

**Course title: MANAGERIAL COMMUNICATION AND LEADERSHIP**

<b>Lecturers</b>	Full Professor Goran Bubaš, Ph.D., Assoc. Prof. Ivan Malbašić, Ph. D. Antonela Čižmešija, M.Inf.
<b>Language of instruction</b>	Croatian and English
<b>Study level</b>	Master
<b>Study programme</b>	Economics of Entrepreneurship
<b>Semester</b>	2 <sup>nd</sup> (summer)
<b>ECTS</b>	4
<b>Goal</b>	Improving the knowledge and skills related to communication between leaders and managers in business organizations, and in relation to other employees at different levels, groups and teams, as well as representatives of other business organizations. Getting acquainted with communication processes in organizations, as well as processes related to communication in small groups and teams, communication in motivation and leadership, in decision-making, as well as intercultural business communication.
<b>General and specific learning outcomes</b>	
<b>Content</b>	<p><b>1. Organizational communication processes (2+1)</b></p> <p>Areas of research of organizational communication. Theoretical models of communication in the organization. Information processes in the organization. Communication channels and networks in organizations. Formal and informal communication. Rumors. Communication climate. Communication aspects of organizational culture.</p> <p><b>2. Communication between different levels in the organization (2+1)</b></p> <p>Interpersonal and group communication in the organization. Problems in communication between superiors and subordinates. Foundations of individual and group communication behavior in the organization. Communication styles of managers.</p> <p><b>3. Group communication in the organization (2+1)</b></p> <p>Groups and processes of group communication in organizations. Group development in the organization. Individual and group goals. Communication in small groups. Cohesion and norms in the group. Conforming and deviant behavior in a group. Group collaboration. Conducting meetings of working groups and committees.</p> <p><b>4. Communication and skills in leadership (2+1)</b></p> <p>Definitions of leadership and leadership. Communication competence of leaders. Communication processes and theoretical models of leadership. Taxonomies of managerial behaviors. Leadership traits and effectiveness. Competences of leaders and situational relevance of their abilities. The power and influence of a leader. Political behavior. Participatory leadership.</p> <p><b>5. Contingency theories of leadership (2+1)</b></p> <p>Leadership continuum theory. Managerial grid theory. Fiedler's theory of leadership. Path-goal theory. Leadership substitution theory. Other contingency theories.</p>

	<p><b>6. Charismatic and transformational leadership (2+1)</b></p> <p>Attribution theory of charismatic leadership. Transformational versus transactional management.</p> <p><b>7. Teamwork and team leadership (2+1)</b></p> <p>Characteristics of communication in successful teams. Types of teams. Team development. Roles of team members related to tasks and communication. Trust in the team. Effective behavior of team leaders.</p> <p><b>8. Communication in the application of group techniques for creative problem solving (4+2)</b></p> <p>Basics of group communication in creative problem solving. Group creative techniques: brainstorming, writing down thoughts, writing down ideas, nominal group techniques, applying individual techniques in a group. Techniques for choosing a creative solution in a group. Leadership and creative problem solving.</p> <p><b>9. Communication in decision-making processes (4+2)</b></p> <p>Types of decisions and factors influencing decision making. Communication in decision-making processes in a group. Group discussions. Personal factors and communication in decision errors. Advantages and disadvantages of groups in decision making. Groupthink and polarization of the group in decision making. Decision-making communication processes in large organizations. Roles and tasks of leaders in decision making.</p> <p><b>10. Communication in employee motivation processes (2+1)</b></p> <p>The connection between communication and motivation. Basic theories of motivation and communication processes in the organization. Special motivational techniques. Ways of influencing communication to increase employee motivation.</p> <p><b>11. Communication in political behavior in the organization (2+1)</b></p> <p>Status and status symbols in the organization. Impression management. Sources of power of individuals and groups in the organization. Coalitions, cliques, oligarchy and other forms of connecting individuals to interest groups in organizations. Intergroup conflict. Mediation in organizational conflicts.</p> <p><b>12. Ethical leadership and intercultural communication (diversity) in the organization (4+2)</b></p> <p>Ethical dilemmas related to leadership. Creating an ethical climate in organizations. Perceptions of space, time, work, gender roles and hierarchy in different cultures. Explicit and implicit rules in intercultural communication. Dealing with differences. Factors of leader competence in intercultural communication.</p>
<b>Exercises</b>	<p>While performing exercises at seminars the students will practice various skills and techniques in the field of managerial communication and leadership (creative problem solving in groups, teamwork, decision making, employee motivation, political behavior in organizations, intercultural communication, leadership etc.). The following teaching methods are used for seminars: focused discussion, case-study, self-assessment tests and questionnaires, check-lists for the improvement of personal communication behavior, analysis of video-recordings, role playing, written assignments, design of multimedia presentations, polls and interviews, e-portfolio, use of learning management system (Moodle).</p>
<b>Realization and examination</b>	<p>Classes: lectures, seminars</p>

	Examination: written and oral examination, work on seminars, midterm exams
<b>Related courses</b>	<ol style="list-style-type: none"> <li>1. Advanced Leadership Communication, MIT Sloan School of Management, <a href="https://mitsloan.mit.edu/faculty/academic-groups/managerial-communication/courses">https://mitsloan.mit.edu/faculty/academic-groups/managerial-communication/courses</a></li> <li>2. Leading People, Haas School of Business at the University of California, Berkeley, <a href="https://mba.haas.berkeley.edu/academics/curriculum">https://mba.haas.berkeley.edu/academics/curriculum</a></li> </ol>
<b>Literature</b>	<p>Dubrin, A. J. (2014). Leadership: research findings, practice, and skills. Boston: Cengage Learning.</p> <p>Lussier, R.N. (2015). Leadership: theory, application &amp; skill development. Indianapolis: Wiley.</p>