

Welcome to Management Communication

MNGT-C4001

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the Outcomes

By the end of the course, you will have a better understanding of:

1. The criticality of defining and choosing an appropriate leadership communication style for the given management context
2. Relevant theoretical frameworks regarding the analyzing, planning and implementing of effective managerial communications
3. Constructing sound, compelling and convincing arguments targeted at internal corporate stakeholder

the Course Schedule

Week 1: First session (11.1.2023): Course practicalities, theoretical frameworks, and starting the project work

Week 2: Project proposal

Week 3: Second session, self-study (25.1.2023): Bad news messaging and sensitive managerial messages

Week 4: Executive summary draft and presentation planning

Week 5: Peer feedback to another group's draft

Week 6: Third session (15.2.2023): Presentations of the group projects, final executive summaries

→ I'll send a reminder in the beginning of each week

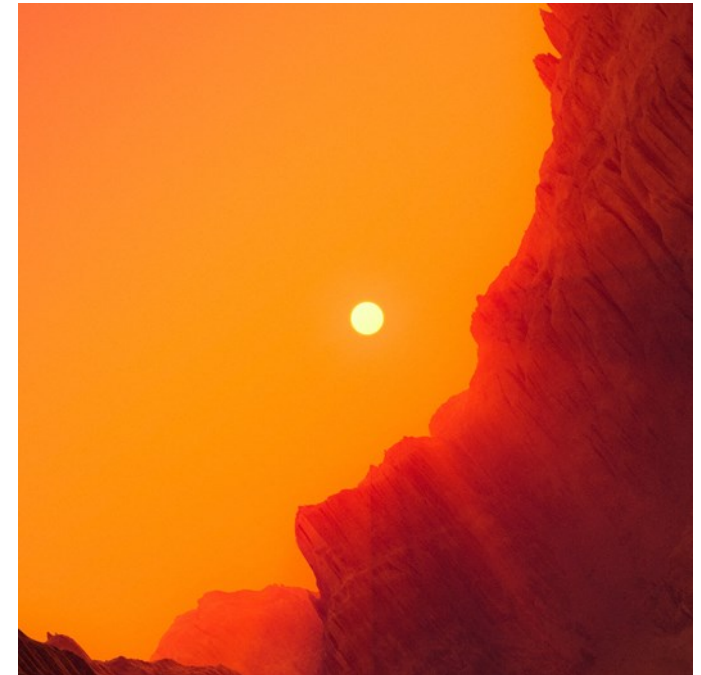
11.1.2023 – project kick-off session

Course practicalities

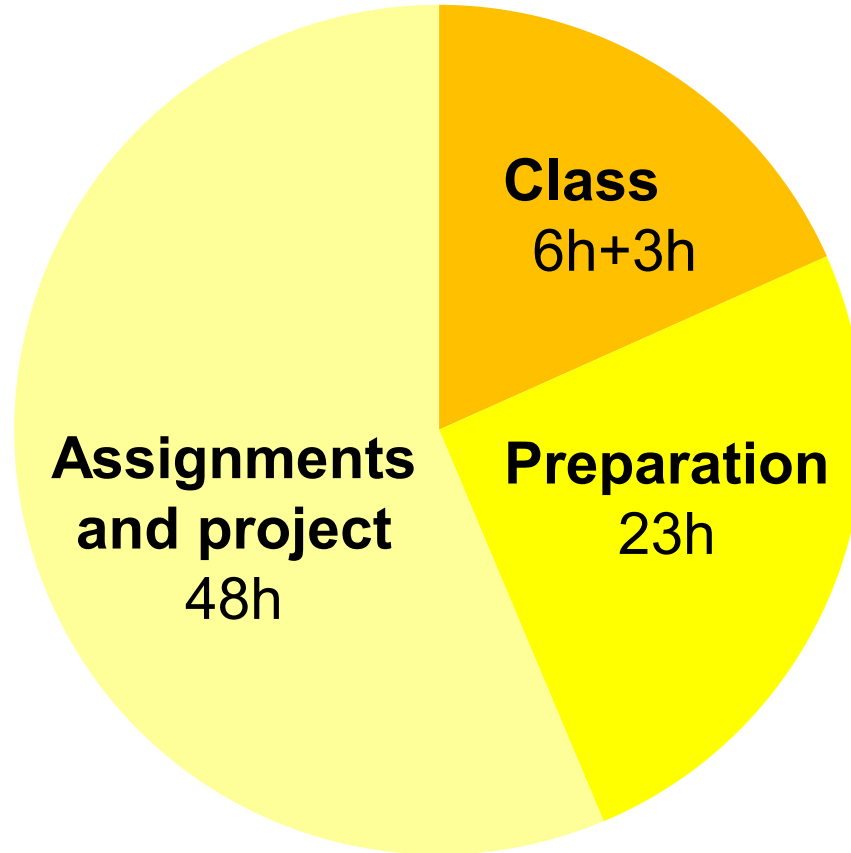
Presenting the group project

Useful theoretical frameworks

Forming of groups



How's the workload (80h/3 cr) divided up?



the Deliverables

A 1	Project proposal (group)	Pass/fail
A 2	Executive Summary draft (group)	Pass/fail
A 3	Peer feedback to another group's ES (group)	Pass/fail
A 4	Project presentation and final ES (group)	50 %
B 1	Bad news message (individual)	Pass/fail
B 2	Reflection paper (individual)	50 %

the individual Deliverables

B 1	Bad news message (individual)	Pass/fail
B 2	Reflection paper (individual)	50 %

B1 Bad News Message (BNM)

Situation: Internal bad news message case

You: Management trainee writing on behalf of HR Director

Audience: Company personnel

Subject: Changes to a fringe benefit

Instructions in the Week 3 folder - Deadline on the course Week 4

B2 Reflection paper

A short reflection summarizing your key learnings from both the project and the readings

One could reflect on, for example:

- 1. Their three key takeaways**
- 2. How doing the project relates to previous knowledge**
- 3. How to apply their learnings in a future project**
- 4. How feedback received from another group could be used to develop the project further?**
- 5. What would they do differently**
- 6. Anonymous feedback for the group work**

