



Wharton Communication Program

Management Communication

WHCP 6190

SYLLABUS

MBA Program for Executives

Spring 2023

Wharton Communication Program

Management Communication

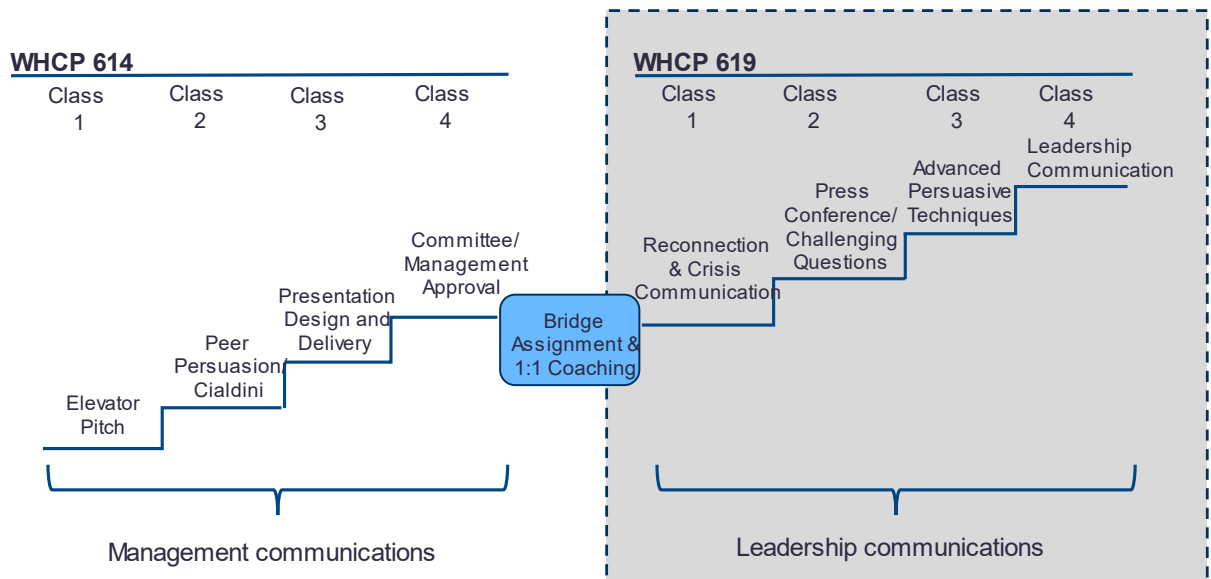
WHCP 6190

Introduction: Building upon skills learned in WHCP 6140, this course will provide additional opportunities to develop, practice, and receive feedback on various types of leadership communication. While WHCP 6140 focused on communication strategies to effectively move an idea or change initiative forward inside an organization, WHCP 6190 focuses on the communication aspects of broader, more far-reaching events affecting multiple stakeholder groups. An example could be a major crisis such as COVID-19, or a significant organizational change/opportunity such as new leadership.

Students will learn tools, techniques, strategies, and approaches to communicate effectively as a leader in times of great change, crisis, and opportunity. Similar to WHCP 6140, the class will consist of a blend of lectures, class discussions, and student presentations with instructor and peer feedback.

Class Sequence:

WHCP 614 and WHCP 619 Sequence



The course consists of four classes focused on the following themes:

- **Crisis Communication:** High stakes communication to key stakeholder audiences when an organization is in crisis.
- **Media Interviews:** A simulated media event with opening statements and responses to challenging questions under pressure.
- **Advanced Persuasion:** Workshop to build proficiency with techniques such as storytelling, use of metaphor and visualization, and advanced framing.
- **Leadership Presentations:** Communicating vision through inspirational presentations.

Assignments and Grading:

Reflective Assignment	5 points
Discussion Board	5 points
Opening Statement	10 points
Presentation Template	15 points
Inspirational/Visionary Presentation	35 points
Classroom Participation	<u>30 points</u>
Total	100 points

Please note the following details about assignments:

- **You must complete all assignments** in order to pass this course and do so **on time** to receive full credit.
- All assignments, including presentations, submitted more than one week late will receive zero points.
- Class participation will be graded on attendance, class contributions (providing meaningful feedback in class and being an attentive audience member), and timely completion of ungraded assignments.
- Students are responsible for compliance with the WHCP Ethics Matrix found on Canvas.

Attendance Policy:

- Students are required to attend and come prepared for all class sessions. If you are unable to attend class, contact your instructor ahead of time.
- Students missing class due to an excused absence will be given the opportunity to attend a virtual class given at the same time as their regularly scheduled class. If you are unable to attend the virtual class contact your instructor to make alternative arrangements.
- **Students missing more than one class – for any reason - will not pass the course.**

Required Reading: All required readings can be accessed from the WHCP 6190 Canvas site. On the left side of the page, you'll find the Study.Net Materials link. Use that link to access all required readings unless otherwise noted.

Mask Policy: Per University policy, masks may be required in the classroom based on instructor prerogative. Your instructor will communicate their classroom mask policy prior to the first day of class via an email and Canvas announcement.

Electronics & Note-taking Policy: All students are expected to be fully engaged with the instructor, class content, and one another throughout the entirety of the class. Use of mobile or electronic devices without instructor permission may result in the deduction of participation points.

