

Business Communication (3cr)

MLI61A130

Session 1



Lecturer: Mark Badham

Today's agenda

1. About me
2. Course overview
3. **Communication strategy**
4. **Persuasive techniques**
5. Instructions for A1 Written Request
6. **Effective Business Writing**
7. Session 1 Reflection
8. Session 2 info

Zoom session guidelines

- Participation
- Cameras
- Microphones
- Respect



zoom

1. Introduction:

Mark Badham



Finland



G'day mate!



Teaching EXPERIENCES:

Australia:

- Bond University

Finland:

- Aalto University School of Business
- Jyväskylä University School of Business & Economics
- University of Helsinki

Germany, Lithuania & Estonia

ENTREPRENEURIAL EXPERIENCES:

- Mark 4:8 Strategic Communications
- Party in Fiji
- Magazines

COMMUNICATION EXPERIENCES:

- Gloria Jeans Coffees
- Politicians & Australian Government
- NSW Health (state government)
- Gold Coast City Council (local government)



Business communication:

- **Speeches** (eg media spokesperson) & speech writing
- **Publications** (annual reports, magazines, newsletters, brochures, books, white papers, websites, intranets)



Contact me:

- Via MyCourses
- mark.badham@aalto.fi

2. Course overview

THE ROLES

- MyCourses
- Lectures in class
- Exercises in class
- Reading inputs
- Assignments

Schedule in Syllabus

Session # and Date	Topic/s	Assignment/s
Session 1 (13.00-16.00) <ul style="list-style-type: none">• Introduction• Course overview• Communication strategy• Persuasion techniques• Effective business writing• Instructions for assignment A1: Written request Orion case analysis (in teams)	<ul style="list-style-type: none">• Communication strategy• Persuasion techniques• Effective business writing	<p>Prepare for next class:</p> <ol style="list-style-type: none">1. <u>A1: Written request 1st version (team assignment)</u> Have your A1 Written Request 1st Version ready for peer feedback tomorrow. Another team will give you feedback in class. The final version will be due on Friday. <p>Read before class: Inputs 1, 2 and 3 (communication strategy, persuasive techniques, effective writing), available in MyCourses</p>

What should you expect in each session?

- **'Teaching'**: I will mostly present theoretical ideas and practical knowledge about the topic for each session
- **'Facilitating'**: During session 'exercises' you will take active role in learning & I will facilitate your learning
- **Be interactive**: read relevant **Inputs** for each session
- Time for **reflection & Qs**
- **Breaks**

Learning outcomes

On completion you will be able to:

1. analyse **audiences** & define **objectives** to create **targeted messages**
2. **write** coherent, convincing, reader-friendly emails
3. **plan and deliver** clear, focused and engaging business presentations
4. **critically assess** your own and others' business communications

ECTS Student Workload

	Number of Hours
Faculty-led engagement	24
Self-study hours	56
Work with course materials, eg required reading	16
Exam preparation	7
Individual research & writing	18
Team projects (meetings, research, preparation, etc.)	15
Total of all student workload hours	80

Grading (5 assignments + participation & contribution)

Course Requirements and Values	Due	Weighting (%) or maximum points
A1 Written request. <i>Group.</i>	13.00 Session 3	10%
A2a Persuasive presentation outline. <i>Individual.</i>	13.00 Session 4	15%
A3 In-class test. Quiz (10%) + Written Task (20%). <i>Individual.</i>	In class Session 5	30%
A4 Team presentation. <i>Group.</i>	In class Sessions 7 / 8	15%
A5 Critical presentation appraisal. <i>Individual.</i>	11 pm Sunday, 13 February	20%
Requirement 6 Participation (including contribution to group assessment work)	A6 Contribution to group assessment work: 11 pm Sunday, 13 February	10%

Grading (5 assignments + participation & contribution)

