



Because learning changes everything.®

# Teaching Online in an Uncertain Time

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# My Background with Online Teaching

The image shows a composite of two website screenshots. The top-left screenshot is the USC Marshall School of Business website, featuring the title "The Online MBA That's Built for the Future" and a video player with the text "Tradition Forward. Future Built." The top-right screenshot is the VBP Project page, which includes a navigation menu, a breadcrumb trail, social sharing options, and a "Welcome to VBP!" section with a description of the Virtual Business Professional project and a VBP logo.

**USC Marshall School of Business**

## The Online MBA That's Built for the Future

USC Marshall's Online MBA exemplifies the university's tradition of excellence and innovation. Watch this short video to see the interactive learning environment firsthand as students engage with the curriculum, faculty, and each other. Connect with an enrollment counselor today to learn more.

**Tradition Forward. Future Built.**

**VBP Project**

Home > Departments > Business Communication > VBP Project

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### Welcome to VBP!

The Virtual Business Professional (VBP) is a six-week project that gives students real-world experience using communication and collaboration technologies employed in today's corporate environment. Using a state-of-the-art social collaboration platform that is powered by Artificial Intelligence, students plan and hold virtual meetings, collaboratively conduct research, co-author documents, and use project management tools. Students hone their virtual and cross-cultural collaboration skills while developing cutting-edge solutions for our company partners.

**VBP**

- NEWS & EVENTS
- FACULTY
- FEATURED GUEST SPEAKERS
- CURRICULUM
- THOUGHT LEADERSHIP INITIATIVE
- PUBLICATIONS
- VBP PROJECT
  - ABOUT US
  - LEARNING WITH VBP
  - RESEARCHING WITH VBP
  - VBP COURSE MATERIALS
  - CONTACT US
- CASE STUDY INITIATIVE

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# The Definitive 10 Principles for Effective Online Teaching

1. Engagement
2. Engagement
3. Engagement
4. Engagement
5. Engagement
6. Engagement
7. Engagement
8. Engagement
9. Engagement
10. Engagement

# Meeting Outside of Class

# Maintain BUSY Virtual Office Hours

- Double your office hours.
  - Create a sign-up space.
  - Insist on students coming to your office hours.
-

# Online Class Sessions

# Reduce your PowerPoint time

Harvard Business Review


Meetings | How to Combat Zoom Fatigue

MEETINGS

## How to Combat Zoom Fatigue

by Liz Fosslien and Mollie West Duffy

April 29, 2020




Forbes

Billionaires Innovation Leadership Money Business Small Business Lifestyle

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EDITORS' PICK | 11,942 views | Apr 30, 2020, 11:12pm EDT


