

HIGH POINT UNIVERSITY

MASTER OF ARTS IN COMMUNICATION AND BUSINESS LEADERSHIP

COURSE DESCRIPTIONS

Fall 2021

The Master of Arts Degree in Communication and Business Leadership provides the full complement of analytical and practical life skills resulting in exceptional communicators that employ interdisciplinary principles of business management. This program develops students' strategic thinking and messaging, relationship building, organizational leadership, logical analysis, negotiation, and complex problem-solving abilities.

GRADUATES WITH A MA-CBL DEGREE WILL DEMONSTRATE MASTERY IN:

- **Data-Driven Decision Making** | Identify opportunities in dynamic and uncertain business environments and integrate business concepts with core communication strategies to provide data-driven solutions.
- **Persuasive Communication** | Construct clear, concise, and convincing written and oral communication and integrate technology in message dissemination.
- **Global Leadership Principles** | Display the actions that leaders take to communicate a vision and generate buy-in, understand tactics that create a motivational environment, and respond to intercultural and international issues that impact business decisions and community relations.
- **Team Development Skills** | Foster collaboration and manage group and interpersonal dynamics in a multilevel team environment.
- **Ethical Analysis** | Recognize and respond to legal and ethical dilemmas in decision-making and complex problem solving.

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CORE COURSES

CBL 5000 | STRATEGIC MESSAGE DESIGN

This writing-intensive course provides a general overview to the theories and practices of written, oral, and mediated strategic messaging. Emphasis is placed on understanding how strategic communication can influence public opinion, audience behavior, and organizational outcomes. Students will also examine the role and use of technology to communicate and lead in several workplace settings, ultimately creating a communication plan grounded in best technological practices for use in a number of circumstances, including high-stakes scenarios frequently encountered by those in leadership positions. Throughout the course, students will practice several genres of professional communication that they will encounter in workplaces, gaining the writing and presenting skills they will need to gain and excel in a variety of professional roles.

CBL 5100 | DATA AND DECISION-MAKING

This course examines how to measure public opinion and audience reactions. Topics include what public opinion is, group differences in public opinion, the content of public opinion on certain issues, and public opinion polling methods. In the first half of the semester, students will consider issues of sampling, question wording, how survey information is collected, tactics of audience analysis, and how to read, understand, and analyze quantitative data. Students will also explore focus groups and several techniques to measure audience reactions.

CBL 5200 | PERSUASION, POSITIONING, AND NEGOTIATION

Business people need analytical skills to discover optimal solutions to problems but need persuasion and negotiation skills to get them implemented. The course asks students to learn persuasion and negotiation skills experientially and to understand communication strategies via analytical and theoretical frameworks. The class emphasizes readings, simulations, exercises, and case study analysis.

CBL 5020 | ORGANIZATIONAL BEHAVIOR

A course designed to improve leadership skills of managers. Students will explore how to develop a high performing organization through the study of leadership theory and practices, organizational culture, motivation, decision-making, and group behavior.

CBL 5220 | LEADERSHIP

This course critically examines major theories of leadership through discussions of relevant research and practice. Important aspects of leadership such as leading change, team leadership, and women in leadership are explored. Emphasis will be given to contemporary theories and their application to current political, societal, and business leaders and the issues surrounding them. Students will evaluate their own strengths and weaknesses with respect to leadership and create individualized development plans to improve their leadership skills.

CBL 5010 | PRACTICUM

The goal of this course is for students to develop specific knowledge and skills that professionals need to be successful in the workplace. Students will be provided a menu of practicum options for each semester. Options include, among others, internships/professional experience, research internships, learning new technology, working in NQSC's student-run PR agency, or teaching/training experiences. Graded Credit/No Credit. Can be repeated for credit. One to Two Credit Options

CBL 5950 | CAPSTONE PROJECT I

This capstone course is part one in a two-part series. Students will learn to examine problems from multiple angles and consider the short-term and long-term consequences of decision-making. The semester project, completed over 72-hours, requires students, working in small groups, to analyze a case study and design an action plan. The plan is presented to the course instructor who evaluates its conceptualization, feasibility, and overall presentation.

Graded Credit/No Credit. One credit.

CBL 5960 | CAPSTONE PROJECT II

This capstone course is part two in a two-part series.