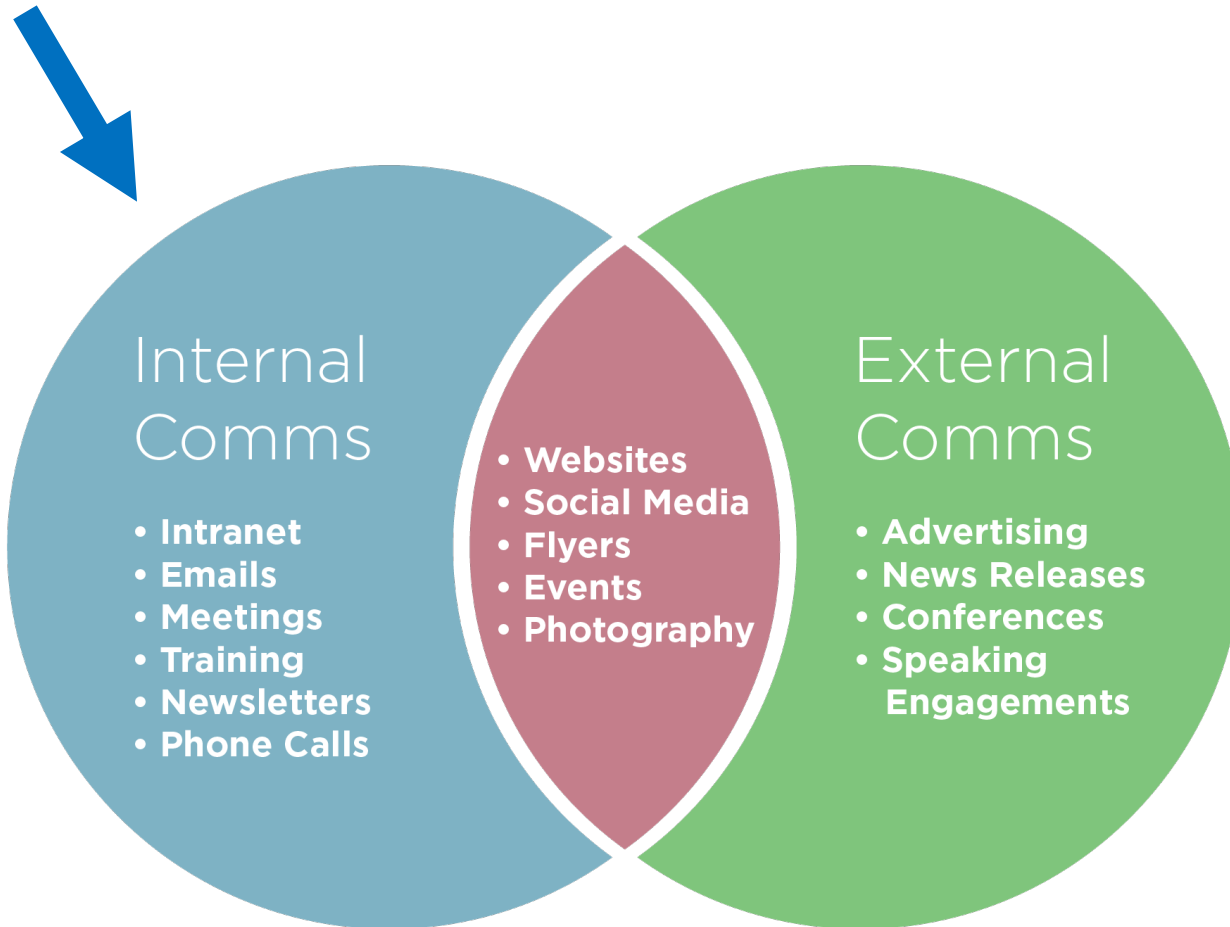
Course Requirements and Values	Due	Weighting (%) or maximum points
A1 Written request. <i>Group.</i>	13.00 Session 3	10%
A2a Persuasive presentation outline. <i>Individual.</i>	15.00 Session 4	15%
A3 In-class test. <i>Quiz. (15%) + Written Task (20%). Individual.</i>	In class Session 5	30%
A4 Team presentation. <i>Group.</i>	In class Sessions 7 / 8	15%
A5 Critical presentation appraisal. <i>Individual.</i>	11 pm Sunday, 13 February	20%
Requirement 6 Participation (including contribution to group assessment work)	A6 Contribution to group assessment work: 11 pm Sunday, 13 February	10%

75% individual
25% group

Attendance

- Regular Zoom session attendance is required
- Attendance records kept for each session.
- Students expected to be in session **on time**.
- **Late arrivals** seen as being discourteous to teacher and other students.
- If you are going to be late, you **MUST email me** to say why you will be late (standard professional practice).
- **SEE CLASS PARTICIPATION POLICY IN SYLLABUS**

Business Communication



3. Communication Strategy

(based on *Input 1*)

Want to communicate with busy professionals?



Compete for their time & attention!

So, need a **strategy**

Your **strategy**:

- plan of action designed to achieve overall aim within specific time period
- the art of planning and directing overall military operations and movements in war