## Here's Why You're Feeling Zoom Fatigue

 **Yola Robert** Senior Contributor @ForbesWomen  
*I cover leveraging failures into success & everything in between.*

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t

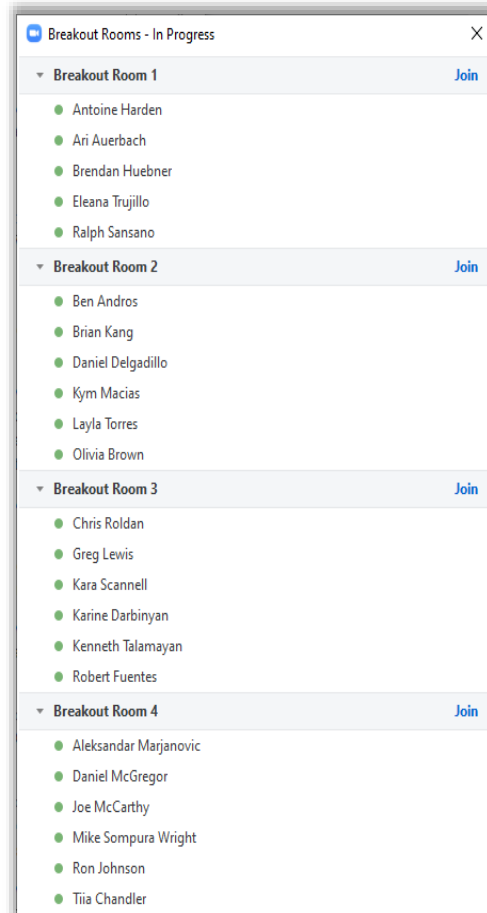
in





# Use More Activities Than Usual *AND* Involve Everyone

## *Breakout Rooms*

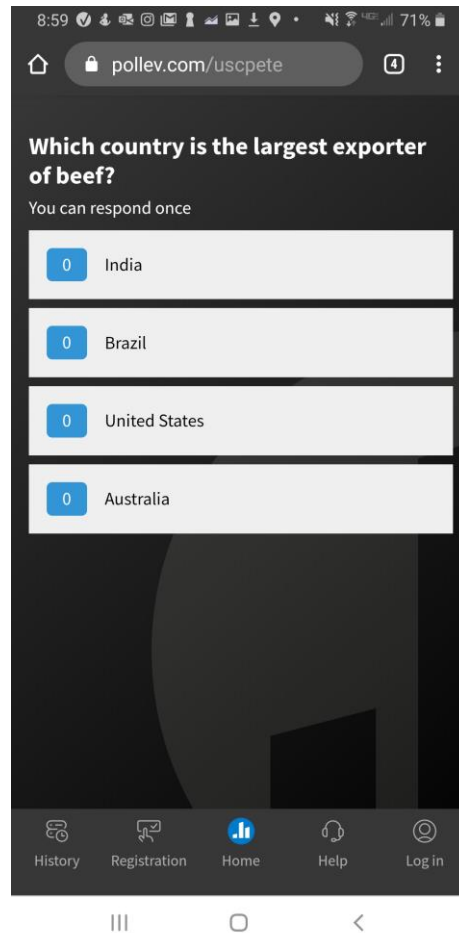


### Activities:

- Case discussions
- Role plays and simulations
- Solving a problem
- Team projects

# Use More Activities Than Usual *AND* Involve Everyone

## *Polls*



Ice Breakers

Class Decisions

Self Reflection

Reactions to Cases or Problems

Knowledge Checks

[pollev.com/uscpete](https://pollev.com/uscpete)

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# How much time do you spend in online meetings each day?

Less than an hour

1 to 2 hours

2 to 3 hours

3 to 5 hours

More than 5 hours

Start the presentation to see live content. For screen share software, share the entire screen. Get help at [pollev.com/app](https://pollev.com/app)

When poll is active, respond at **Pollev.com/uscpete**

Text **USCPETE** to **37607** once to join

**What ONE WORD comes to mind when you think of online teaching?**

**In January, Carnival stock was selling for \$51. Now, it's selling for \$14. What's your recommendation for this stock?**

Buy

Sell

Hold

Start the presentation to see live content. For screen share software, share the entire screen. Get help at [pollev.com/app](https://pollev.com/app)

**Next week, we'll talk about crisis communication. Which of the following cases do you want to spend the most time discussing?**

Facebook

Nike

Lululemon

United Airlines

Start the presentation to see live content. For screen share software, share the entire screen. Get help at [pollev.com/app](https://pollev.com/app)

# Which country is the largest exporter of beef?

India **A**

Brazil **B**

United States **C**

Australia **D**

Start the presentation to see live content. For screen share software, share the entire screen. Get help at [pollev.com/app](https://pollev.com/app)



# Use More Activities Than Usual *AND* Involve Everyone

## *Chat*

- Set guidelines for the chat feature
- Use chat for specific purposes
- Set limits on chat
- Assign a chat monitor

From Me to All panelists:

Hi! I just joined!

From Me to All panelists and attendees:

Did I miss anything important?

From Molly Parker to All panelists and attendees:

No, we're just getting started! Glad you're here!

No, we're just getting started!

From Me to Molly Parker: (Privately)

I'm excited to be presenting!

From Molly Parker to Me: (Privately)

Thanks for joining us!

# Use More Activities Than Usual And Involve Everyone

## *Class Discussions and Debriefs*

- Use a class list to ensure you call on everyone (cold calling).
- Explicitly set limits on comments.  
“In less than one minute, explain. . .”
- Refer to asynchronous work and comments.

# Don't Worry About Covering Everything – Know What Is Most Essential.

- Know what the most important takeaways are from each class session/unit.
- Avoid the impulse to rush any content.



# Mix It Up and Include Breaks (Avoid formulaic class sessions.)

## Class Session #1

Mini-Lecture (15 minutes)

Class Discussion (15 minutes)

Individual Activity (5 minutes)

-- BREAK --

Small Group Activity (15 minutes)

Debrief (15 minutes)

Announcements (5 minutes)

## Class Session #2

Small Group Activity (15 minutes)

Debrief (5 minutes)

Mini-Lecture (10 minutes)

Role Play (5 minutes)

Debrief (5 minutes)