**Deadline one week after the last session of the course –
Instructions in the Week 6 folder**

The group Deliverables

the main project

A 1	Project proposal (group)	Pass/fail
A 2	Executive Summary draft (group)	Pass/fail
A 3	Peer feedback to another group's ES (group)	Pass/fail
A 4	Project presentation and final ES (group)	50 %

A4 Communication project 1/4

Objective:

- to analyse an authentic internal or external communication situation (problem/challenge/crisis)
- provide recommendations

Your role: (internal or external) consultants

Audience: top management of the organisation / company

A4 Communication project 2/4

2 final deliverables (graded):

Presentation: 15-minute group presentation (25%)

Executive summary: 1-2 pages (25%)

Audience for both: top management of the company / organization in question

A4 Communication project 3/4

Situations

- Choose something local, small, recent and manageable
- An incident within your own organisation (work / Aalto)?
- Decide on primary (original) data: interview or survey

For example,

- Survey with fellow students, interview with an expert on the field, interview with someone involved in the situation ...

A4 Communication project 4/4


Examples from previous groups

- Aalto communication with incoming exchange students
- Marimekko's response to plagiarism accusations '13
- Communication of HSL's new fares / zones
- KY's racism accusations crisis
- Stockmann selling Herkku to S Group
- Management's response to Hesburger's work conditions
- How to make Allwell? questionnaire more effective
- Finnair's sacking of inebriated pilot
- AYY Weekly Newsletter communications

A4 Communication project

160 päivää vanhempainvapaata per lätty, se on nelisensataa missattua palaveria, 1295 automaattista sähköposti-vastausta ja kuusi projektia duunikaverin työpöydälle. Yksi ylennys jollekin muulle. Ehkei ihme, että vain 11 % isistä jää lapsen kanssa kotiin. Kahdeksan herätystä viime yönä, aamulla pelkkää hymyä. Isin pikku kulta.


Talouselämä
LUKUJA ELÄMÄSTÄ.

 talouselämä  Talouselämä Digi uudistui - testaa 2 kk maksutta.


 www.talouselama.fi

#lukujaelämästä #talouselämä #sijoittaminen #talous

3d [See translation](#)

 saanaopacic Tämä ei toimi edes viitsinä. Tässä reelsissä on todella lapsivihamielinen tuulahdus kaiken muun huonon sisällön lisäksi. Yök


18h · 521 likes · [Reply](#) [See translation](#)

 mib_ry Hei Talouselämä!


Hienoa, että olitte nostaneet isien perhevapaat esiin markkinointikampanjassanne, tärkeä aihe!

Harmillista kuitenkin, että kampanjassa korostetaan perhevapaiden negatiivisia seurauksia uralle (vaikka ymmärsimmekin, että lopun viesti on positiivinen, arvokas aika lapsen kanssa).

Haluamme muistuttaa, että isien perhevapaiden käytöllä ja perhevapaiden tasaisella jakamisella on lukuisia hyötyjä:

 sukupuolten tasa-arvon ja naisten aseman edistäminen työelämässä

 isän ja lapsen läheisempi suhde

 suurempi parisuhdetyytyväisyys ja pienempi eroriski

 isien parempi terveys ja hyvinvointi

A1 Project proposal

The first step in the group project: choosing the topic and context, and collecting some materials (e.g., social media post)

In the proposal, please briefly discuss...

- The chosen situation and reasoning for choosing it
- What has happened in the situation, and what kinds of messages were involved overall
- The primary data source that you will collect and use
- The theoretical frameworks that you use to analyze the situation
- The division of responsibilities in the group

A short text / one PowerPoint slide, a video entry...

A2 & 3 Draft of the executive summary and peer feedback to another group

Writing the draft of the executive summary

On week 4 of the course, you'll post a draft of your executive summary to MyCourses for one other group to read

Giving feedback to one other group on their draft

Respectively, each group gives feedback to another group's executive summary, using the three-step Analysis of Argument model in MyCourses.

A4 Communication project – Presentation instructions

1. To present the process and findings of analysis about your communication situation
 2. Provide recommendations to the organization in question based on that analysis
- For grade 5...
 - The presentation has an excellent audience focus
 - It is clearly and logically organized.
 - The recommendations are crystal clear and based on a well-justified, theory-driven analysis of the communication problem / challenge. Compelling evidence is used throughout.
 - **The audience would know what to do, or what they should have done, and why.**

A4 Communication Project Executive Summary instructions

1

Purpose

2

Analysis

3

Recs

4

Concs

Purpose and scope

Example 1

KY-Campaigning, which is the marketing of Aalto School of Business to High School graduates, is undergoing changes. Campaigners and Aalto management have realized that the current materials have to be developed and that the presentation skills of the campaigners require more attention. KY-Campaigning today does not reach its promotional communication objective effectively and the KY Student Association has been asked to look into the issue of communicating more efficiently to potential applicants.

Our presentation uses key theoretical frameworks dealt with on the course to analyse the current stage of campaigning from two points of view: (1) the campaigning materials & (2) the presentation style. Based on our analysis we provide practical recommendations on how the campaigning could be enhanced focusing on the goals and challenges identified by the KY Student Association and our own perception of the communication situation.

Purpose and scope

Example 1

Outlines present situation

KY-Campaigning, which is the marketing of Aalto School of Business to High School graduates, is undergoing changes. Campaigners and Aalto management have realized that the current materials have to be developed and that the presentation skills of the campaigners require more attention. KY-Campaigning today does not reach its promotional communication objective effectively and the KY Student Association has been asked to look into the issue of communicating more efficiently to potential applicants.

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Pinpoints challenges, needs, problems

Purpose and scope

Example 1

Presents purpose
& previews structure

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Purpose and scope

- Outlines the present situation
- Pinpoints challenges, needs, problems
- Presents purpose in writing
- Previews report content

ES: **Purpose** Analysis Recommendations Conclusions

Analysis and findings

Example

We conducted a survey of 60 frequent train users on their experience of the VR's communication regarding train delays. We also analyzed a set of secondary data, including social media conversations and media announcements on train delays, and the findings of the analysis were combined with the results of the survey.