RACE



**COMMUNICATION
SITUATION**

**Define
objectives,
choose style**

**Analyse
audience**

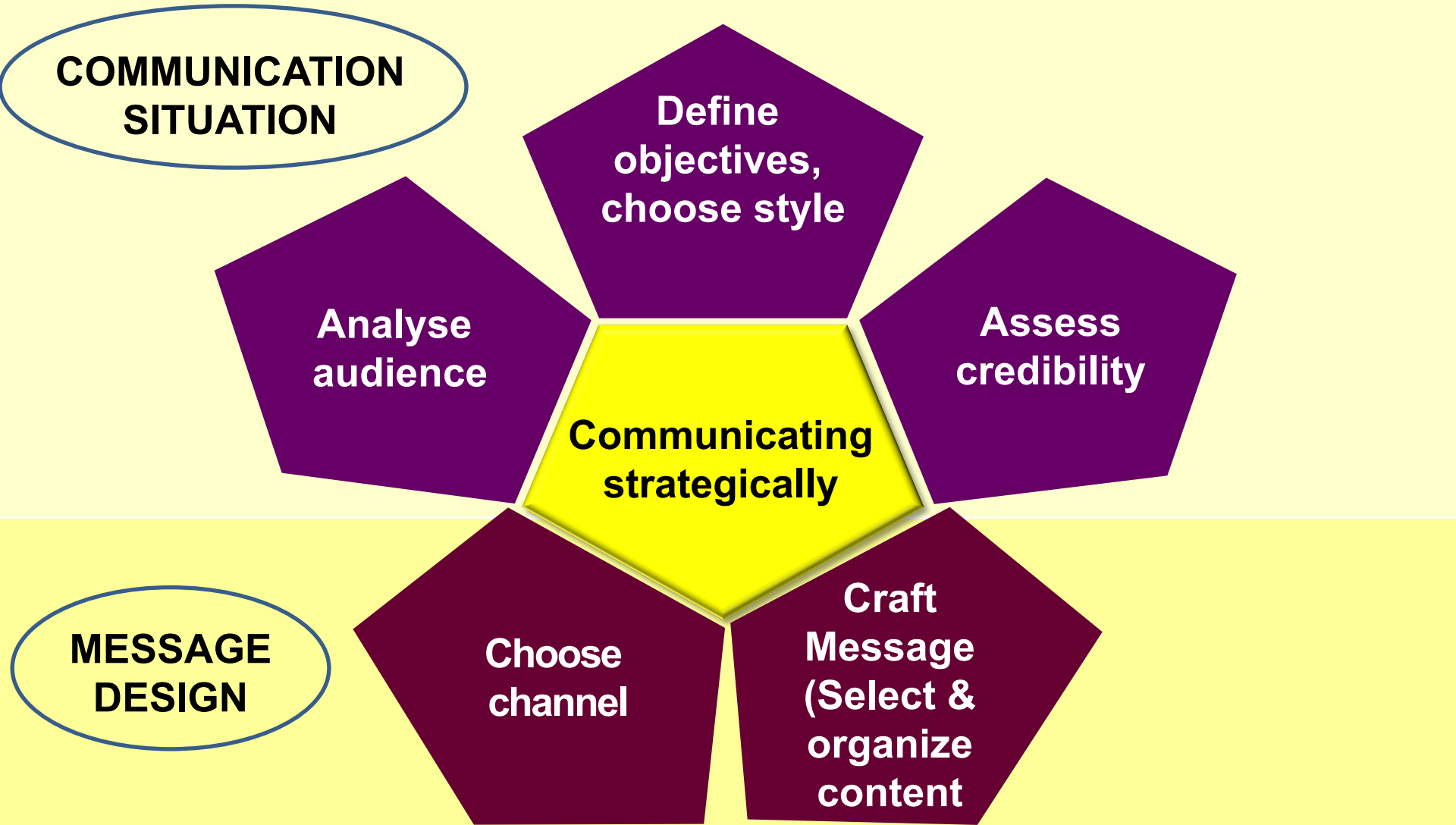
**Assess
credibility**

**Communicating
strategically**

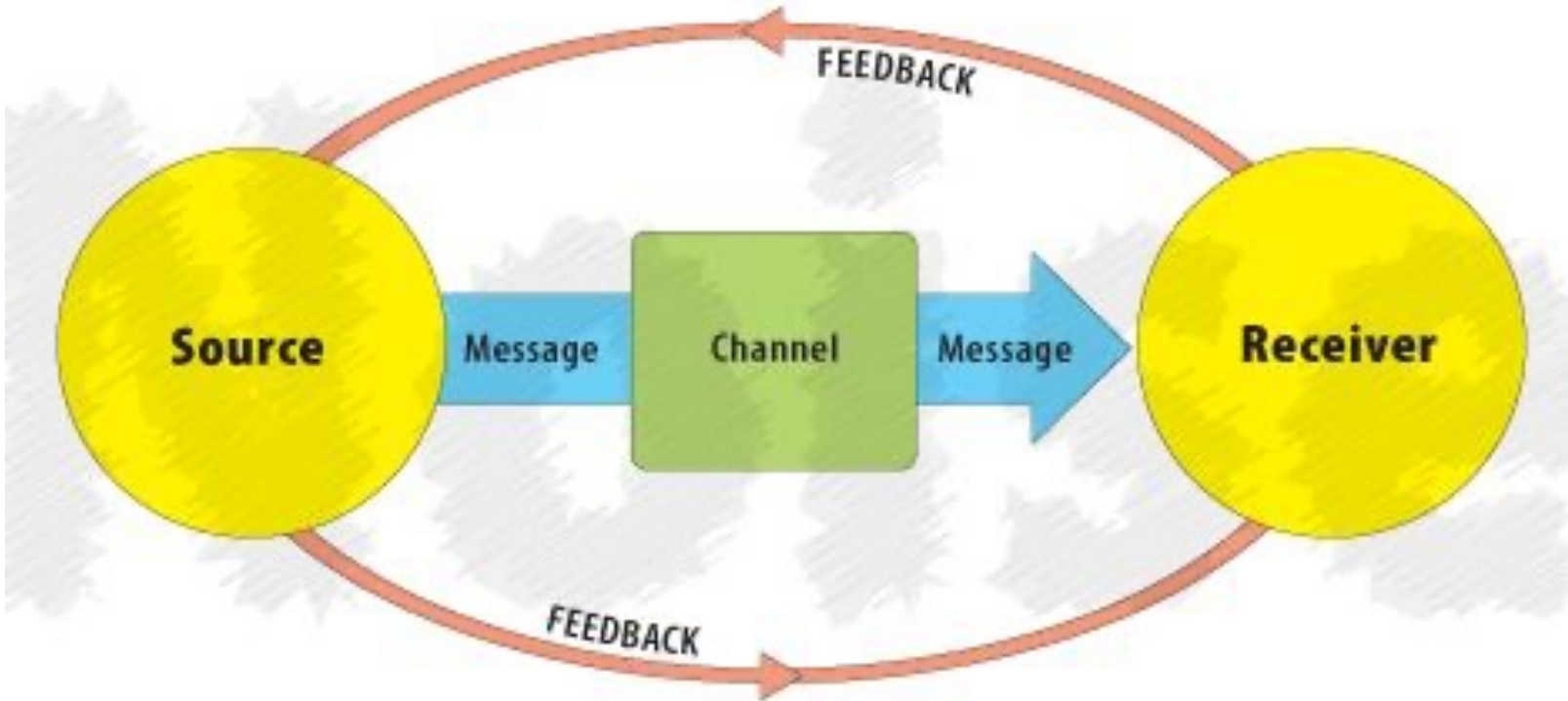
**MESSAGE
DESIGN**

**Choose
channel**

**Craft
Message
(Select &
organize
content)**




Early communication model



Shannon-Weaver Model (1949)

“AUDIENCE STRATEGY”

“Communication takes place in the mind of the listener, not in the speaker” – Peter Drucker, Management Consultant & Author



**Analyse
audience**

5 Qs to understand your audience:

1. Who are they? (primary, secondary & influencers)
2. What do they **know, want & expect** regarding your topic?
3. How do they **feel**? (positive, negative, deadline & budget pressures)
4. What **objections** might they have?
5. What will **persuade** them? (WIIFT)

SITUATION



DESIGN

“COMMUNICATOR STRATEGY”



**Define
objectives,
choose style**

Communication objective: ‘As a result of this message, I want my audience to...’