-- BREAK --

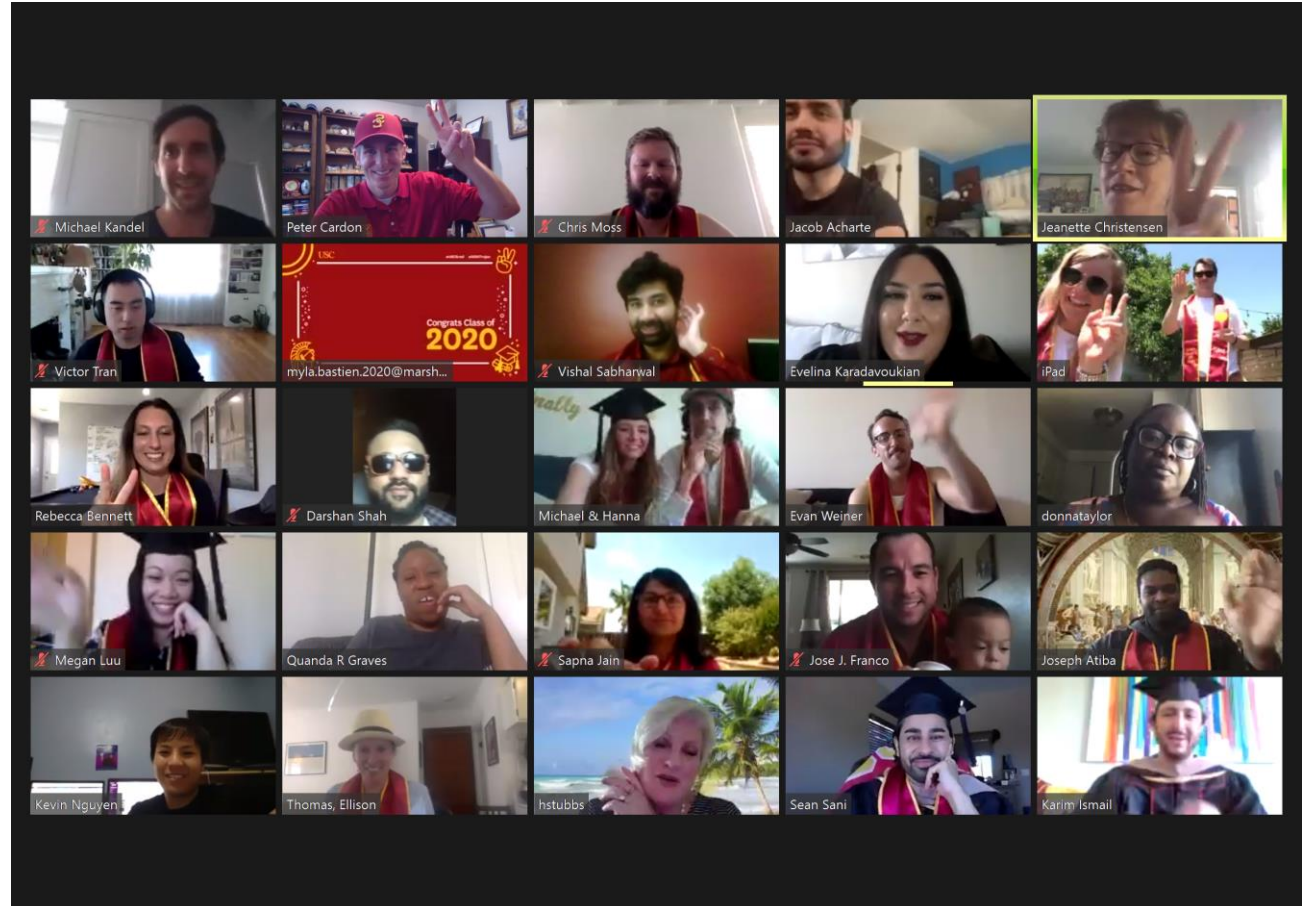
Small Group Activity (5 minutes)

Individual Activity (5 minutes)

Small Group Activity (15 minutes)

Announcements (5 minutes)

# Smile a Lot



# Keep It Simple

- Try one new type of activity each class session
- Try one new technology or one new use of a technology each class session

# **Asynchronous Online Activities**

# Maintain a Variety of Asynchronous Learning Activities, But Maintain a Fairly Regular Weekly Structure

## Class #1

- Weekly Quiz
- Weekly Individual Activity
- Weekly Discussion Forum

## Class #2

- Weekly Group Activity
- Weekly Presentation Exercise
- Weekly Case Analysis



# Connect Exercises

## Written Cases

5. Holding a Difficult Conversation

### Holding a Difficult Conversation

This activity is important because, as a professional and as a manager, you'll frequently face awkward and uncomfortable conversations, which are often referred to as difficult conversations. The most effective professionals learn to embrace these conversations and apply effective communication principles.