These data highlighted three major concerns with VR's communication:

1. Information on delays does not reach passengers early enough
2. Information on delays is not accurate enough
3. Further instructions / other transportation options are not adequately presented

Analysis and findings

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Tells where you got data

Explains procedures

Analysis and findings

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Presents your interpretation

Analysis and findings

- Tells where you got data
- Explains the procedures that were involved
- Presents your interpretation of the information gathered

ES: Purpose **Analysis** Recommendations Conclusions

Recommendations

Example

We recommend that YOUz management take the following 4 steps:

1. Establish a clear timeframe for the introduction of the new database and communicate this to all staff
2. Organise training sessions to ensure smooth implementation
3. Clarify job descriptions and explain to employees how their input impacts the organisation as a whole
4. Ensure supervisors and team leaders give feedback to employees on a regular basis

Recommendations

- Specifies what should be done
- Provides implementation plans

ES: Purpose Analysis **Recommendations** Conclusions

Conclusions

Example 1

We are confident that by utilizing these recommendations when planning the new storage facilities Kotipizza will maintain its competitive position in the market.

Example 2

We believe that these recommendations will assist ConnectU in defining strategies for investment in major new cellular technologies and ensure that it maintains its present market position as well as strengthen the NewTimes brand.

Conclusions

- Restates the main ideas
- Emphasises what implementing the recommendations will ideally achieve (and what the original goal of the analysis was)

ES: Purpose Analysis Recommendations **Conclusions**

EBC grading policy



The main assignments
are graded
using Aalto's **1-5 scale**

- 5 Outstanding
- 4 Excellent
- 3 Good
- 2 Satisfactory
- 1 Pass

Grading criteria:

- **4.5 and above is a 5**
- 3.5-4.49 range is a 4
- 2.5-3.49 range is a 3

Rubrics (grading criteria) found
in assignment submission
boxes

Questions about the course, the practicalities, or the assignments?

aleksi.m.soini @aalto.fi

**Aleksi is available for discussion/
consulting/ feedback, if you wish to
elaborate on your ideas before
implementing a survey or conducting an
interview!**

**Contact me anytime, and we can meet in person in
the School of Business or via Zoom with your group.**

aleksi.m.soini @aalto.fi

Break - 15 min

After the break:

- 1. Relevant theoretical frameworks for the project**
- 2. Starting the group work**



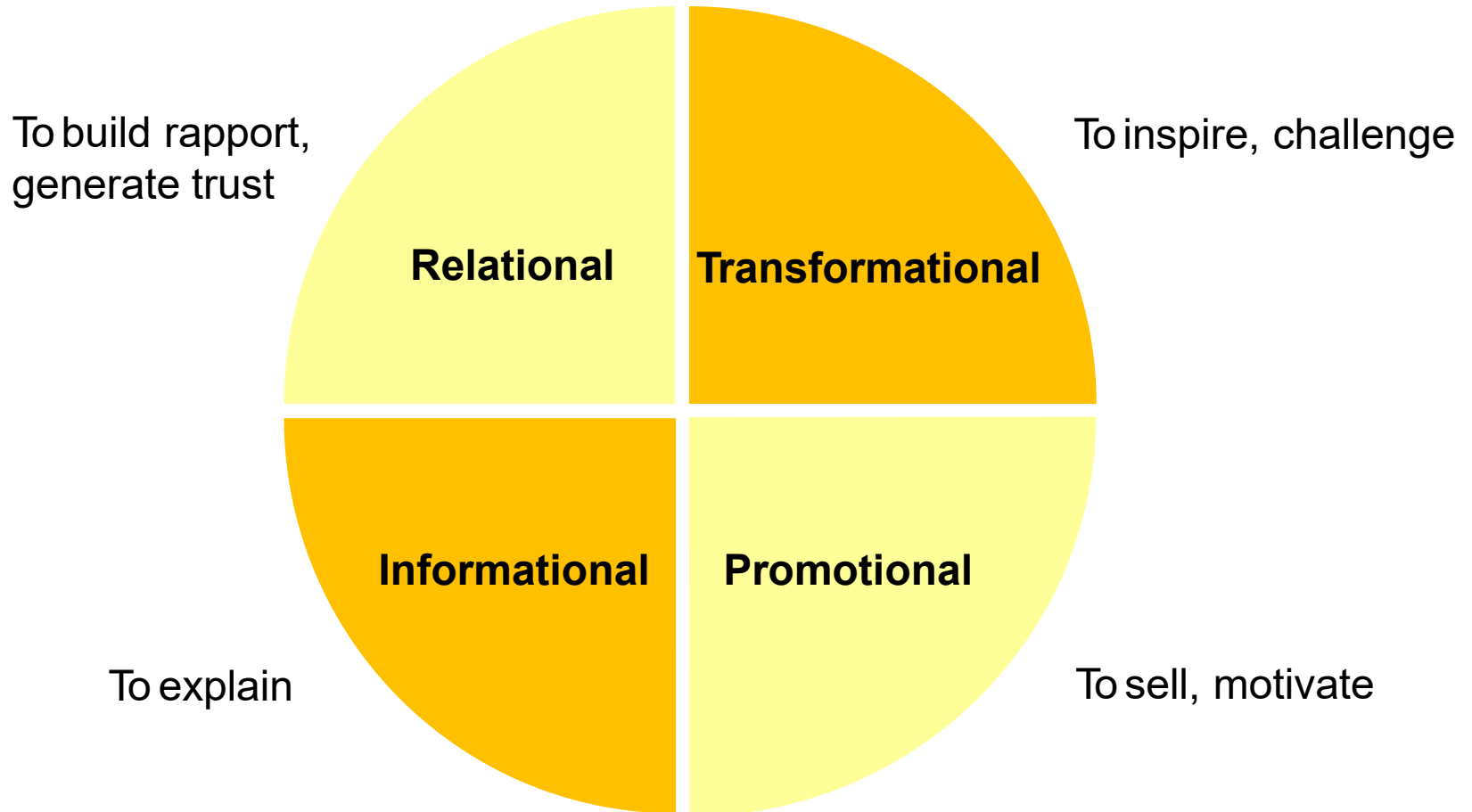
Theoretical frameworks regarding the group project