If the objective is not clear to you, it won’t be clear to the audience



**Define
objectives,
choose style**

How will your objective influence the overall **communication style**?

- **Relational message:** to build / maintain good relationship with audience (use “we”, “you”)
- **Informational message:** clearly explains & describes (use facts)
- **Promotional (persuasive) message:** to sell an idea, concept, service or product
- **Transformational message:** to inspire or challenge (use personal story)

Communication objective : ‘As a result of this message, I want my audience to...’

... know how to write effectively. (*informational*)

... be a speaker at our event. (*persuasive*)

... feel that they belong to our company. (*relational*)

... be inspired to change their lives. (*transformational*)

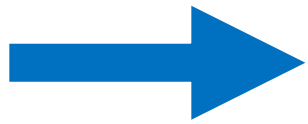
SITUATION



DESIGN



Initial credibility



Acquired credibility –
*through
communication*

Assess your credibility as a communicator

Your credibility **affects your communication** with the audience...

and it **affects the content** you choose...



How well do they know you?

Same **hierarchical** level?

Similar background / profession & age?

Level of **message formality** depends on relationship with audience

Read Input 1 for more info

“COMMUNICATOR STRATEGY”



1. (Your) Rank
2. (Their) Goodwill (towards you)
3. (Your) Expertise
4. (Their) Image (of you)
5. (Your & their) Common ground

Kotter (1982) , Munter (2012)

Assess and enhance credibility

Factor	Emphasise
1. Rank	title, position
2. Goodwill	established relationship with audience
3. Expertise	knowledge, qualifications, track record
4. Image	attributes the audience finds attractive
5. Com ground	shared values, ideas, and beliefs

Based on *Power and Influence*, Kotter (1982) and *Guide to Managerial Communication*, Munter (2012)

My credibility with you

Factor	<u>My Emphasis</u>
1. Rank	Dr with PhD
2. Goodwill	I love teaching (want you to succeed)
3. Expertise	20+ years teaching & experience
4. Image	I worked with CEOs, politicians, PM
5. Com ground	My son studying 2 nd year Economics, so I understand student challenges

SITUATION



DESIGN

**Choose
channel**



Print channels: memos, brochures, newsletters, reports, policy manuals, annual reports...

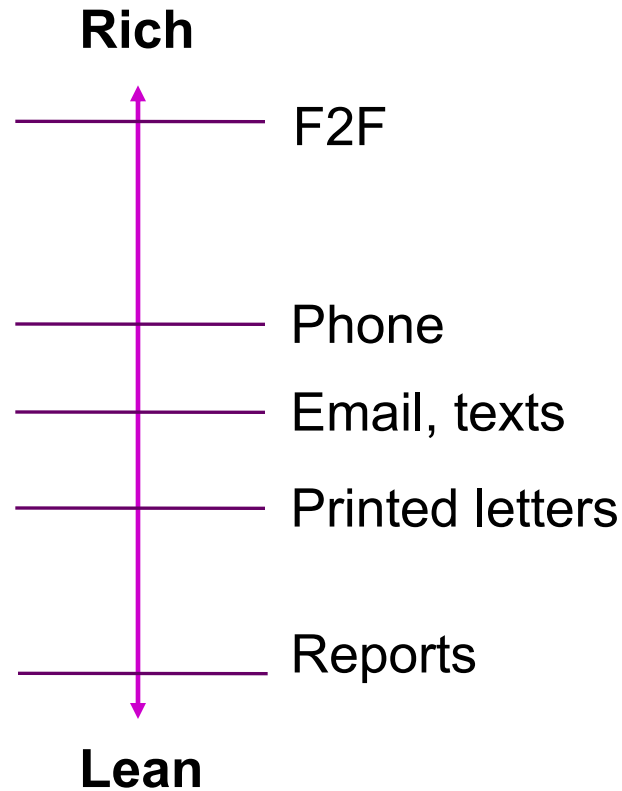
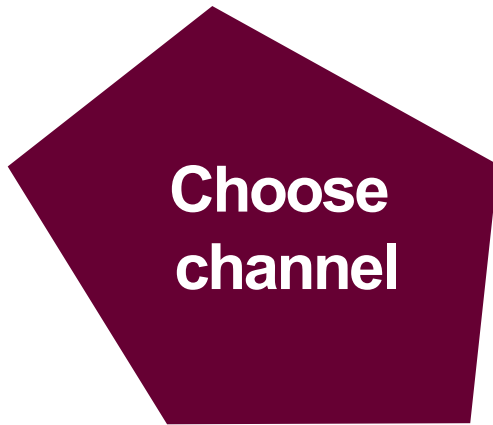
Electronic channels: email, Intranet, blogs, podcasts, social media, video conferencing



**Choose
channel**

Face-to-face channel tools: speeches, team meetings, board meetings, social events...

Media Richness (for engagement) Hierarchy





Choose channel

When to **write**?

