-job/) |

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| 9/21 | **Guest Speaker - Dr. Jeff Kudisch – (What Skills are Critical for Career Success?)** |
| Description of Class Session | Dr. Kudisch  will discuss succeeding amidst the war for talent with an emphasis on providing tips for career success. Additionally, the session will help you better  understand career/interviews, preparation strategies, different types of behavioral interviews and enhance your professional and career success. He will also provide an overview of the Smith School Office of Career Services.  Dr. Kudisch is Assistant Dean of Corporate Relations and Managing Director of OCS.  He is a Distinguished Tyser Teaching Fellow and also co-founder and Principal Partner of Personnel Assessment Systems, Inc., a human resource consulting firm specializing in management and executive assessment. Jeff has successfully taught in Executive Development programs, EMBA, MBA, Ph.D., and undergraduate programs. Since joining the Smith faculty, Dr. Kudisch has consistently been honored for being one of the Outstanding (Top 15%) Teachers, and was selected in 2006 for the Allen J. Krowe/Legg Mason Teaching Excellence Award, as well as the Best MBA Team Teaching Award in 2006, 2007 and 2008 for his performance during the GSBA’s Zurich HRM-MBA Blocks.  Dr. Kudisch developed Assessment Centers for the University of Maryland’s EMBA program and the University of Tennessee’s MBA program. As the Director of both assessment programs he has provided feedback to hundreds of executives and students and has selected and trained numerous assessors, role players, and coaches. He has written articles in the areas of assessment centers, personnel selection, managerial credibility, charismatic leadership, and multi-source feedback, and he has presented his research at national and international conferences. |

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| 9/21 **Evening Session** | **Dale Carnegie Training** |
| Description of Session | For more 100 years, professionals have turned to Dale Carnegie's powerful books and winning interactive seminars to help them reach new levels of professional and personal success. His name is synonymous with *How to Win Friends and Influence People* – setting the standard for interpersonal effectiveness –with tenets that are as valid now as when the book was first written. During the session you will learn to achieve results by communicating professionally and confidently in business situations.  This is a rare opportunity to learn from renowned experts at Dale Carnegie Training. Dale Carnegie training session on "How to Win Friends and Influence People"    The guest speaker, a training consultant with Dale Carnegie, will present the principles based on the classic book, "How to Win Friends & Influence People," which has stood the test of time and remained the third best-selling book of all time in nonfiction (over 50 million copies sold).   The speaker will cover presentation skills and the nine human relation principles to becoming a friendlier, more approachable person. Participants will learn how to use these principles to strengthen both business and personal relationships. |
| Reading | ·         How to Win *Friends & Influence* People by *Dale Carnegie* |

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| **9/23 OR 9/24** | **Assessment Center: Iliad Assessment** **(3 time blocks will be offered;** **must select one time block;**t**imes will be in the evening starting at 5pm and later** |
| Outcomes | ·         Demonstrate self-awareness by accurately describing your strengths and development needs |
| Readings | ·         Background File  ·         Preparation document |
| Description of Exercise | Assessment centers have become one of the most creditable methods for truly evaluating a students skills and abilities Assessment centers have been used in business and educational setting to provide critical feedback regarding managerial skills and weaknesses. You will receive objective and behavioral feedback about your managerial skills, which serves as a starting point for your development in college and beyond. Recent research has shown that students who perform well in collegiate assessment centers are offered higher starting salaries than those performing poorly. In addition, research shows students who demonstrate high skills in an assessment center receive promotions more quickly over a five-year post graduation period. Thus, assessment center exercises can be a powerful tool to help students identify their managerial strengths and weaknesses early in their career.  The assessment consists of a comprehensive in-basket exercise,  selection meeting, brainstorming session, business briefing presentation, persuasive presentation. The assessment center evaluates skills that include presentation skills, listening skills, meeting skills, the ability to lead a team, effectively make decisions; prioritize, plan and organize tasks; identify and synthesize relevant information and express ideas clearly.  The assessment center is designed to provide objective feedback on your personal strengths and weaknesses. Assessment center scores are assigned by trained assessors (typically industrial organizational psychologists) who have the ability to compare your performance with similar students across the nation. As mentioned before, sometimes it is truly difficult to recognize personal shortcomings and this assessment center is incorporated in the course to help provide you with an unbiased view of your managerial performance. It is better to recognize – and conscientiously work on to improve – these weaknesses earlier in your career. |

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| 9/28 | **Dale Carnegie Reflection & Exercise** |
| Description of Session | Each student will give a brief presentation (60-90 seconds) using the techniques outlined in the Dale Carnegie workshop. |
|  | ·         Dale Carnegie Resource Material |

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| 10/5 | **Strategic Self-Awareness/ /Understanding Your Personal Effectiveness** |
| Description of Session |  |
| Readings | ·         What Makes a Leader, Harvard Business Review (posted on ELMS)  ·         Mistaking IQ for EQ  ·         "Google’s Quest to Build a Better Boss," New York Times[http://www.nytimes.com/2011/03/13/business/13hire.html?pagewanted=all&\_r=0 (Links to an external site.)](http://www.nytimes.com/2011/03/13/business/13hire.html?pagewanted=all&_r=0) |