Students will learn to examine problems from multiple angles and consider the short-term and long-term consequences of decision-making, especially the ethical implications of the problems and solutions. The semester project, completed over 72-hours, requires students, working independently, to analyze a case study and design an action plan. The plan is presented to a committee that evaluates its conceptualization, feasibility, and overall presentation.

Graded Credit/No Credit. One credit. Prerequisite: CBL 5950

ELECTIVE COURSES

COM 5120 | Quantitative Analysis (THIS COURSE CAN BE SUBSTITUTED FOR CBL 5100--DATA AND DECISION-MAKING.)

The purpose of this course is to provide understanding and skills in quantitative research methods in strategic communication study, with main emphasis on the statistical methods most commonly used in communication research. Quantitative research methods are those in which concepts are operationalized as variables expressed in numerical form.

(We recommend this course as a replacement for CBL 5100 for those students with significant research and analysis backgrounds)

COM 5450 | Public Relations Campaigns

This course combines reality-based and conceptual approaches to campaign developments to provide students with the intellectual tools needed to assume senior management or outside counsel roles in developing and implementing fully integrated communications programs. Students will prepare for campaign management by asking and answering appropriate questions about goals, activities, management, and measurement.

COM 5520 | Crisis Communication

This course provides students with a fundamental understanding of crisis management, risk communication and media relations in multiple contexts. It introduces students to crisis management principles, strategies, tactics, and communications methods. Three Credits

COM 5601 | Organizational Communication

Intensive survey of classical and contemporary organizational communication theory emphasizing current research trends. Advanced readings in such topics as organizational innovation, intercultural organizations, critical theory applications to organizations, computer mediated communication, and employee participation.

COM 5604 | Intercultural Communication

Theories and evidence on factors that facilitate and inhibit communication between representatives of different cultural groups, across national boundaries, and among people of different ethnic backgrounds. Three Credits

CBL 5510 | Media and Public Policy

This course will examine the influence of the media on public policy in the United States. Students will join the instructor in considering various explanations of how the news (and other activities of journalists) affects the policymaking process. This will involve exposure to the major themes of media influence in American politics. We will also consider the role of the media in elections, in public policy debates, and in public opinion formation. Through readings, discussion, and expert guest speakers, we will gain a better understanding of how the media influences American politics and policy, as well as why the media behaves and operates the way it does. The goal is that students will leave the course with a better understanding of the role of the media in American public life, with practical experience in the analysis of news, with knowledge of the laws that affect the media, and with some sense of how to interact with journalists and media when participating in policy-making.

CBL 5610 | Leadership Ethics in a Global Context

This course explores approaches to leadership and analyzes how they address the complex ethical issues faced by individuals and corporations in our global context. It teaches students how to develop and assess ethical solutions by drawing on rigorous philosophical theory. Through collaborative problem-solving and real world case studies, the course engages students in becoming ethical leaders as it equips them with the knowledge and skills to tackle the ethical challenges they face. Three Credits

CBL 5630 | Dynamics of Leadership and Interpersonal Relationships

The class will introduce students to leadership and organizational theories, concepts, and competencies that are integral in their ability to meaningfully connect with others in personal, social, business, organizational, and professional settings. A particular emphasis will be the means by which verbal and nonverbal communication play roles in self-awareness, leader development, and maximizing one's ability to fully engage in meaningful relationships that progress from choice to beginning to deepening and to ending in professional and personal settings. Three Credits

CBL 5699 | Special Topics

Courses will focus on particular issues relevant to students and may be offered in alternative formats (half semester; weekends; one-week). Topics may focus on particular methods, technology, or content.

CBL 5699-01 | Special Topic: Navigating the Challenges of Equity, Diversity, and Inclusion in Your Career

You've landed your dream job and are excited about your career path, not aware that you may run into a "concrete floor" or a "glass ceiling", instances of unconscious bias, and multiple systems, practices, and structures that may hold you back. This hands-on course is designed around those challenges. Students will learn about leadership and organizational theories and practices such as the importance of networks, imposter syndrome, and personal brand. They will become aware of each challenge and build some tools and approaches to help them succeed in when they encounter these barriers, helping others succeed as well.

CBL 5699-02 | Special Topic: Leadership and Change Management

An organization's ability to anticipate, plan for, manage, and navigate through mergers, acquisitions, downsizings and leadership changes and emerge stronger afterward is an important measure of the effectiveness of its leaders. Strategic communication plays a critical role in the change-management process, and students will examine best practices in organizational leadership and change management. Strategic communicators also need to understand organizations' business goals, the motivations of their leaders, and the framework in which business decisions are made.