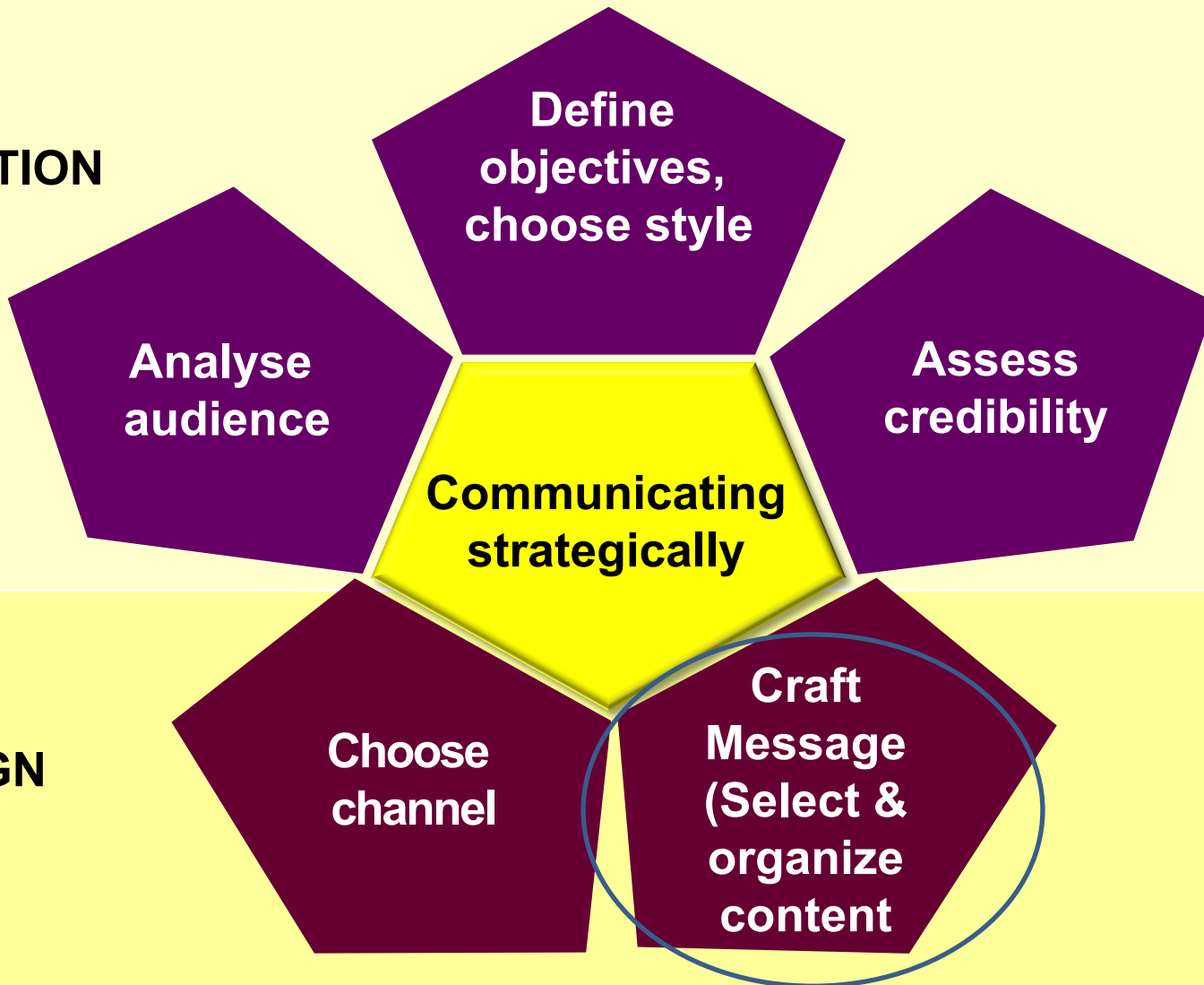
- Record
- Precision
- Mass audience

When to **present**?

- Instant feedback / interaction
- Build community
- Everyone gets message at same time? (Bradford)

When to **combine**?

SITUATION



**Define
objectives,
choose style**

**Analyse
audience**

**Assess
credibility**

**Communicating
strategically**

**Craft
Message
(Select &
organize
content)**

**Choose
channel**

DESIGN

“MESSAGE STRATEGY”

Beginnings & endings

Message organisation: Direct (get to the point) or **indirect**?

Message content:

- **Ethos** (character/trustworthiness)
- **Pathos** (emotions)
- **Logos** (logic).



**Craft
Message
(Select &
organize
content**

Aristotle in *Business Communication* (2007)

Choose message organisation

Direct

Main idea

Explain

Indirect

Explain

Main idea

“MESSAGE STRATEGY”

Direct best when:

Purely informational message

Audience **likes your message**

You present a **sensitive message** + you have **high credibility** &/or the audience **wants results**

Indirect best when:

You have a **sensitive message**

Audience has **negative attitude** to message

You **lack credibility**

Audience is **analytical**

Aristotle in *Business Communication* (2007)

4. Persuasive techniques

(based on *Input 2*)

4 considerations:

1. **Ethos of the communicator**
(character, credibility, trustworthiness, expertise)
2. **Pathos of the audience**
(emotions, needs, concerns, fears, attitude)
3. **Logos** of the content (logic: evidence, benefits).
4. Persuasion through **message structure**

1. Ethos: persuading through **communicator credibility**

Establish credibility for yourself as communicator (make your “own character look right” – Aristotle)

Establish credibility through quality of message (make your message “worthy of belief” – Aristotle)

2. Logos: persuading through claims based on relevant evidence

Elements of a convincing argument:

Claim: what do I want to prove?

Evidence: how can I support my argument?

Warrant: what is the link between claim & evidence? (Why is all this important / relevant?)



HE'S SO SICK,
HE COULD DIE
BEFORE YOU GET
TO WORK.

A baby like Nirob dies every six minutes in Bangladesh because healthcare is out of reach. But, right now, you can give £5 to help build a life-saving clinic.

TEXT **BABY**
TO **70008** NOW.