→ Useful in constructing your own messages
& in analyzing the messages of others

1. the CVCF

Competing Values Communication Framework

Competing Values Communication Framework



CVCF

Typical features

- Highly receiver-centered
- Personable, sincere, sharing
- Anecdotal: references similar situations
- Expressions familiar to audience
- Inclusive pronouns (we, our, us)

Transformational

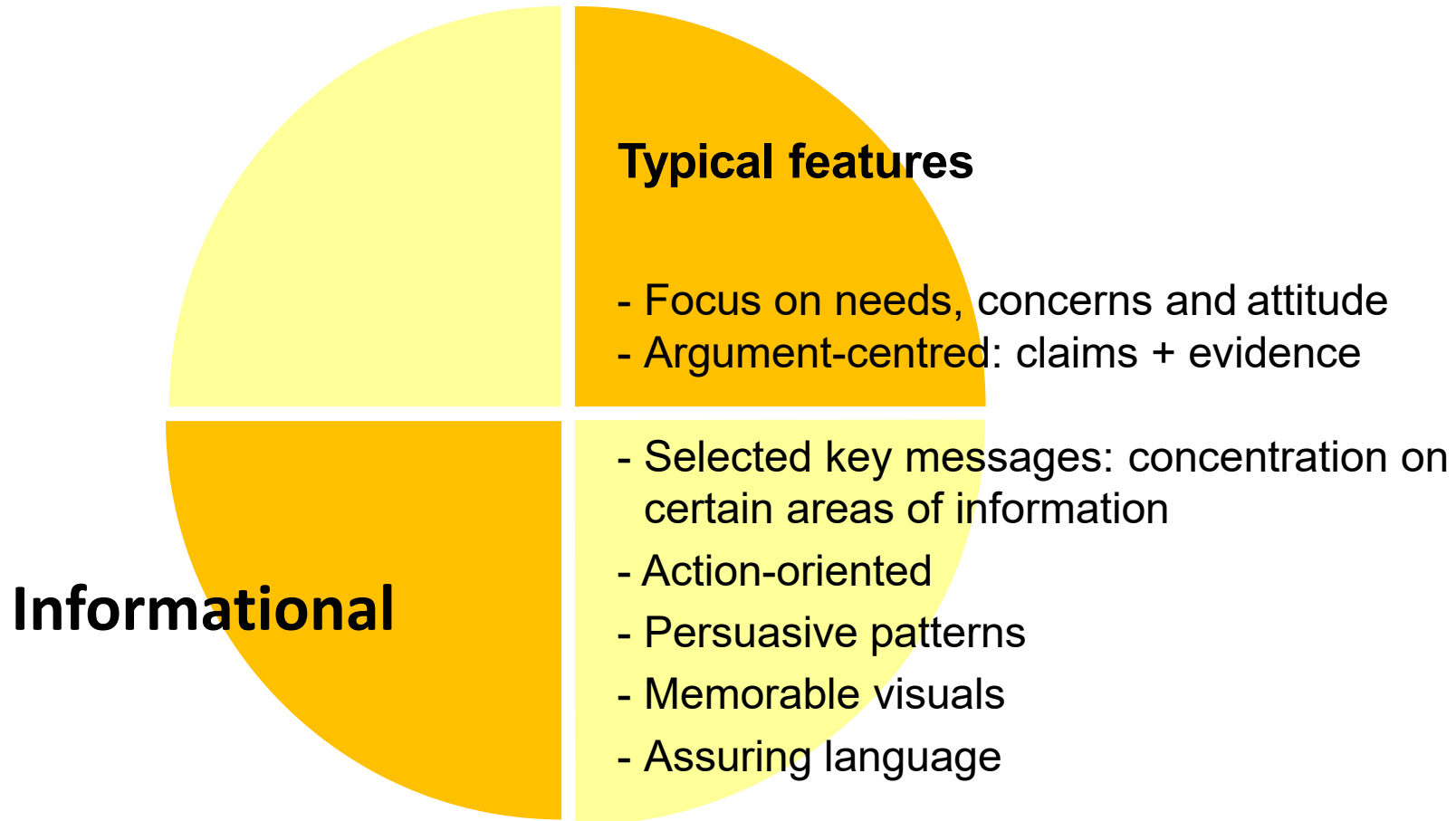
CVCF

Typical features

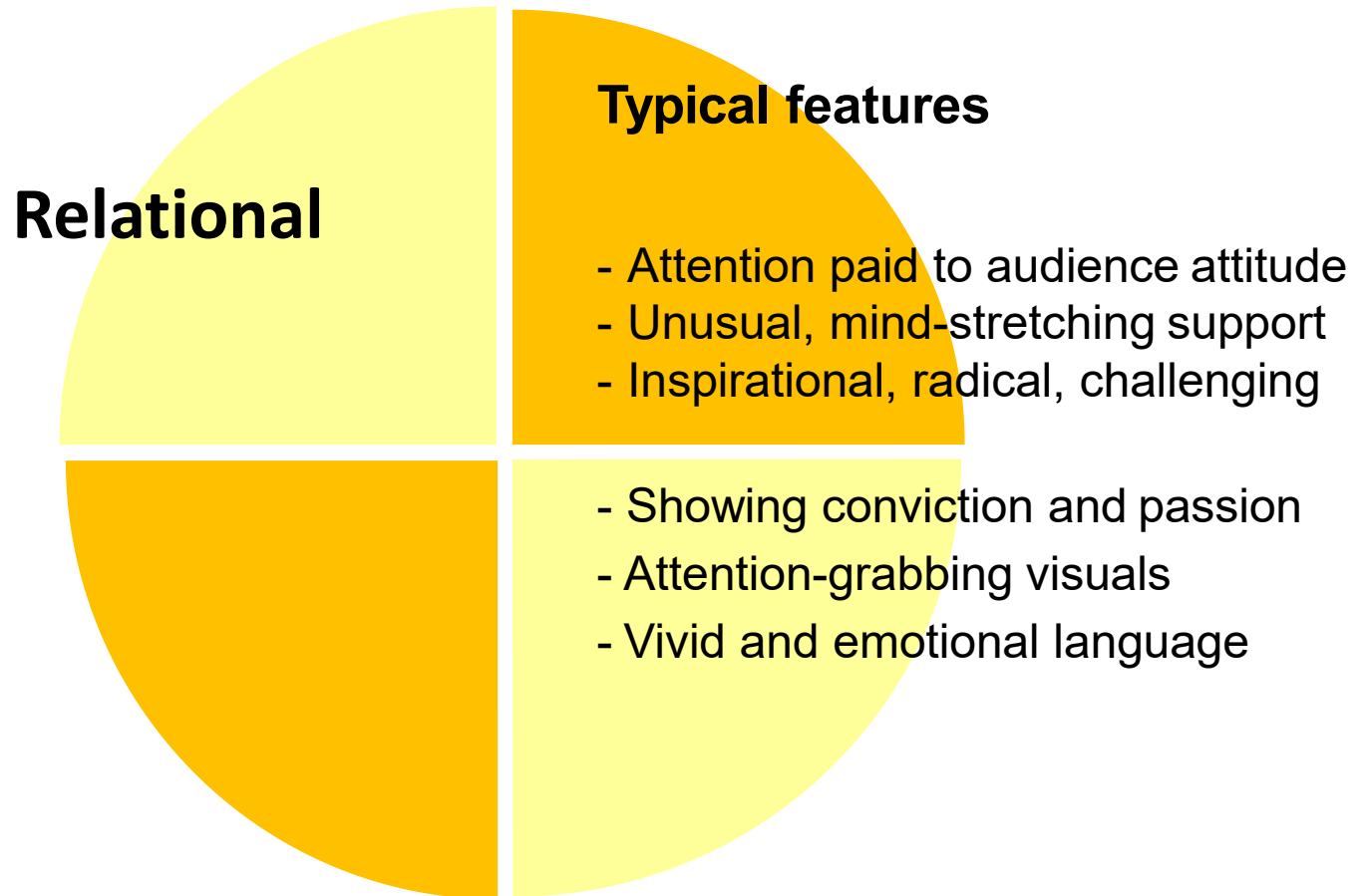
- Focus on audience knowledge
- Clear and logical
- Precise, controlled, correct
- Recognisable structures
- Explanatory visuals
- Neutral language