PRACTICUMS

CBL 5011: Internship (1 credits)

This course enables students to develop practical skills, relate theory to practice and to gain a sound base of industrial experience by working – on a paid or voluntary basis – for a range of organizations. In addition, this course seeks to develop leadership skills to assist students' career trajectories. Students coordinate their own internship site, which must be approved by the internship instructor. Students will occasionally meet as a class and complete assignments related to leadership. Students work a minimum of 45 hours for this practicum. Can be repeated for credit.

CBL 5012: Internship (2 credits)

This course enables students to develop practical skills, relate theory to practice and to gain a sound base of industrial experience by working – on a paid or voluntary basis – for a range of organizations. In addition, this course seeks to develop leadership skills to assist students' career trajectories. Students coordinate their own internship site, which must be approved by the internship instructor. Students will occasionally meet as a class and complete assignments related to leadership. Students work a minimum of 90 hours for this practicum. Can be repeated for credit.

CBL 5013: Instructional Assistant (1 credit)

Instructional assistants work with individual faculty members in classrooms, studio, or labs. Students coordinate their own instructional assistantship, which must be approved by the course instructor. Students work a minimum of 45 hours for this practicum. Students will occasionally meet as a class and complete assignments related to leadership. Can be repeated for credit.

CBL 5014: Instructional Assistant (2 credits)

Instructional assistants work with individual faculty members in classrooms, studio, or labs. Students coordinate their own instructional assistantship, which must be approved by the course instructor. Students work a minimum of 90 hours for this practicum. Students will occasionally meet as a class and complete assignments related to leadership. Can be repeated for credit.

CBL 5015: Research Assistant (1 credit)

Research assistants work with individual faculty members on research projects. Students coordinate their own research assistantship, which must be approved by the course instructor. Students work a minimum of 45 hours for this practicum. Students will occasionally meet as a class and complete assignments related to leadership. Can be repeated for credit.

CBL 5016: Research Assistant (2 credits)

Research assistants work with individual faculty members on research projects. Students coordinate their own research assistantship, which must be approved by the course instructor. Students work a minimum of 90 hours for this practicum. Students will occasionally meet as a class and complete assignments related to leadership. Can be repeated for credit.

CBL 5010: Ethical Decision-Making for Responsible Leadership (1 credit)

Through ethical analysis of case studies and current issues, this course will give students the skills they need to recognize ethical concerns for leaders in business and communications. By engaging in team-oriented discussion and debate, students will learn that successful ethical leadership requires the consideration of multiple perspectives and effective communication with stakeholders. This problem-based learning approach will empower students to address ethical challenges faced by leaders and to apply those skills in their capstone project.

CBL 5010: Media Training for the Spokesperson (1 credit)

This course examines the methods and practices involved in being an effective spokesperson, with a particular focus on preparing for media interviews. The course will explore concepts related to effective on-camera performance during interviews. Students will identify and plan strategies to create messages that will resonate with reporters.

CBL 5010: Effective On-Camera Communication for Leaders (1 credit)

Effective leaders must be able to communicate effectively to members of their organizations and external audiences. Often this communication takes place through some form visual medium. This course will teach students the basic performance skills necessary to successfully communicate as an on-camera spokesperson. Students will discuss common production situations they may encounter and how to prepare for them. Projects will focus on interviews, videoconferencing, presentations, and teleprompter usage. Students will also develop coaching skills that will enable them to aid others in their organization that may be required to perform on-camera.

CBL 5010: Reputation Management (1 credit)

Reputation Management has now joined Production, Finance, Marketing and Information Technology as a skill savvy leaders need to understand and direct in order for their organizations to be successful. Perceptions become reality in today's world, and the way customers, employees, government, the media "FEEL" about a specific company or institution has a direct impact on its revenues and mission. In this course you'll unpack ways to create and promote an accurate and persuasive image for your organization. Because of content overlap, not recommended for strategic communication majors.

CBL 5010: Brand Management in the Social Media World (1 credit)

Social media is a powerful force in the communication realm, for positive and negative ends. Companies working to manage the perception of their brands on social media have to balance cooperative and supportive employee policies with control of brand images and messages. Using real world examples, this workshop will explore the creation and implementation of policies intended to help companies ensure their employees and supporters are well prepared to use social media to be "ambassadors" for their brand. Students will write their own policy for a brand of their choice that could be implemented in a real-world situation.