NO CHILD **BORN TO DIE**

 **Save the Children**

Text BABY to 70008 to donate £5 to build a life-saving clinic in Bangladesh or go to www.savethechildren.org.uk. You will be billed the amount and your standard text message rate. We'll use 100% of your donation. All donations to this appeal go towards our projects. Where donations exceed the appeal targets, they will be used to help vulnerable children whenever the need is greatest. By sending this text you agree that we may contact you to tell you about our work and how you can help. We will always give you the choice to opt out of further communications. If you would rather not receive such information please email us at report@www.savethechildren.org.uk or phone 020 7012 4740 or text STOP to 70008. Registered charity, England and Wales, 21 6095. © Save the Children 2012

3. Pathos: persuading by appealing to audience emotions

Show empathy

4. Persuasion through **message structure**

- Opening & Closing
- Establish **common ground** before disagreeing
- **Problem / Solution** (Here's the problem... help!)
- **Foot-in-the-door** technique (1st a small request, then bigger request)
- **2-sided structure** (list all objections – both sides of argument)
- **"Ask for more"** technique (extreme + acceptable options)
- Point out **danger of no action**
- Use persuasive **patterns**...

Persuasive pattern 1: Four Ps

Position

Show the audience you know their position

Problem

Show the audience you understand their problem

Possibilities

Outline the possible options

Proposal

Make your suggestion

Persuasive pattern 2: Motivated sequence

Step 1	Get attention – arouse interest, focus on message
Step 2	Show the need – identify the problem
Step 3	Satisfy the need – present a solution
Step 4	Vizualize the results – point out the benefits
Step 5	Request action – obtain commitment

Persuasive pattern 3: A I D A

Attention

Convince them of the importance of the message

Interest

Explain how it relates to them, give details

Desire

Support your claims, provide evidence

Proposal

Suggest the action you want them to take

5. Instructions for A1 Written request

Work in TEAMS (for A1 Written request + A4 Team presentation)

Teams:

Assignment A1 is done in a team of 4 students.

We'll form **8 teams** now

A1 Written request: ORION (10%)

Situation

Write a request to ORION to persuade them to participate in your university course project

Writer (your group)

Aalto Biz student & management intern at Orion

Recipient

Orion's Corporate Responsibility Manager

Draft (1st version) due Session 2 (tomorrow)

Final version due Session 3

A1 Written request (group)

Learning outcomes:

- analyse an **audience** and define **objectives** to create a targeted business message
- **write** a coherent and convincing, reader-friendly business **message** (request)
- **critically assess** other business messages

A1 Written request (group)

Situation:

You are an Aalto Biz student and work as a part-time employee for Orion, a leading pharmaceutical company in Finland. In your job as a management intern, you have become increasingly aware of and frustrated with the fact that many people in developing countries cannot afford basic medicine that would improve their health and, for instance, reduce child mortality.

You are currently participating in the course 'How to change the world: social responsibility projects' (6 cr). The purpose of the course projects is to find creative solutions to real-life social challenges that are linked to case companies. You have decided to approach Orion to request them to participate in your team's project.

A1 Written request (group)

With your group members, develop your creative solution to improve the access to affordable medicines in developing countries. Write an email request to Orion's Corporate Responsibility Manager to persuade her / her unit to participate in your team's project.

Think carefully about:

- **Reader benefits.** Why would the company want to help you? What's in it for them? (WIIFT)
- **The arguments** that you use carefully in order to get the response you want.

A1 Written request (group)

Thoroughly **analyse the situation** with your team by using the ideas discussed in Input 1 (communicating strategically) and Input 2 (persuasive techniques).

Then **write** the email request.

A1 Written request (group)

Deadlines:

- **Email me your 1st version by 12.00 tomorrow (before Session 2)**
- Show it to another team in Session 2

Treat it as a final version to get good feedback.

- ***Get feedback*** in class
- ***Submit final version*** to MyCourses by **13.00 Session 3**

Evaluation rubric available in MyCourses A1 submission box

Communication strategy for A1

1. What is your **objective** in the case / in the email?
2. How much and what kind of **credibility** do you as the communicator have?
3. How does your **rather low credibility** influence your message?
4. Who is your **audience**?
5. What does the audience **know / not know**?
6. How is the audience **likely to feel** about your request?
7. How can you **persuade** this specific audience? i.e. what can you offer them?
8. How should you **structure** your message, and why?

6. Effective Business Writing

Learning outcomes

By the end of this session, you will be able to

1. Write persuasive, clear and concise business messages
2. Write with a strong audience focus
3. Ensure you get the desired response from readers

BUSINESS WRITING

When you write well...

- Enhances your credibility
- More chance of reader receiving & understanding your message
- More chance of reader doing what you want

So let's learn to write well!

Applies to emails, WhatsApp messages, executive summaries, PowerPoint reports...



BUSINESS WRITING

Composing Techniques

FIRST (*yesterday's session*):

- Communicator strategy
- Audience strategy
- Message strategy
- Channel Choice strategy

Then COMPOSE (write)...

Tips:

- Strategize
- Write 1st draft
- Edit &/or ask someone to check &/or test it
- Edit again



Composing Techniques

1. Conduct research:

- Interview/s
- Company documents (eg online)
- Company communications (eg emails)
- Surveys

2. Organize (overall structure):

Group ideas: mindmap/idea chart

3. Narrow your focus:

- Skim
- Nutshell
- Bottom line
- Elevator pitch

4. Draft your text:

- Organize (eg main points)
- Start writing
- Don't edit yet

5. Edit (in this order):

- a. For strategy & focus
1st
- b. For macro issues
- c. For micro issues
- d. For correctness (eg spelling, grammar & punctuation)

Composing Techniques

3. Narrow your focus

Skim (HSV: High Skim Value):

- Imagine reader skimming...
- What does reader need to know **1st**, **2nd**, **3rd**... if he/she skims text?



