COMMUNICATION MANAGEMENT CONSULTING

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OBJECTIVES

The course is comprised of lectures and case studies. The lectures, under the form of presentations, will outline key Communication Consulting concepts, tools and frameworks and bring them to life with a wide array of real world examples. The cases complement the lectures and offer the opportunity to actively apply the concepts presented in the lectures (as well as in the reading materials) and develop your own understanding of how to address Communication Consulting issues.

The objectives are:

1. Demonstrate understanding of the skills and techniques necessary to effective consulting.
2. Demonstrate understanding of typical organizational communication problems and the types of communication expertise necessary to address them.
3. Demonstrate proficiency in facilitating at least some of the following: training exercises, cases, simulations, games and other active learning experiences.
4. Demonstrate understanding of how to evaluate consulting and training activities, identifying strengths and weaknesses.

COURSE CONTENTS

This course provides an introduction to the art and methods of consulting particularly applied to communication problems in organizational settings.

It will provide a working knowledge how to conduct in depth communication audits as well as develop value-added consulting tools.

This course will help you putting theory into practice as you work with your client to diagnosis and assess an organizational communication problem and propose instructional learning interventions.
PROGRAM

SESSION 1
Introduction and Overview of the Communication consulting.

SESSION 2 & 3
Foundations of Management Consulting.

SESSIONS 4 & 5
Skills and techniques for a better communication.

SESSION 6
Client relationship: we can work it out, negotiating and bargaining.

SESSION 7
Visit to an organization / company.

SESSION 8 & 9
Contracting and how to deal with a client. Preparing feedback and coaching a client.

SESSION 10 & 11
Discovery and data collection. Audience analysis: Identifying, understanding resistance and dealing with resistance, and ranking your audiences.

SESSION 12
The importance of the non verbal communication.

SESSION 13
Following the correct path: The guiding lights of ethics and audits.

SESSION 14 & 15
Summary of the course: Ten top issues you must not forget about consulting.
EXAM: To solve a practical case.

EVALUATION CRITERIA

The evaluation is based on:

- Classes preparation & participation: 30%
- Individual case reports: 45%
- Group reports & presentations: 25%
Class Preparation & Participation: (30%)

Your active and informed participation in class is central to creating an engaging and productive learning environment for everyone. It is expected that you come prepared to all of the sessions and are ready to answer questions and provide insights that help move the discussions forward. Coming prepared to class is not just a matter of having read the materials and cases, but having developed a point of view that will enable you to productively participate in class. I will cold call during the sessions to make sure everyone participates.

You class preparation & participation will be evaluated along the following parameters:

- Are you present and on time?
- Have you demonstrated that you have read the materials and prepared the cases?
- Do you raise questions about any topics or issues you don’t understand fully?
- Do you actively participate in class with new ideas and insight that help further the discussion?
- Are your contributions clearly articulated with supporting rationale?
- Are you an active listener and in tune with what others have contributed in class?

Individual case reports (45%)

You will be required to prepare two individual case reports. The individual case report will require writing a case brief based on one of the cases discussed in the course; the following format should be followed:

- **Problem definition:** brief explanation (2 to 3 sentences) of what is the problem deployed in the case. Please, focus on the problem not on the symptoms. All the analysis should be based on that definition.
- **Situation analysis:** Summary of the key issues that will lead to final recommendation and implementation. Focus on relevant facts to the problem definition.
- **Alternatives:** Write down a minimum of 2 options you have considered but finally dismissed. Identify pros and cons for every option.
- **Recommendation:** Describe and evaluate your recommendation. Pros and cons.
- **Plan implementation:** Develop an implementation plan for the recommended option.

Please, prepare a brief document easy and fluid to read. The objective of this exercise is to learn how to read good executive summaries which allow the reader to see that a thorough analysis to support your recommendation has been done.

Brief cases should not exceed 2 to 3 pages (exhibits should be attached). Reports will be handled to the professor at the beginning of the session in which the case will be discussed.

Group reports and presentations (25%)

Any of the class group will prepare a report on one case, to be presented to the class. Presentation must be done in power point format. The cases to be worked in group will be accorded by the professor to any of the groups, two weeks in advance.