

Annexe A: New/Revised Course Content in OBTL+ Format

Course Overview

The sections shown on this interface are based on the templates [UG OBTL+](#) or [PG OBTL+](#)

If you are revising/duplicating an existing course and do not see the pre-filled contents you expect in the subsequent sections e.g. Course Aims, Intended Learning Outcomes etc. please refer to [Data Transformation Status](#) for more information.

Expected Implementation in Academic Year	AY2024-2025
Semester/Trimester/Others (specify approx. Start/End date)	Semester 1
Course Author * Faculty proposing/revising the course	David Yew
Course Author Email	dksyew@ntu.edu.sg
Course Title	Communication Management Strategies
Course Code	AB0602
Academic Units	4
Contact Hours	52
Research Experience Components	

Course Requisites (if applicable)

Pre-requisites	CC0001: Inquiry and Communication in an Interdisciplinary World; or SP0001: Writing and Reasoning; or AB0601: Communication Management Fundamentals
Co-requisites	
Pre-requisite to	
Mutually exclusive to	
Replacement course to	
Remarks (if any)	

Course Aims

The purpose of this course is to prepare you for the communication challenges that you are likely to meet in the rapidly evolving global business environment. It will help you to present yourself confidently, persuasively and professionally in the way you speak, write and participate in your chosen profession.

AB0602 starts with the basic – and well-rounded – premise that communication theory, strategies and skills are all needed in a highly complementary way for today's young executives preparing for workplace effectiveness. Theory provides a conceptual framework that guides strategy and skills. Strategy allows communicators to make intelligent choices about content, organization, style, tone, delivery, and timing of messages. Skills are needed to craft effective written documents, give constructive feedback, and create as well as deliver persuasive business presentations. Throughout, the emphasis is on the art of persuasion for effectiveness in the corporate context.

In addition, the course addresses other new demands in today's work culture. One such emerging demand is the need for effective small group communication, a skill valued for collaborative work and team building. As such, you will be trained to go beyond prepared presentations to help you operate effectively in contexts which require spontaneous yet formal communication. Such contexts include small talk, meetings, team briefings and group discussions.

Another new demand comes with the prevalence of online communication. To prepare for this trend, you will be guided to enhance your executive presence in both face-to-face and online settings, with special emphasis on social media and personal branding. Building on the theoretical foundation provided by experts, you will learn how to be an effective communicator across each medium – in-person, written or virtually – and in diverse situations.

Finally, this course also offers you the opportunity to acquire an understanding of the Principled Negotiation Framework developed by the Harvard Negotiation Project. You will gain hands-on experience in negotiation through engagement in negotiation simulations.

To sum up, this course is planned to align with the broader vision of preparing you well for the workplace and address the increasingly complex needs of industry. Approximating the real-world work environment and culture to the extent possible for a course, the teaching approach consistently keeps the final outcome in mind: your development as a work-ready young executive able to operate in the corporate context with presence and persuasion.

Course's Intended Learning Outcomes (ILOs)

Upon the successful completion of this course, you (student) would be able to:

ILO 1	Create clear and focused presentations and deliver them with impact
ILO 2	Demonstrate the ability to participate spontaneously in Small Group Communication
ILO 3	Compose coherent, concise and convincing messages by applying theories of persuasion
ILO 4	Apply the Principled Negotiation Framework
ILO 5	Advance the level and depth of class discussion through active participation

Course Content

To enhance your persuasion for effectiveness in the corporate context, theory (like the Strategic Contingency Model, Rhetorical Appeals, Social Judgement Theory, Elaboration Likelihood Model) will be introduced via four key themes:

1. Understanding audiences in today's complex environments
2. Argument-based persuasion
3. Narrative persuasion
4. Rhetorical features in persuasive/ transformational communication.

Such theoretical foundation will shape your application of strategy and skills. For instance, you will learn how to analyse audiences and understand the different communication orientations (whether informational, relational, promotional or transformational) commonly adopted by leaders and executives in the business world.

Under spoken communication, you will be introduced to the following topics:

1. Developing executive presence, including the roles of social media & online branding
2. Presentation skills
3. Handling Q&A
4. Small group communication

For written communication, you will learn strategies for crafting informational, relational, persuasive messages.

Finally, you will learn how to prepare a slide deck report and how to negotiate effectively through the application of Principled Negotiation.