CBL 5010: The CBL Book Club--Emerging Leadership (1 credit)

Learn about leadership from proven leaders under the guidance of the former president of London Fog, Industries and Lexington Home Brands. In this "book club" you will read, discuss, and present about leadership lessons.

CBL 5010: Negotiation and Conflict Resolution (1 credit)

In this workshop, you will come to recognize the pervasiveness and importance of negotiation as a conflict resolution strategy. You will acquire a new repertoire of negotiating skills that equip you to deal with a variety of conflict conditions and circumstances.

CBL 5010: Project Management (1 credit)

Using a project team approach, students are exposed to the fundamentals of project planning, scheduling and budgeting. Both project leaders and team members learn approaches used in organizing efforts and communicating goals while managing risks, maintaining project task focus, and avoiding wasteful activities.

CBL 5010: Investor Relations (1 credit)

This course examines the theories, strategies and tactics of investor relations (the process of communicating with investors to allow them to make an informed investment decision regarding a corporation's stock). As part of the requirements for this course, students will choose a publicly held corporation to follow as a hypothetical client throughout the semester, and will determine how best to manage communication with that client's financial stakeholders. Students will learn the basics of equity securities and will create communication materials such as press releases and investor presentations.

CBL 5010: Pep talks: A practicum for powerful presentations (1 credit)

You'll develop a core life skill, master stage fright, and strengthen your personal performance. Learn to provide positive feedback, communicate clearly, and engage your audience. As you hone your communication skills, you become a stronger leader and inspire success in others.

CBL-5010: Marketing and Product Placement (1 credit)

Product marketing, also known as "launching" a product, is the process of bringing a new product to market and plays an increasingly critical role in the rate a company's product development and branding functions succeed, or don't. It is left up to marketing content and creative specialists professionals to create the unique and persuasive sales and marketing collateral to support both the placement and accompanying knowledge of these products. In this course, we will operate as a workshop for perfecting the craft of creating the vital aids that help companies push their products and/or services in alignment with their brand, mission, and overall goals.

CBL-5010: Risk Management (1 credit)

Risk management is essential for the well-being of any organization including for-profits, non-profits and government agencies. This course explores best practices in identifying, assessing, minimizing, communicating and monitoring risks. Students will develop an in-depth risk management plan for an organization.

CBL-5010: Creative Professional Branding (1 credit)

Students will use advanced professional writing and design techniques and technologies to craft a creative and professional digital presence for use in employment searches, business and organization start-ups, and professional growth. Students will utilize various digital tools and social media platforms and create professional artifacts for use in their branding portfolio. These artifacts, among others, will include a professional logo, letterhead and business cards, personal or business/organization website, and a professional web presence using social media technologies.

CBL-5010: Design Thinking (1 credit)

The Design Thinking process uses a qualitative, empathetic, multi-disciplinary approach to solving complex or “wicked” problems. Companies such as Apple, General Dynamics, Proctor and Gamble, and GE have employed Design Thinking to help with product development and process implementation. This workshop will teach students the strategies and tools needed to employ the Design Thinking process and help them gain the knowledge and skills needed to manage and implement Design Thinking across a multitude of various venues.

CBL-5010: Movie Talk Night: Exploring Leadership through Film (1 credit)

Learn about leadership, and what society thinks leadership looks like, from an award winning screen writer. In this practicum, you will view, discuss, and present about the leadership styles depicted in a variety of films.

CBL 5010: Teamwork Skills: Communicating Effectively in Groups (1 credit)

This course will focus on effective teamwork and group communication skills essential for professional and personal success. Topics covered will include understanding human interaction in groups; building team cohesion; managing conflict, difference, and diversity; improving group communication in virtual environments; and working more effectively as a team. The goal of this course is to help you understand these important dynamics of group communication and learn how to put them into practice to improve your overall teamwork.

COM 5005: Teaching Higher Education (1 credit)

The goal of this course is for students to develop specific knowledge and skills that professors need. Students must be interested in pursuing a career in academia. Students will observe professors, write syllabi and lesson plans, and conduct a class.

COM 5005: Public Relations Agency (1 credit)

The goal of this course is for students to develop specific knowledge and skills that professionals in the PR field use. Students must have completed the undergraduate PR agency course.