WHCP 6190 Course Overview

CLASS	CONTENT/FOCUS	ASSIGNMENT DUE	POINTS
1	Reflective Assignment Review and Crisis Communication	Reflective Assignment	5
2	Media Interviews and Leadership Communication Strategies	Discussion board post (due 48 hours before class) 1-minute opening statement 10 challenging questions	15
3	Workshop to Enhance Leadership Presentation	Topic selection for leadership presentation Presentation template	15
4	Leadership Presentations – Vision/Inspiration/Thought Leadership	5-minute inspirational/visionary presentation with Q&A	35
ALL	Class participation	Providing meaningful feedback, participating in class and on the discussion board, and being an attentive audience member	30
		Total Points	100

Course Overview:

Full assignment details are posted on Canvas

Class 1: Reflective Assignment Review and Crisis Communication

Learning Objectives:

- Reinforce key learnings/skills from WHCP 6140 as applied to recent work experiences.
- Learn fundamentals of crisis communication including frameworks for speaking under pressure and how to target communications to key stakeholders.
- Compare/contrast differences in messaging and response strategies during a crisis.

To prepare for Class 1

- Upload your completed reflective assignment to the WHCP 6190 Canvas site 4no later than one week after final WHCP 6140 class.
- Read the following articles in Study.net:
 - “REI summary article”
 - “Crisis Governing Concepts”

Class 1 Agenda:

- Class discussion of reflective assignment
- Overview of WHCP 6190 syllabus
- Discussion on opening statement preparation and Q&A/crisis communication framework
- Guest lecture: Crisis Communication - How corporate and government leaders approach communicating to stakeholders in a crisis

Class 2: Media Interviews and Leadership Communication Strategies

Learning Objectives:

- Apply techniques for effectively delivering key messages during hostile media questions.
- Demonstrate facility with key crisis response techniques and strategies from guest lecture, readings, and video examples.
- Understand persuasive techniques utilized in leadership communication.

To prepare for Class 2

- Post comments/questions/feedback regarding guest lecture on Discussion Board 48 hours before class (see Canvas for further details).

- Read the following articles in Study.net:
 - “Preparing an Opening Statement”
 - “Handling Questions and Answers”
 - “Build Relationships with Reporters”
 - “The Ethics of Not Answering”

- Prepare a 1-minute opening statement in response to your assigned crisis case. You may use bulleted notes but do not fully write out your opening statement.

- Prepare a list of 10 challenging questions you might be asked during a media interview (segmented by financial, organizational, policy-based, information, speculative and aggressive/agenda driven questions). The purpose is to think through anticipated questions and how you would respond if asked.

Class 2 Agenda:

- Debrief Discussion Board comments from crisis communications lecture
- Conduct simulated press conference: One-minute opening statement delivery and responses to questions from the media. Apply techniques for answering difficult questions and addressing confrontational audiences.
- Review and discuss Tim Cook/Apple vs the FBI video
- Prepare for Classes 3 and 4 with discussion of structure and advanced persuasive techniques employed by leaders to advance organizational change.

Class 3: Workshop to Enhance Leadership Presentation

Learning Objectives

- Apply advanced persuasive techniques in the development of inspirational/visionary messages during times of change within the organization.

To prepare for Class 3

- Read the following in Study.net: “Don’t Just Tell Employees Organizational Changes Are Coming – Explain Why”

- Review video: Jacinda Ardern, prime minister of New Zealand, address to the UN

- Determine the topic for your 5-minute capstone presentation delivered in class 4. You may choose 1) a topic of your choice that represents a significant moment of change in your organization or industry where you as a leader can provide the vision and path forward, or 2) the case you prepared for the simulated media interview in Class 2. See Canvas for additional assignment specifics.

- Complete the presentation template which prompts you to think about major elements of your capstone presentation including governing theme, audience analysis, structure, rhetorical and persuasive strategies, and storytelling.
- Upload the completed presentation template to Canvas, bring a hard copy to class, and come prepared to discuss your responses with the class.

Class 3 Agenda:

- Students will walk the class through their capstone presentation template and receive feedback and suggestions on strengthening the persuasive impact.
- In class review and discussion of video examples of inspirational leadership communications.

<p>Class 4: Leadership Presentations – Vision/Inspiration/Thought Leadership</p>

Learning Objectives

- Demonstrate application of leadership communication concepts aimed at inspiring key stakeholders to action.
- Apply techniques to effectively respond to questions from the audience.
- Synthesize selected communication concepts toward advancement of your individual speaking proficiency goals.

To prepare for Class 4

- Prepare a 5-minute inspirational/visionary presentation and 2 minutes of Q&A. This assignment is an opportunity deliver a presentation normally given by an organization’s senior leadership. Consider it a stretch assignment that requires you to synthesize various aspects of internal and external facing communication with the goal of providing a clear vision, an inspiring story/narrative, or engaging thought leadership in your field or industry. It is a chance to use language, story, and logic/data to influence your organization to action and inspire change to address big problems.
- Apply feedback from Class 3 workshop to enhance your presentation. You may use outline notes but do not fully write out your presentation. PowerPoint visuals are optional and limited to a maximum of three content slides.

Class 4 Agenda:

- Deliver 5-minute presentation and respond to 2 minutes of Q&A.
- Course summary