Reading and References (if applicable)

Type	Title	Author(s)	Year	Call number	Location
Main text	Strategising Your Communication In The Global Workplace	David Yew & Ulrike Murfett	2022	https://ntu-sp.primo.exlibrisgroup.com/permalink/65NTU_INS/T/12u36pr/alma991016854746605146	Library Outpost Reserves at The Hive
Textbook for Negotiation	Getting to Yes: Negotiating Agreement Without Giving In (3rd ed.), Penguin Books	Roger Fisher, William Ury, & Bruce Patton	2011	BF637.N4F535 2011	Library Outpost Reserves at The Hive
Recommended texts to go with Main text	Guide to Managerial Communication: Effective Business Writing and Speaking (10th ed.), Pearson Business Communication Today (15th ed.), Pearson Business Communication: Building Critical Skills (6th ed.), McGraw-Hill Irwin	Mary Munter Courtland L. Bovee & John V. Thill Kitty O. Locker & Stephen Kyo Kaczmarek	2014 2020 2014	BF637.N4F535 2011 HF5718.B783 2020 HF5718.L815b 2014	Library Outpost Reserves at The Hive
Recommended text to go with Textbook for Negotiation	Getting Ready to Negotiate: The Getting to Yes Workbook, Penguin Books	Roger Fisher & Danny Ertel	1995	BF637.N4F535 GE	Library Outpost Reserves at The Hive

Planned Schedule

Week or Session	Topics or Themes	ILO	Readings	Delivery Mode	Activities
1	<ul style="list-style-type: none"> Pre-course writing assignment Writing skills pre-course evaluation No physical class this week 	<ul style="list-style-type: none"> Identify and analyse gaps in writing a coherent, concise and convincing message 			<ul style="list-style-type: none"> Review: Writing assignment and Introductory speech tasks on main course site from Tue, 6 Aug, 10 am Submit: Written script on seminar group site by Tue, 13 Aug, 10 am
2	<ul style="list-style-type: none"> Introduction to AB0602 Course overview Strategic Contingency Model Aristotle's Rhetorical Appeals; Introductory speech Presentation skills evaluation; Executive presence Executive presence development and application 	<ul style="list-style-type: none"> Introduce theories, with focus on practical application in persuasive writing and spoken communication 	<p>Yew & Murfett, 2022, pp 1-26</p>		<ul style="list-style-type: none"> Deliver: Introductory speech during seminar Review introductory speech recording Review: Your instructor will provide guidance on resources for executive presence

Week or Session	Topics or Themes	ILO	Readings	Delivery Mode	Activities
		<ul style="list-style-type: none"> n • Identify and analyse gaps in creating and delivering a clear, focused and impactful presentation • Discuss executive presence in communication 			

Week or Session	Topics or Themes	ILO	Readings	Delivery Mode	Activities
3	Spoken communication • Presentation skills • Messages crafting and support • Presentation structure and organisation • Verbal and non-verbal communication • Slide design • Questions and answers; Slide deck report (SDR) 1 • Use of SDR • Contents of SDR	• Introduce effective business presentation skills • Appraise design differences between presentation slides and slide deck report	Yew & Murfett, 2022, pp 27-48		• Review: Individual presentation task on main course site

Week or Session	Topics or Themes	ILO	Readings	Delivery Mode	Activities
4	Written communication 1 • SCM application • Informational, persuasive and negative message strategies • Persuasion in written communication • Structure and organisation • Tone, positive emphasis and goodwill	• Disc uss strat egies for writt en com muni catio n • Revi ew the writi ng assig nme nt	Yew & Murfett, 2022, pp 64-90		• Submit: Self and peer introductory speech evaluation on seminar group site • Activity: Group writing practice (compulsory)

Week or Session	Topics or Themes	ILO	Readings	Delivery Mode	Activities
5	Persuasion • Audience analysis • Social judgment theory • Elaboration likelihood model • Argument-based persuasion (including Toulmin and Cialdini) • Narrative persuasion (storytelling) • Rhetorical features in persuasive and transformational communication; Small group communication (SGC) • Practice session 1	• Intro duce theo ries, with focus pract ical appli catio n in pers uasiv e writt en and spok en com muni catio n • Disc uss and pract ice skills for small grou p discu ssion			<ul style="list-style-type: none"> • Review: Your instructor will provide guidance on resources for persuasion • • Review: Group project task (SGC and SDR assessments) on main course site • Note: should the school designate Week 5 as home-based learning, this session will be moved online; your instructor will provide guidance if that is the case • Review: your instructor will provide guidance on resources for small group communication

Week or Session	Topics or Themes	ILO	Readings	Delivery Mode	Activities
6	Individual presentation assessment (20% of course grade) • In-person five-minute presentation followed by five-minute Q&A	<ul style="list-style-type: none"> • Create a clear and focused presentation and deliver an impactful presentation 			

