Communication Skills
for Team and Leadership Effectiveness

PGP II (Slot X)
2015-2016
Credit: 1 unit

Instructor: **Prof. Sunil Unny Guptan**
Course Associate: **Debarati Bhattacharya and Surabhi Koul**

Course objectives:

1. *To understand and appreciate the role of communication in team processes and leadership functions;*
2. *To understand and develop competencies to deal with communication issues in team work and leadership situations;*
3. *To appreciate and adapt to differing styles of communication;*
4. *To expand the repertoire and enhance the effectiveness of communication capabilities in the context of leadership and work in teams.*

Course Contents: Number of sessions

1. Role of communication in team and leadership functioning   1
    Suggested Reading:
    1. Powell, G.N. and Graves, L. M. (2003) ' Working in Teams.' *Women and Men in Management,* Thousand Oaks, CA,USA: SAGE Publications, 102-132
    2. DeVito, Joseph (2008) 'Universals of Interpersonal Communication' *The Interpersonal Communication Book,* Boston: Pearsons Education, 5-24.
    3. DeVito, J. A. (2008) 'Nonverbal Messages: Body and Sound.' *The Interpersonal Communication Book,* Boston: Pearsons Education, 223-242.

2. Communication approaches in building teams   2
    Suggested Reading:
    4. Guffey, Mary Ellen (2000) 'Communicating in Teams: Listening, Nonverbal Communication, Collaboration, and Meeting Skills' Chapter II. In *Business Communication,* Singapore: Thomson, South Western, 36-66
    5. O' Hair, H.D., O' Hair M. J. and O' Rourke J.S. (2001) 'Listening and Nonverbal Communication.' *Business Communication-a framework*

for success, Cincinnati: South –Western College Publishing, Thomson Learning, pp 211-240.

6. DeVries, Manfred FR Kets (1999) 'High Performance Teams: Lessons from the Pygmies,' in *Organisation Dynamics,* 27(3) pp 66-77.

3. Communication approaches in leadership development (infancy to maturity of leadership) 2

Suggested Reading:

7. Covey, S. (1992) 'Emphatic Communication.' *The Seven Habits of Highly Effective People,* London: Simon Schuster, 236-25.

8. Conger, J. A. (1998) 'The Necessary Art of Persuasion.' *Harvard Business Review,* (May- June), 84-95.

9. Morgan, N. (2001) 'The Kinesthetic Speaker.' *Harvard Business Review*, (April 2001), 113-120.

10. Raffoni, Melissa (2009) 'Leaders: Frame your message for maximum impact' in *Harvard Management Update,* 14(1), pp 3-4

4. Team roles and communication styles 2

Suggested Reading:

11. Fisher, S.G., Hunter, T.A,. Macrosson, W.D.K, (1998) 'The structure of Belbin's team roles,' in *Journal of Occupational and Organizational Psychology*, 71, pp 283-288.

12. Prichard, Jane S., Stanton, Neville A., (1999) 'Testing Belbin's Team Role Theory of Effective Groups,' in *The Journal of Management Development*, 18(8), pp 652-665.

13. Belbin, R.M., (2006) 'The Five Golden Rules,' in *Training Journal*, (March 2006) pp 30-32.

14. Belbin, R.M., (2010) 'Interpersonal Chemistry in the Workplace,' in *Team Roles at Work*, Oxford: Elsavier Ltd., pp 61-71.

5. Communication and conflict resolution in teams 2

Suggested Reading:

15. Skinner, Merna L (2003) 'Confrontational Communication', in *The Pfeiffer Book of Conflict Management Tools* (Jack Gordon, ed.) (pp 81-85) New Jersey: Wiley.

16. Veagie, Judy I (2005) 'Conflict in communication: Is assertion the right choice ?' in *Health Care Biller,* 14(8), pp 10-12.

17. Bolton, Robert (1979) 'Conflict prevention and control' in *People Skills – How to Assert yourself, Listen to Others and Resolve Conflicts,* New York: Simon & Shuster.

18. Hinds, Pamela J., and Bailey, Dianne E., (2013) 'Out of Sight, Out of Sync: Understanding Conflict in Distributed Teams,' in *Organisation Science,* 14(6), pp 615-632.

6. Leadership styles and communication variable   2

    Suggested Reading:

    19. Pacalli, Lonnie (2006) 'The truth about informal communication', in *The Truth About Getting Your Point Across – and Nothing But the Truth* (pp 199-216) New Delhi: Dorling Kindersley

    20. Ahn, M.J., Adamson, J.S.A., & Dornbusch, D., (2004) 'From Leaders to Leadership: Managing Change,' in *The Journal of Leadership and Organisational Studies*, 10(4), pp 112-123

    21. Woodward, Ian & More, Elizabeth, (2010) 'Leadership Communication at the Edge,' in *Australian Journal of Communication*, 37(1), pp 111-136.

7. Communication in team crisis and stress   2

    Suggested Reading:

    22. Robbins, S. (2000) 'Communication Breakdown: Nine mistakes managers make.' *Harvard Communication Letter*, 3, 9, 1-3.

    23. Rakos, Richard F (1997) 'Asserting and confronting', in *The Handbook of Communication Skills* (Owen DW Hargie, ed.) (pp 289-320) London: Routledge.

    24. McMahon, Gladeana (2008) 'Anxiety at Work' in *Training Journal* (Nov 2008), pp 63-67.

8. Disruptive communication practices in teams   2

    Suggested Reading:

    25. Jones, John E (2003) 'Dealing with Disruptive People in Meetings', in *The Pfeiffer Book of Conflict Management Tools* (Jack Gordon, ed.) (pp 75-80) New Jersey: Wiley

    26. Chitakornkijsil, Pranee, (2009) 'Communication in Global Cultural Teams and International Communication Challenges,' in International Journal of Organisational Innovation (Online), (Spring 2009) 1.4, pp 102-112.

9. Motivational and inspirational communication in leadership   2

    Suggested Reading:

    27. Boohar, Dianne (2007) 'There is no communication around here', in *The Voice of Authority – 10 Strategies Every Leader Needs to Know,* (pp1-14), New Delhi: Tata McGraw Hill.

    28. Wachtman, Edward (2009) 'The persuasive power of story', in *Marketing Management,* 18(1), pp 28-34.

    29. Ahmed, Zia, et al., (2010) 'Managerial Communication: The link between Frontline Leadership and Organisational Performance,' in *Journal of Organisational Culture, Communication and Conflict*, 14(1), pp 107-120.

    30. Kuran, Evrim, (2013) 'Leader as Storyteller,' in Industrial and Commercial Training, 45(2), pp 119-122.

10. Project   3

Pedagogy / Teaching methodology:
Principally workshop methodology and experiential learning to be used with role play, caselets, simulation, situation analysis, etc.

Evaluation critieria:
Evaluation will include peer evaluation and be participative. Some of the components will be graded in groups depending on the nature of tasks and assignment.

<u>Grade weightage</u>

1. Class participation   15 %
2. Review of article in suggested reading   10 %
3. Total (of 8 components below) *   60 %
     a) Communication approaches in building teams
     b) Communication approaches in leadership development
     c) Team roles and communication styles
     d) Leadership styles and communication variable
     e) Disruptive communication practices in teams
     f) Communication in team crisis and stress
     g) Communication and conflict resolution in teams
     h) Motivational and inspirational communication in leadership
4. Project   15 %

*   In item 3, each component has a minimum weightage of 5%. Each student may hike the weight of any 4 component of choice to 10%. The evaluation and grading in the individual components will be based on in-class assignments and activities. They do not need prior preparation.

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