Promotional

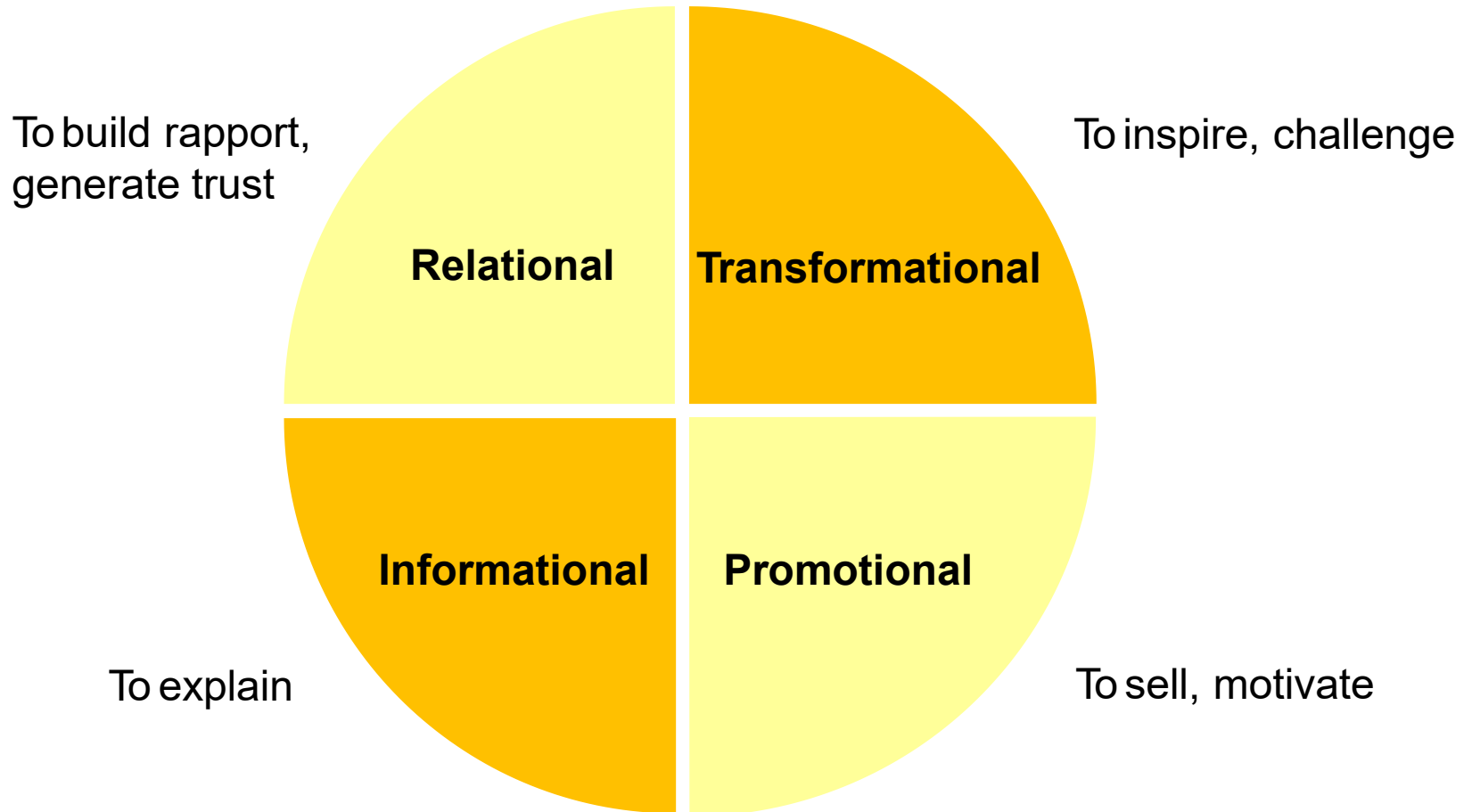
CVCF



CVCF



Competing Values Communication Framework



**Competing Values
Communication Framework
as an analytical tool**

Points to consider

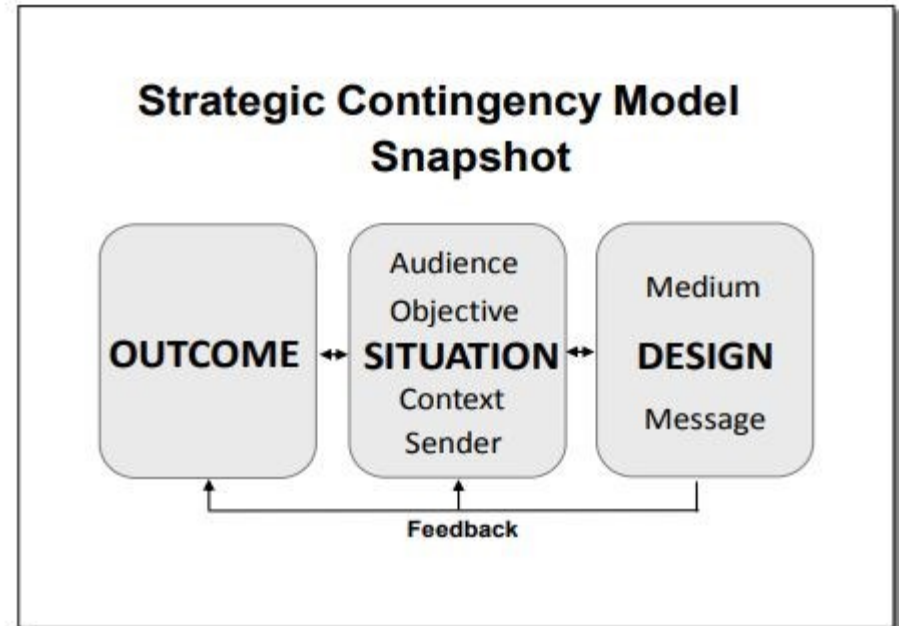
1. **Intended outcome:** Is it easy to understand what the presenter wants the audience to think, feel or do as a result of the message?
3. **CVCF:** Does the message contain key features of the chosen objective: relational, informational, promotional, transformational?
2. **CVCF objective:** Is the CVCF objective suitable? Is there a clear **primary objective**?
4. **Audience analysis:** Has the presenter done a thorough analysis of the audience? Their knowledge, attitude, motivation?
5. **Credibility:** How important is it to enhance credibility in this situation? What credibility-building strategies will they use?