Week or Session	Topics or Themes	ILO	Readings	Delivery Mode	Activities
7	<p>Written communication</p> <p>2 • Group writing practice review; Small group communication</p> <ul style="list-style-type: none"> • Practice session 2 	<ul style="list-style-type: none"> • Discuss and apply strategies for written communication • Review group writing practice • Discuss and practice skills for small group discussion 			<ul style="list-style-type: none"> • Activity: Individual writing practice (compulsory) • Homework: read negotiation textbook • Review: your instructor will provide guidance on resources for small group communication

Week or Session	Topics or Themes	ILO	Readings	Delivery Mode	Activities
8	Negotiation • Harvard's Principled Negotiation • Negotiation simulation	<ul style="list-style-type: none"> • Introduce Principled Negotiation Framework • Apply principled negotiation through a simulation 	"Getting to Yes"		<ul style="list-style-type: none"> • Homework: e-learning task on principled negotiation

Week or Session	Topics or Themes	ILO	Readings	Delivery Mode	Activities
9	Slide deck reports (SDR) • Review of SDR; Written communication 3 • Individual writing practice review; Small group communication • Practice session 3	<ul style="list-style-type: none"> • Revis e SDR • Disc uss strat egies for writt en com muni catio n • Revie w indiv idual writi ng pract ice • Pract ice skills for small grou p discu ssion 			

Week or Session	Topics or Themes	ILO	Readings	Delivery Mode	Activities
10	Negotiation assessment (10% of course grade) <ul style="list-style-type: none"> • Review of group writing practice from Week 4; Small group communication • Practice session 4 	<ul style="list-style-type: none"> • Apply and analyze principles of negotiation knowledge and use during simulated negotiation • Practice skills for small group discussion 			

Week or Session	Topics or Themes	ILO	Readings	Delivery Mode	Activities
11	Written communication 4 • Review writing principles; Group project consultation • Project team consultation with instructor on group project	• Discuss and apply strategies for written communication • Revisit and review slide deck report writing principles			• Note: For Thursday classes on the Deepavali public holiday (31 Oct), your instructor will provide guidance on how the seminar will be moved online

Week or Session	Topics or Themes	ILO	Readings	Delivery Mode	Activities
12	Small group communication assessment (15% of course grade) <ul style="list-style-type: none"> • 25 to 30 minute group discussion with four to five students 	<ul style="list-style-type: none"> • Apply small group communication principles • Demonstrate practical skills in group discussion 			<ul style="list-style-type: none"> • Review: Writing assessment instructions on main course site

Week or Session	Topics or Themes	ILO	Readings	Delivery Mode	Activities
13	<p>Writing assessment (20% of course grade) • Writing skills evaluation; Slide deck report submission (15% of course grade)</p> <ul style="list-style-type: none"> • Slide deck report creation skills evaluation 	<ul style="list-style-type: none"> • Apply principles of persuasion writing to compose a coherent, concise and convincing message • Apply slide deck report principles and demonstrate practical skills in report creation 			<ul style="list-style-type: none"> • Activity: Two-hour writing test on Wed, 13 Nov, 7 to 9 pm • Submit: SDR on seminar group site by Sun, 17 Nov, 11 pm

Learning and Teaching Approach

Approach	How does this approach support you in achieving the learning outcomes?
Continuous assessment tasks on writing and speaking	<p>The course is interactive, practical, and offers a variety of learning activities – case analyses, individual and group writing tasks, individual presentations, small group communication, tutor and peer feedback, negotiation simulation exercises and off-the-cuff speaking.</p> <p>The learning outcomes for this course are skills which are practical in nature and will enhance both your oral and written communication. The course schedule aims to achieve an overall balance between the two forms of communication.</p> <p>At the beginning of the course, you must complete a written communication task during Week 1. This writing assignment requires you to craft and submit an email via your seminar site. You must also prepare for a spoken communication task for Week 2, where you will deliver an introductory speech in class.</p> <p>Both the writing assignment and introductory speech are to gauge your writing and presentation skills prior to you being taught the concepts and skills in AB0602. Throughout the course, there will be continuous assessment tasks on writing and speaking, which should demonstrate your achievement of the intended learning outcomes as the semester progresses.</p>
Graded tasks	<p>In terms of graded tasks, there will be an in-person individual presentation and a group project comprising a slide deck report and small group communication task. The latter signals the increasing importance of good communication beyond formal presentations with its emphasis on traits like spontaneity, active listening and off-the-cuff contributions. In addition, you will write a negotiation reflection paper and complete a writing assessment with special emphasis on the need to demonstrate persuasion.</p> <p>To maximise your learning in Principled Negotiation leading to the negotiation reflection paper, negotiation cases will be purchased in advance for your use. Do note that you are required to pay for these cases even if you are absent for the lessons proper.</p>
Class participation	Finally, your performance in class participation will also be taken into consideration. Students who are absent without valid reason will be scored zero for the week concerned, which will impact their overall marks. You will be assessed with reference to the assessment rubrics for the various tasks.