Composing Techniques

4. Draft your text

- Don't start with blank page - start with lots of unedited text
- Like sculpture, begin with 'mess' (in Draft stage) & methodically perfect (in Edit stage)



Composing Techniques

5. Edit

MACRO: structures (eg headings & paragraphs) – to suit your arguments

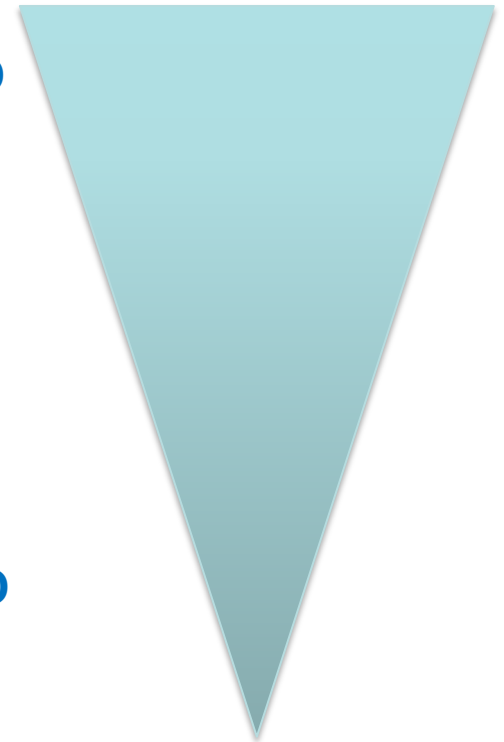
MICRO: sentences & words

- Brevity (conciseness)
- Transitions
- Appropriate style (formal/informal)
- Language correctness (eg spelling, grammar & punctuation)

MACRO



MICRO



MACRO Writing

Effective paragraphs have:

- clear **topic sentence** +
- supporting sentences +
- **signposts** +
- are short

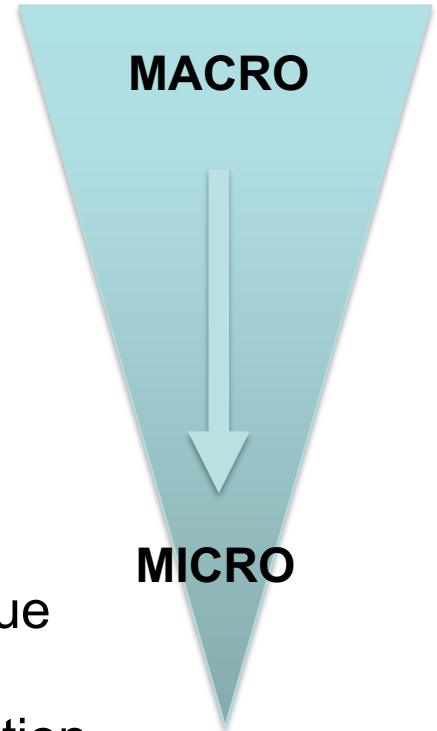
Effective paragraph example:

An effective document structure includes three main items. First, you should create high skim value with message headings and enough white space. **Second**, you should use signposts to show connection in the text. **Finally**, each paragraph should start with a topic sentence, which all other sentences then support.

Topic sentence



Signposts



MICRO Writing

Design text to enable reader to read it all **quickly + slowly**

Make text easy to **skim**
- gain **High Skim Value (HSV)** through:

- **Headings** (that highlight key messages)
- Numbered & bulleted **lists**
- **Parallel headings & lists**
- **White space**
- Easy-to-read **typography**

MACRO



MICRO



Headings (& sub-headings)

Effective headings have 3 features:

1. Tell (**summarize**) the message (main point) in the paragraph
2. Are **parallel** (conceptually & grammatically)
3. Have **stand-alone sense**



Headings tell (summarize) the message (main point) in each paragraph

Reader can skim quickly

**Message heading
(conveys main idea)**

Top-level executives with strong background in finance

Readers prefer international trade news over sports

**Question heading
(focuses reader on answer)**

Who's the audience?

What are reader survey results?

**Topic heading
(indicates subject)**

Audience

Reader survey

Action verbs in headings – because most business communication involves making recommendations (persuading)

Compare these:

We recommend that management take the following 4 steps:

1. A clear timeframe for the introduction of the new database important
2. Communication of the timeframe to all staff
3. Organising training sessions to ensure smooth implementation
4. Important to clarify job descriptions and explain to personnel how their input impacts the whole organisation

We recommend that management take the following 4 steps:

1. Establish a clear timeframe for the introduction of the new database
2. Communicate the timeframe to all staff
3. Organise training sessions to ensure smooth implementation
4. Clarify job descriptions and explain to personnel how their input impacts the whole organisation

Numbered & bulleted lists

Rule of thumb:

- Use numbering when the sequence or number of items is relevant.
- Use bullets when the number or the order of the items doesn't matter.

Example:

Before arriving in Finland, please take the following four actions. First, enroll at **www.abcevent.fi/registration**. In this address, you will be able to indicate any dietary restrictions. Second, pay the registration fee through your mobile bank. If you don't have access to a mobile bank, please contact us. Third, book your hotel room through **www.abcevent.fi/hotel** to be able to benefit from a discounted rate. Finally, if you have any questions, please contact us.

Before arriving in Finland, please take the following four actions.

1. Enroll and indicate dietary restrictions at **www.abcevent.fi/registration**
2. Pay the registration fee through your mobile bank or contact us for payment
3. Book your hotel room through **www.abcevent.fi/hotel** to benefit from a discounted rate
4. Contact us if you have any questions

Notice
action
verbs

Before arriving in Finland, please take the following four actions.

1. Enroll and indicate dietary restrictions at **www.abcevent.fi/registration**
2. Pay the registration fee through your mobile bank or contact us for payment
3. Book your hotel room through **www.abcevent.fi/hotel** to benefit from a discounted rate
4. Contact us if you have any questions

What can
you notice
here?