6. **Content and structure:** How is the presentation organized? Is it appropriate given the audience and CVCF objective?

2. the **SCM**

Strategic **C**ontingency **M**odel

Strategic Contingency Model

- Step-by-step process → systematic consideration of the likely success or failure of a communication.
- Highlights the fact that effective communication primarily involves **a)** defining intended outcomes, **b)** analyzing the management situation, and then **c)** designing an appropriate strategy.

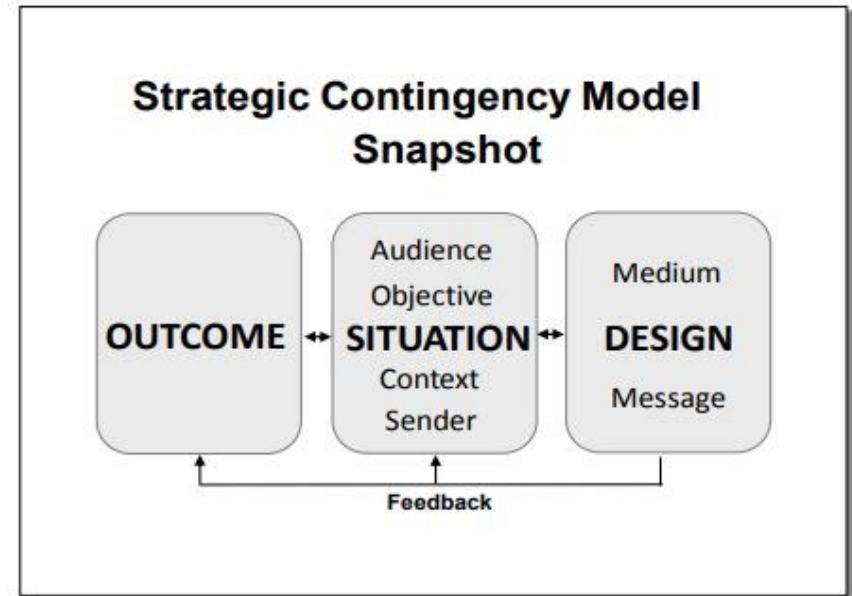


- Particularly useful when planning and designing non-routine, high-risk workplace managerial communications.

Strategic Contingency Model

STEP 1: DEFINE DESIRED OUTCOMES

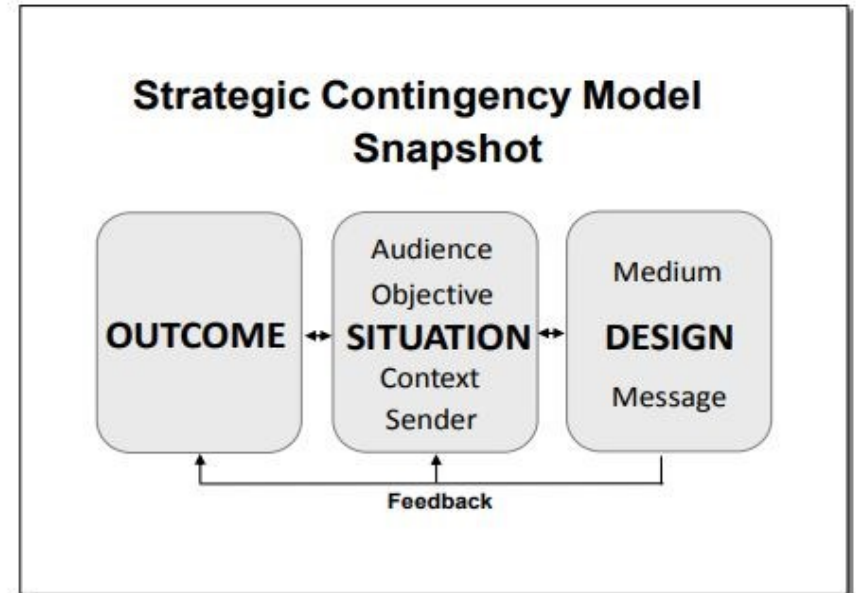
- Articulate, as precisely as possible, what you wish to accomplish with the communication
- What should the audience ideally think, feel, or do?