The goal of this exercise is to demonstrate your understanding of principles that help professionals manage difficult conversations more effectively.

Read the case below and answer the questions that follow.

Ed and Barry had worked together for over five years. In fact, they considered one another close friends.

Recently, however, their relationship has been strained. Ed thought Barry was giving him too much work to do without any real reward or incentive. As a result, Ed had repeatedly cancelled family plans to get the work done. Barry, on the other hand, didn't understand why Ed was treating him so coldly in recent weeks.

Finally, Ed decided he had to say something. He thought about saying, "Barry, you're ruining my life with all the work assignments." Instead, he said, "Barry, lately I've felt overworked and wondered if we could talk about my work assignments."

Barry was angry when he heard Ed say that. Barry thought about lashing out. Instead, he realized he was overreacting emotionally. He paused momentarily, then said, "Ed, I'm sorry you've felt overworked. Can you tell me why you've been feeling that way?"

Later in the conversation, Ed thought about saying, "If you can't give me a more manageable workload, maybe it's time to move me into a different team." Instead, he said, "I'm really hopeful I can get a more manageable workload soon. What do you think are the best options to make that happen?"

Barry replied, "Ed, I don't want you to feel overworked. In fact, I don't want you to put in more hours than anyone else on the team, including me. Let's figure out how to improve your situation."

Ed initially wondered if Barry was being sincere. He quickly thought to himself, "Barry and I have worked so well together for so many years. I know he wants to help me out. I need to hear him out and try to work out a good solution in this case."

An hour later, Ed and Barry had cleared the air on several matters. They had worked out a plan to ensure Ed had a more manageable workload while also living up to the expectations of his work role.

References

Case Analysis	5. Holding a Difficult Conversation
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5b. Barry was angry when he heard Ed say that. B...

Barry was angry when he heard Ed say that. Barry thought about lashing out. Instead, he realized he was overreacting emotionally. He paused momentarily, then said, "Ed, I'm sorry you've felt overworked. Can you tell me why you've been feeling that way?" What principle of holding a difficult conversation is most at play here?

→  staying calm and overcoming noise

avoiding exaggeration

finding common ground

assuming the best in others

1. Identifying Noise in Interpersonal Communication

## Identifying Noise in Interpersonal Communication

This activity is important because in most professional situations, noise will get in the way of communicating effectively and achieving shared meaning. The common forms of noise include physical noise, physiological noise, semantic noise, and psychological noise. Your ability to recognize these types of potential noise in your various interpersonal encounters will help you communicate much more effectively.

Read this case of several team members holding a meeting. Then, identify the types of noise that are impacting their ability to achieve shared meaning.

Tina, Mel, and Jacqui sat down for a tense meeting. Their team hadn't reached their sales goal for the quarter.

Tina started off the meeting, "No one's at fault here. Let's just focus on the future." Mel was skeptical that's what Tina really meant. He had heard the phrases "no one's at fault" and "focus on the future" so many times. In his experience, these phrases really meant "we're at fault" and "let's figure out how to correct our mistakes."

Jacqui was worried. She was just thinking about her past few performance evaluations. She had been rated below average several times. She thought, "Would the latest failure lead to another bad review for me?"

Mel and Jacqui didn't immediately respond in any way. Tina felt this was an awkward silence, and she wondered whether Mel and Jacqui were mad at her for calling this meeting.

Tina asked, "Jacqui and Mel, do you have some ideas about where to focus our efforts this next quarter?"

Mel adjusted his hearing aid and said, "Tina, I didn't quite catch that. Could you say that again?"

Tina asked the question again. A nearby colleague's computer started broadcasting a YouTube video. Jacqui said they should focus on long-term customers. Tina responded, "I can't quite hear everything. Do you mind repeating that?"

References

Case Analysis	1. Identifying Noise in Interpersonal Communication
---------------	---

1a. Tina started off the meeting, "No one&...

Tina started off the meeting, "No one's at fault here. Let's just focus on the future." Mel was skeptical that's what Tina really meant. He had heard the phrases "no one's at fault" and "focus on the future" so many times. In his experience, these phrases really meant "we're at fault" and "let's figure out how to correct our mistakes." What type of noise is most relevant in this instance?

→  semantic noise

physiological noise

physical noise

psychological noise

# Connect Exercises

## Video Cases

### Using Emotional Intelligence to Show You Care

Managers need to be prepared to handle employee situations with empathy and emotional intelligence (EI). The goal of this activity is to demonstrate sincere interest in others and show your emotional intelligence in challenging situations.