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| 10/12 | **Guest Speaker: Ira Koretsky - Chief Storyteller** |
| Description of Class Session | Ira Koretsky founded The Chief Storyteller® in 2002. Based on more than 26 years of experience, research, and refinement, he has developed a process shared internationally to over 25,600 people. This flexible process helps you develop and deliver highly targeted messages to your audiences.  The session will discuss the language of leadership with a focus on how to use your words, body and voice effectively. Specific topics include:  - Identifying the best messages and words interesting to your listeners.  - Focusing your content on answering the questions of your audience.  - Learning a new way of communicating and building relationships.  - Harnessing the power of storytelling to meet your objectives more effectively and more quickly.  Everybody needs to pitch their stories to customers, investors, partners, and employees. |

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| 10/19 | **Guest Speaker: Ira Koretsky - Chief Storyteller** |
| Description of Session | Ira Koretsky will focus on personal branding with a focus on how to differentiate yourself for career success. |
| Readings | ·         Brand Called You Link: [http://www.fastcompany.com/28905/brand-called-you (Links to an external site.)](http://www.fastcompany.com/28905/brand-called-you)  ·         [http://hbr.org/video/3479668068001/to-clarify-your-purpose-reflect-on-your-childhood (Links to an external site.)](http://hbr.org/video/3479668068001/to-clarify-your-purpose-reflect-on-your-childhood) |

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| 10/26 | **Ted Talks** |
| Description of Class Session |  |

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| 11/2 | **Building Effective Teams and Teamwork** |
|  | ·         Why Dream Teams Fail, Fortune  ·         Army Crew Case |

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|  | **Small Group Communication/Everest Simulation** |
| Description of Class Session | Teams drive organizational progress, yet forming and leading high-performance teams is one of the most complex challenges facing any leader.  The dynamics of small group dynamics and teamwork are too complex to be understood in a standard lecture.    As a result, small group communication and problem solving will be explored through the use of a web-based simulation. Using a team ascent of Mount Everest as the backdrop, you will be a  specific role on a team attempting to summit the mountain. The simulation is face to face. Each team member needs to effectively communicate and analyze information regarding how to distribute supplies and oxygen bottles needed for the ascent--decisions which affect hiking speed, health, and ultimately the team's success in summiting the mountain. Failure to accurately communicate and analyze information as a team has negative consequences on team performance. Team members will need to demonstrate skill in asking the right questions and responding to questions in a fashion that allows them to effectively communication the relevant information that is needed.    Advance preparation is essential as students who do not adequately process and review both the description of their roles and the role specific-information that they receive during the simulation will be at a disadvantage throughout the simulation.    You must embrace the role that you have been assigned. Your grade will grade will be based on your individual score.  You will be assigned a team and will report directly to a conference room in VMH. You must bring a laptop computer with you.    The team will need to record the team deliberation while playing the simulation. The Everest simulation is an opportunity to build self-awareness to be more deliberate about how to work in a team and build observation skills so you can take action as team members to help the team operate more effectively. The key objective of recording the Everest simulation is to address the question: What did you learn about teamwork and about your individual conduct from watching the video?  As you watch the recording, it is essential that you apply critical thinking. |
| Readings | ·         Harvard FSS: Fatal Ascent: Leadership Lessons From the 1996 Everest Tragedy.  ·         Permalink: <http://search.ebscohost.com.proxy-um.researchport.umd.edu/login.aspx?direct=true&db=fsv&AN=497xc&site=ehost-live>  ·         Connect the Dots (Review after the simulation is over) |

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| 11/9 | **Motivating Others** |
| Description of Session |  |
|  | ·         Tipping Pint Leadership, Harvard Business Review |

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| 11/16 | **Gaining Power & Influence** |
| Description of Class Session |  |

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| 11/23 | **Leading Others** |
| Description of Session |  |
|  | ·         https://www.youtube.com/watch?v=GU7AnA3ndJE (Olivia Fox Cabane: Charisma, Leadership and the Imposter Syndrome, Talks at Google) |

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| 11/30 | **Leading Change** |
| Description of Session |  |
|  | ·         Who Moved by Cheese  ·         Change or Die, Fast Company |

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| **12/3 Evening Session** | **Change** |
| Exercise | ExperienceChange is a sophisticated, eLearning change management simulation that allows participants to explore and quickly experience change management theory in action. On-line coaching and immediate feedback on the consequences of each decision provide participants with a powerful change management training tool.  The computer simulation is built around the case of a high technology company. Global Tech is showing increasingly poor performance within its dynamic and highly competitive international business environment.    Ultimately, Global Tech is forced to undertake a large-scale organizational change. As is often the case in radical change efforts, employee resistance at Global Tech is at an all time high, and the company is fraught with politics.  Fortunately for Global Tech, a highly motivated team of students are assuming the role of organizational change consultants and will work with the company in building a critical mass of support for the change among the organization’s employees and management.    The simulation repeatedly challenges consulting teams’ ability to manage large-scale organizational change by requiring them to: 1) obtain information from the firm’s members about its readiness to implement particular types of interventions, analyze this information and draw conclusions about its readiness to implement key change interventions; and 2) to make critical management decisions needed to direct Global Tech successfully through its large-scale change effort. |
| Readings | ·         Change or Die, Fast Company Article  ·         Global Tech case  ·         Change Theory Guide |
| Video | http://www.youtube.com/watch?v=fEH6fvU8i7o |

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| 12/7 | **Final Elevator Speech** |