Strategic Contingency Model

STEP 2: ASSES THE SITUATIONAL FACTORS THAT IMPACT THE COMMUNICATION

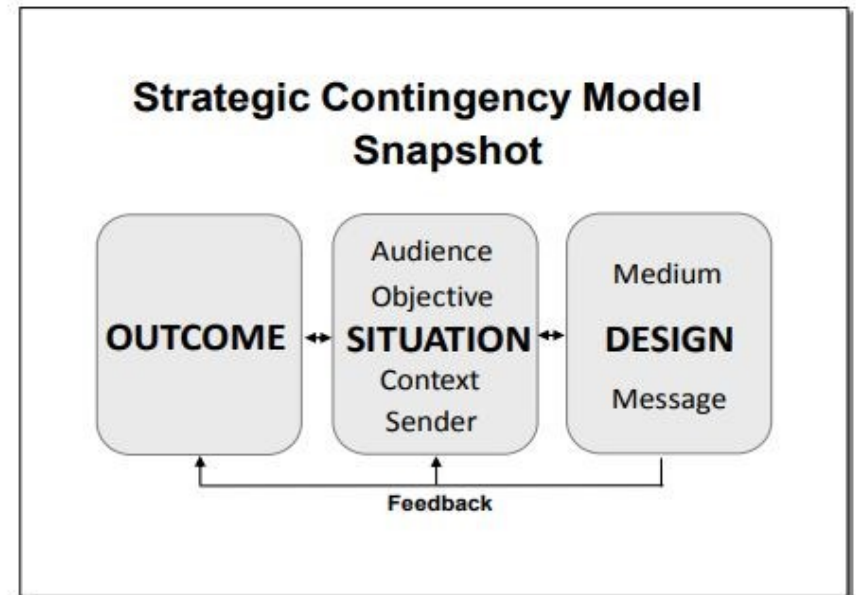
- Who is the audience?
- What's the objective? (e.g., relational, informational...)
- What's the organizational context, or the surrounding culture?
- How is the credibility of the sender seen?



Strategic Contingency Model

STEP 3: MAKE DESIGN CHOICES BASED ON ANALYSIS OF SITUATIONAL FACTORS

- What is the used channel? Or the timing for the message?
- How is the actual message organized?



Strategic Contingency Model as an analytical tool

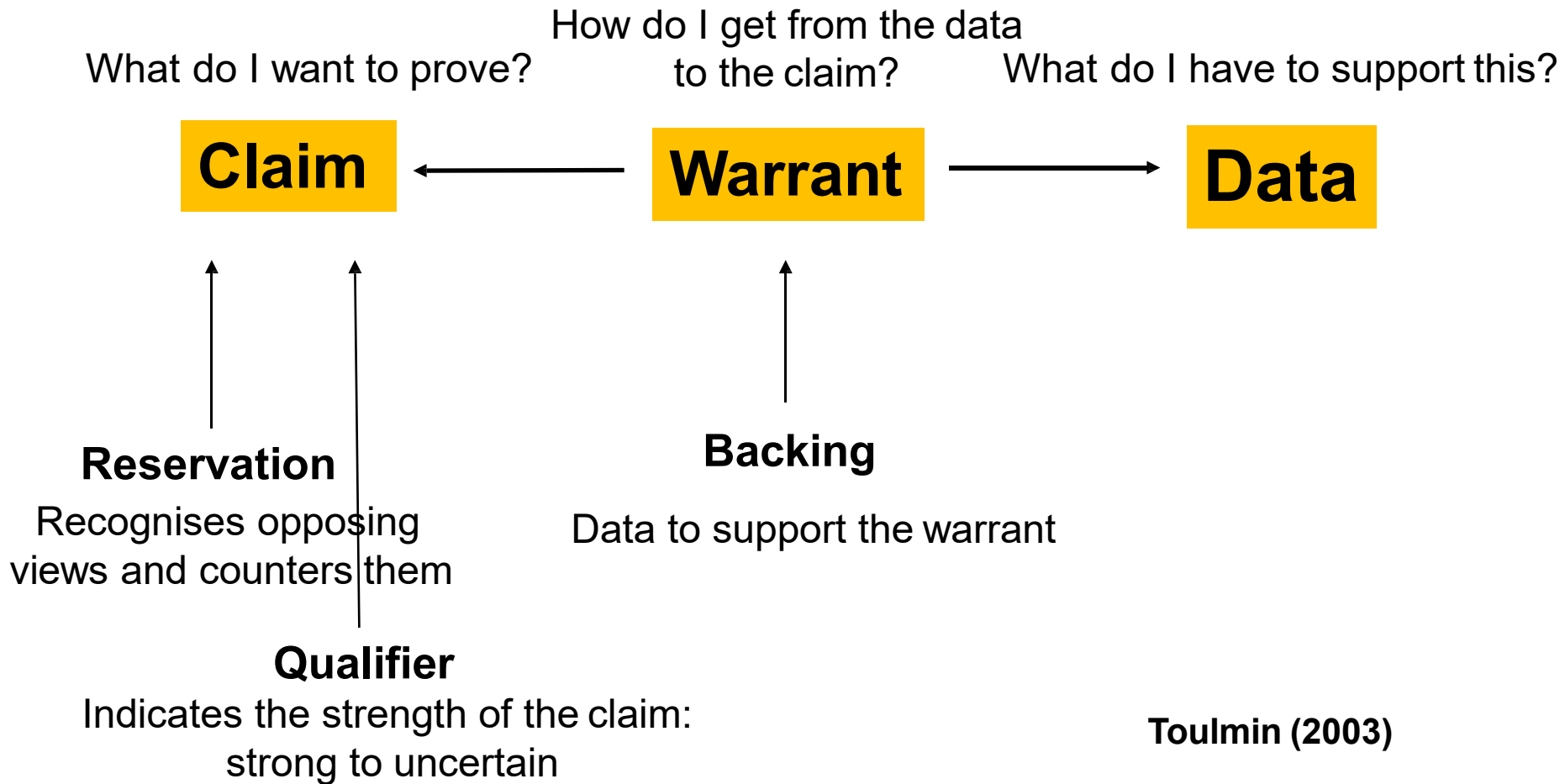
Strategic Contingency Model – Analysis exercise