Wang-Li, an engineer at Cog Engineering, just learned that he must fly back home to China for a family emergency. How do his managers react to his telling them about the situation? How would you?

Click the ► button to watch the video. Then, answer the questions that follow.



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References

### 9. Navigating Communication Challenges with Respect

## Navigating Communication Challenges with Respect

In the workplace, team meetings are important spaces for checking progress, assigning tasks, and communicating information with the team. Etiquette during meetings, whether you are managing the meeting or participating, can be critical to the meeting's success. This activity is important because the ability to run a meeting respectfully can help a team work more effectively.

Teletalk will soon be acquiring Vericomm, and in preparation for the merger, Teletalk's Mergers and Acquisitions team is researching logistics related to new office space and personnel. The team is holding a meeting to discuss progress, and the company's new senior vice president decides to sit in on the meeting. How are the team members communicating with one another? How is the manager handling the situation? How would you?

In the video, you'll see the following professionals:

- Christy, senior manager with a gray suit
- JT, senior vice president with a light suit and tie
- Natalia, project manager
- Ash, project manager

Click the ► button to watch the video. Then, answer the questions that follow.



# Connect Exercises

## Drag and Drop

### 4. Steps in Active Listening

## Steps in Active Listening

Listening to others is one of the most valued and valuable communication skills, especially for business managers and leaders. The active listening process involves six steps: (1) paying attention, (2) holding judgment, (3) reflecting, (4) clarifying, (5) summarizing, and (6) sharing.

In this exercise, you will identify behaviors that are associated with these steps of active listening.

Read the overview below and complete the activities that follow.

Roll over each phrase to see a behavior related to active listening. Then drag the item to the most relevant step: paying attention, holding judgment, reflecting, clarifying, summarizing, or sharing.

Lisa complained	Asking about morale	Asking about key points	Offering own views	Thinking about comments
Asking about a directive	Asking about ideas	Asking about metrics	Asking about concerns	Checking understanding

#### Holding judgment

Lisa complained
Thinking about comments

#### Paying attention

Asking about morale
---------------------

#### Summarizing

Asking about key points
Asking about concerns

#### Sharing

Offering own views
--------------------

#### Reflecting

Asking about a directive
Checking understanding

#### Clarifying

Asking about ideas
Asking about metrics

## 2. Behaviors Associated with Emotional Intelligence

# Behaviors Associated with Emotional Intelligence

Effective communication is facilitated by emotional intelligence, which is comprised of four elements: self-awareness, self-management, empathy, and relationship management.

In this exercise, you will identify behaviors associated with these four elements of emotional intelligence.

Read the overview below and complete the activities that follow.

Roll over each of the phrases to view a behavior associated with emotional intelligence. Then drag it to the most appropriate category of emotional intelligence.

Discuss frustrations	Talk about work
Talk about others' needs	Know strengths
Encourage opposition	Make convenient
Welcome criticism	Understand situations
Provide feedback	Stay optimistic

#### Self-Awareness

Know strengths
Understand situations

#### Self-Management

Discuss frustrations
Talk about work
Stay optimistic

#### Empathy

Talk about others' needs
--------------------------

#### Relationship Management

Encourage opposition
Make convenient
Welcome criticism
Provide feedback

# Connect Exercises

## *There Are Many Options Open to All of Us*

select a question source ✕

Business Communication: Developing Leaders for a Networked World (4e ▾)

[Use the dropdown menu to access course-wide content](#)

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[GoReact Orientation Videos](#)

---

[Document Makeover Exercises](#)

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[Grammar and Usage Quizzes](#)

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[Chapter 01 - Establishing Credibility](#)

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[Chapter 02 - Interpersonal Communication and Emotional Intelligence](#)

select a question source ✕

Create your own question ▾

select a question type:

- [Check All That Apply](#)
- [Essay](#)
- [File Attachment](#)
- [Fill in the Blank](#)
- [Matching](#)
- [Multiple Choice](#)
- [Numeric Response](#)
- [Ranking](#)

[cancel](#)

# Discussion Forums

1. Choose a discussion topic that's perplexing and without clear answers *but* with which students can form an opinion fairly quickly (5 to 10 minutes).
2. Base the discussion topic on real events that you can supplement with short videos or opinion pieces.
3. Create discussions that help students accomplish larger projects.
4. Make sure students know you're paying attention to the discussions (by rewarding with points, adding short comments here and there) but ***allow students to own the conversation.***
5. Refer to online discussions during in-class sessions.

# **Make It All an Integrated Experience**

## Thank You!

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