Parallel headings & lists

Make sure they are conceptually and grammatically parallel, i.e. equal

Conceptual parallelism – making sure headings/listed items have the same relationship to the title of the document/list

Helps busy reader quickly skim & understand

No conceptual parallelism:

Here are the main findings:

- All the steps in the process were carefully monitored
- 15% of the raw material was defective
- The finished product was tested at 5 minute intervals
- 2% of the seals received insufficient adhesive

Conceptual parallelism:

The pricing of the holiday apartments will depend on:

- location on the coast
- amenities in the neighbouring area
- number of bedrooms
- quality of furniture and fittings

Parallel headings & lists

Parallel headings are similar items

Here are 3 actions you should take:

1. Send contact info to Susan Smith
2. Pay the course fee
3. Prepare the pre-course assignment

Note about emails: treat **subject line** as heading
= put message in subject line

Examples:

“Brochure” vs. “New brochure for comments
by Monday”

“Meeting” vs. “Board meeting: Tue 9 am,
Room 102”

- Avoid **wordiness** (*Pleonasm*: the use of unnecessary words)
- Shorten & vary **lengths of sentences**
- **White space**: increases readability
- **Typography**: Bolding, underlining, italics – use sparingly, don't combine them

MACRO



MICRO



Transitions (Hansel & Gretel pebbles):

Addition: And, in addition, again, also, similarly, finally...

Contrast: But, however, or, nevertheless, on the other hand...

Example: For example, for instance, such as, that is...

Sequence: First, second, third... then...

Conclusion: Finally, therefore, in conclusion, as a result...

Clarification/summary: In other words, what this means is, to summarize...



Clear & logical structure

Introductions (openings): provide background, explain why you are writing, preview rest of text

Length depends on how familiar reader is with topic

Effective intro does 3 things

1. Explains why you are writing
2. Establishes context
3. Previews rest of text



Examples:

As Alina told us last week, our customer feedback has been below target. To address the issue, we (Mikko, Matti and Salla) were assigned to suggest measures to enhance our customer experience. This report outlines...

We met at the Speak IT! event last month, and you told me that you give workshops on inspirational leadership. I am writing to ask if you would be interested in giving a workshop on this topic to our employees...



Closings: reinforce main ideas, state action points, give deadlines, offer help

Examples:

I will call you at the beginning of next week so that we can talk more about the workshop and possibly start organizing the details.

In order to take this process a stage further, could you please let us have ...

I look forward to receiving your comments on the attached draft by 3 pm on 31 August.

If you require more data on ... I would be happy to collate it for you.

Styles

Formal or informal? Professional or casual?

Depends on who is writing to whom + what you are trying to achieve (communication objective).

3 different examples:

Do not hesitate to contact me if you have further questions or would like additional information. Our office hours are ...

If you'd like more information, feel free to call me anytime between 8.00 and 16.30 Monday to Friday.

Want to know more? Just give me a call. I'm in the office 8-16, Monday to Friday.

Styles

- Use a reader-centric 'you' attitude: what's in it for them (WIIFT)
- Beginning (salutation) and ending (complimentary close) that reflects your relationship with the reader

Formal messages	Salutation	Complimentary close
1. Know the name, but have not written to them before	Dear Mr / Ms / Mrs / Miss + name, e.g. Dear Mr Sypniewska Dear Ms Ang Bee Hong Dear Ms T H Schaefer	Yours sincerely Sincerely yours Sincerely Cordially (Am.)

Note:

- Dear Ms + name is the most common way to address women, regardless of marital status.
- If you do not know whether the recipient is a man or a woman, simply use the full name, e.g. Dear Eun-Young Park

Informal messages

1. Know the recipient

Dear + recipient's first name, e.g.

Dear Mehdi
Hello Jaana
Hi Marlotte

Best regards
Kind regards
Kindest regards

2. Write to a personal
friend or close
colleague

Hi
Hi Peter
Peter

BR
Cheers
By for now
See you



Jen & the Sales Navigator Team

Hi Mark,

As a valued LinkedIn member, I'd like to offer you a special gift - a free trial of Sales Navigator!

Sales Navigator gives you the following additional features:

- **20 InMail messages** (per month) so you can contact anyone, even if you're not connected
- **Who's Viewed Your Profile**, to see everyone who viewed your profile over the last 90 days
- **Unlimited Searches** with special filters including Job Function, Seniority Level, and Groups
- **Actionable Insights and News** that keep you updated on your Saved Accounts and Leads
- **Lead Recommendations** to help you find the right prospects at target accounts

Start your free trial today, and tap into the power of LinkedIn, the world's largest professional network of 630M+ members.

Sincerely,

Jen & the Sales Navigator Team

[Upgrade Free →](#)

7. Session 1 Reflection (in MyCourses)

8. Work due Session 2

A1 Written request:

Write your email request (in your teams) - consider:

- **Audience focus** – what's in it for them?
- **Style** – e.g. be polite (+ remember pathos)
- **Readability** – e.g. high skim value
- **Content** – reader must understand:
 - why you are writing
 - what it is that you want
 - how they would benefit

Have your 1st Version ready for peer feedback tomorrow.

You will work on it in class + show it to another team

Final version due Friday (Session 3)

Session 2

13.00-16.00

[A1 Written request 1st Version:](#)

- Peer feedback
- Improvement exercises

Instructions for [A2a & A2b: Individual, 5-minute persuasive presentation](#) (a) outline & (b) presentation

Instructions for [A5 Critical reflection](#)

Read ***Inputs 1, 2 and 3*** (communication strategy, persuasive techniques, effective writing) - available in MyCourses

References / Acknowledgments

See in-text citations

Mike Baker, Christa Uusi-Rauva