- Open the assignment from MyCourses (**Week 1: SCM Analysis exercise**)
- Read the text, and reflect on the following questions with your partner:
 - What is the general purpose of the message? (*Situation: Objective*)
 - What is the desired outcome? (*Outcome*)
 - Who is the audience of the message? (*Situation: Audience*)
 - How does the message address the audience's information needs, motivation and potential resistance? (*Situation: audience knowledge, feeling, motivation*)
 - How is the message organized? Does the structure and tone support the purpose? (*Design: medium / channel choice*)

3. the CDW

Claim Data Warrant model

Toulmin's CDW model



CDW model: example 1

Claim

University tuition fees will go up

Data

The university has incurred € 3 million additional expenses

Warrant

In the past, tuition fees have been used to cover costs. This practice is likely to continue.

Backing

Over the last 5 yrs every time the university incurred extra expenses it raised fees

Reservation

Unless we get enough funding from donors, both individuals and organisations

CDW model: example 2

Claim

Allowing personnel to work from home can contribute significantly (**qualifier**) to reducing employee turnover

Data

A recent national survey has shown that companies that allow remote work experience 25% lower employee turnover

Warrant

High turnover of staff is costly and time-consuming, and impacts negatively on the company's bottom line.

Backing

Administration and training costs of hiring new personnel around 25% of annual salary according to recent survey.

Reservation

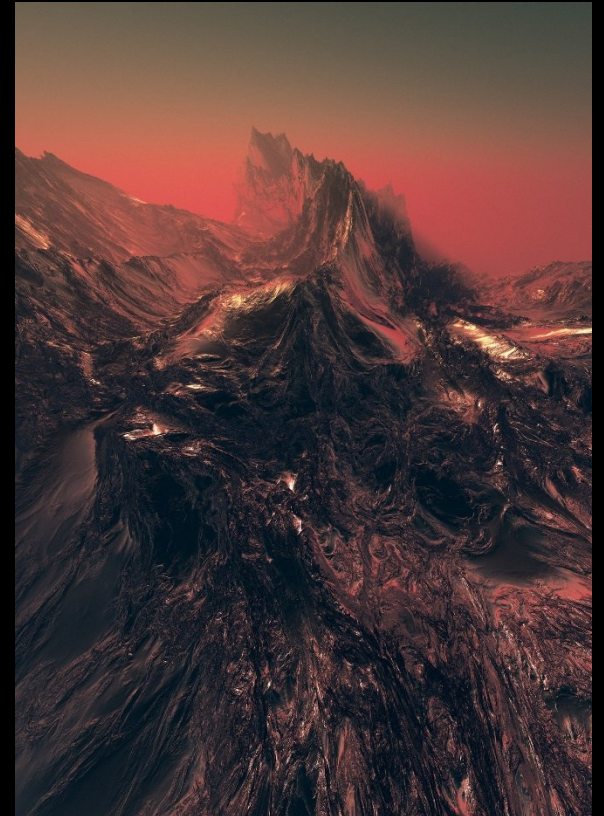
Could of course depend to some degree on the type of work.

**1. Competing Values
Communication Framework**

**2. Strategic Contingency
Model**

3. Claim-Data-Warrant model

Forming the groups



Assignments in the next two weeks...

Week 2

1. Start planning on the project with your group – agree on your practicalities, and decide the topic for your project
2. Submit a preliminary plan (**A1**) of the project by 18.1. (11.59PM) to MyCourses. Remember the option for a talk with Aleksi regarding the project (if you wish) in the upcoming weeks!
→ aleksi.m.soini@aalto.fi

Week 3 – 25.1.2023

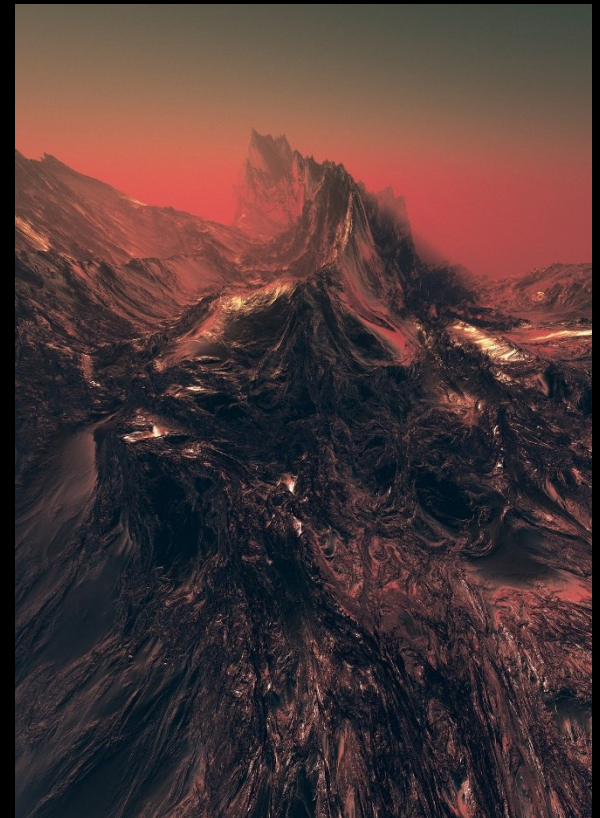
1. Assignment **B1**, the Bad News Message (BNM), and related readings to the topic.

Introductions and forming the groups

Talk to someone close to you:

Share any communication situation, that you remember from media/ from your company/ from Aalto

When I clap my hands, find someone else to talk to, and again discuss for a few minutes



Forming the groups

Did you find common interests with the people you discussed with?

Are there some people in the class you'd like to work with, regardless of the topic?

Try to form groups of 4

If you are less than 4, let me know!



Forming the groups

Before you leave...

Agree with your group how you will continue working

+ Please go to 'Group registration' in the course's MyCourses page and register the members of your group there!

I'll be here until 4pm if you have questions!