Assessment Structure

Assessment Components (includes both continuous and summative assessment)

No.	Component	ILO	Related PLO or Accreditation	Weightage	Team/Individual	Rubrics	Level of Understanding
1	Continuous Assessment (CA): Presentation(Individual presentation)	Create a clear and focused presentation and deliver it with impact (ILO1)		20	Individual		
2	Continuous Assessment (CA): Assignment(Negotiation reflection paper)	Apply the Principled Negotiation Framework (ILO4)		10	Individual		
3	Continuous Assessment (CA): Report/Case study(Writing assessment)	Learn to compose a coherent, concise and convincing message (ILO3)		20	Individual		
4	Continuous Assessment (CA): Oral Test(Small group communication)	Apply effective small group communication principles to participate actively, spontaneously and formally in a small group discussion (ILO2)		15	Individual		
5	Continuous Assessment (CA): Report/Case study(Slide deck report)	Learn to compose a coherent, concise and convincing message (ILO3)		15	Team		

No.	Component	ILO	Related PLO or Accreditation	Weightage	Team/Individual	Rubrics	Level of Understanding
6	Continuous Assessment (CA): Class Participation(Class participation)	Advance the level and depth of class discussion through active participation (ILO5)		20	Individual		

Description of Assessment Components (if applicable)

1. Oral communication: Individual presentation

Learn to deliver a professional presentation and to manage Q&A

Assessment method: Demonstrate an understanding and application of communication outcomes, situational and message design strategies, and verbal and non-verbal presentation skills for a given communication context

2. Negotiation skills

Learn to negotiate

Assessment method: Participate in a negotiation simulation exercise, followed by a written reflection paper to synthesize understanding of the Principled Negotiation Framework

3. Written communication: Writing assessment

Learn to write professional business documents

Assessment method: Demonstrate an understanding and application of communication outcomes as well as situational and message design strategies applied to a written format for a given case study

4. Oral communication: Small group communication

Learn to communicate professionally in a small group setting

Assessment method: Convey information, respond to questions and comments, engage other participants via active listening and contribute to the overall discussion in a group for a given communication context

5. Written communication: Slide deck report

Assessment method: Demonstrate an understanding and application of communication outcomes as well as situational and message design strategies applied to a slide deck format for a given communication context

6. Oral communication: Class participation

Assessment method: Demonstrate a keen learning attitude and contribute in class

Formative Feedback

You will receive written and/or verbal feedback from your tutor on the Individual presentation and Negotiation reflection paper as well as other in-class written and oral tasks. Final grades will be awarded on the basis of continuous assessment (CA), based on the work you do throughout the semester. CA provides a more realistic guide to the development of your communication skills and ample opportunities for feedback, which is essential for the development of these skills.

NTU Graduate Attributes/Competency Mapping

This course intends to develop the following graduate attributes and competencies (maximum 5 most relevant)

Attributes/Competency	Level
Collaboration	Advanced
Communication	Advanced
Influence	Intermediate

Course Policy

Policy (Academic Integrity)

Good academic work depends on honesty and ethical behaviour. The quality of your work as a student relies on adhering to the principles of academic integrity and to the NTU Honour Code, a set of values shared by the whole university community. Truth, Trust and Justice are at the core of NTU's shared values. As a student, it is important that you recognize your responsibilities in understanding and applying the principles of academic integrity in all the work you do at NTU. Not knowing what is involved in maintaining academic integrity does not excuse academic dishonesty. You need to actively equip yourself with strategies to avoid all forms of academic dishonesty, including plagiarism, academic fraud, collusion and cheating. If you are uncertain of the definitions of any of these terms, you should go to the academic integrity website for more information. On the use of technological tools (such as Generative AI tools), different courses / assignments have different intended learning outcomes. Students should refer to the specific assignment instructions on their use and requirements and/or consult your instructors on how you can use these tools to help your learning. Consult your instructor(s) if you need any clarification about the requirements of academic integrity in the course.

Policy (General)

You are expected to complete all assigned pre-class readings and activities, attend all seminar classes punctually and take all scheduled assignments and tests by due dates. You are expected to take responsibility to follow up with course notes, assignments and course related announcements for seminar sessions you have missed. You are expected to participate in all seminar discussions and activities.

Policy (Absenteeism)

Absence from class without a valid reason will affect your overall course grade. Valid reasons include falling sick supported by a medical certificate and participation in NTU's approved activities supported by an excuse letter from the relevant bodies. If you miss a seminar session, you must inform the course instructor via email prior to the start of the class.

Policy (Others, if applicable)

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Last Updated By: Koh Yi Jing