



Communications

Introduction

This introductory communication skills course for incoming MiM students is a 0.5 credit course, with compulsory attendance and graded.

As a soft skills course, the main content is practical, with plenty of time for students to give speeches in small groups and even in front of the whole class, with support and personalized feedback from professional trainers.

The course integrates five different components:

- 1) Videos, to introduce students to the different rhetorical frameworks they will practice during the course. These video links are available in the virtual campus.
- 2) Plenary sessions, to go deeper into those rhetorical frameworks as well as verbal and non-verbal communication. These plenary sessions have a practical approach, with interactive exercises and speaking practice.
- 3) Practical sessions in teams following every plenary session, in which students will deliver their speeches and receive feedback from their classmates and from a trainer.
- 4) Wrap ups at the end of each day, with the best speeches delivered in teams and some final comments and tips regarding the main takeaways of the day.
- 5) One-to-one online sessions with a trainer. Students will prepare a new speech for that session, film it and upload it to a digital platform. Then, they will fix an appointment with their facilitator for the following day, watch the recording together and receive feedback.

Objectives

The goal of this course is to provide MiM students with effective tools to improve their interpersonal communication skills, useful for their time at the IESE Business School for teamwork, business presentations and job interviews, among other important situations.

Learning Outcomes

RA11. Enable students to integrate knowledge and address the complexity of making judgments based on incomplete or limited information, including reflections on social and ethical responsibilities linked to the application of their knowledge and judgments.

RA20. Enable students to communicate their conclusions, along with the knowledge and rationale supporting them, to both specialized and non-specialized audiences clearly and

unambiguously.

RA21. Listen, understand, and compare differing viewpoints to develop an objective understanding of a business situation. Communicate in a structured and persuasive manner (Interpersonal communication).

RA13. Work effectively in multicultural teams, assuming project leadership when necessary. Integrate the value of diversity into the team's decision-making and work process (Multicultural teamwork skills).

RA14. Critically evaluate information and the context of a business situation to reach prudent decision-making conclusions (Critical thinking).

RA22. Acquire self-knowledge and self-control necessary to work effectively under pressure in professional environments, understanding others' motivations and the corporate culture (Emotional intelligence).

RA2. Apply well-established ethical criteria in business decision-making, respecting the inherent dignity of each individual and the pursuit of the common good. (Integrity)

RA15. Develop a proactive mindset open to organizational change to design and promote process improvement initiatives and facilitate adaptability to new organizational cultures (Innovative spirit).

RA23. Develop communication skills in a business context following the classic framework of logos, ethos, and pathos to structure a solid, convincing argument, accompanied by body language and effective storytelling.

RA27. Identify team management mechanisms that foster collaboration, communication, trust, and achievement of a common objective.

Content

Topic No. 1: the rational speech

The "Logos speech" must have a main theme, convey a clear message, provide solid evidence in support of the message and promote a specific action from the audience.

The Logos structure is used to convince the audience with logic, reason and strong arguments. A Logos speech might also include Ethos (credibility) and Pathos (emotions) elements, but reason and logic are the building blocks.

Topic No. 2: Non-verbal language

Nonverbal communication (NVC) is the non-linguistic transmission of information through visual, auditory, tactile and kinaesthetic (physical) channels.

Non-verbal language is at least as important as the speech's content and structure, but quite often neglected by business leaders. In this communication skills course, facilitators will dedicate part of the practical time to this matter.

Being conscious and present to what is happening here and now with yourself, your body and the people and world surrounding you is the first essential step in becoming a more effective communicator.

The most important elements of non-verbal communication that addressed in this course are the following: Eye contact, Gestures, Posture, Pauses, Voice, Energy, Attitude, Breath and Movement.

Topic No. 3: leadership

The “Ethos speech” has to have a main theme and convey a clear message and promote a specific action from the audience; but in the Ethos speech, the speaker uses his or her own credibility in support of the message and persuade the audience.

An Ethos speech is aiming at persuading your audience to choose a specific path of action mainly relying on your credibility as a leader, either because you have experienced a similar situation or because of your knowledge in the matter. It is a way of directly or indirectly answering the often-unarticulated concern by the audience: “Why should I trust you?”

Topic No. 4: storytelling

Storytelling is the art of explaining an anecdote with the final intention of sharing a message and anchoring it. A well told story allows you to build a connection with the audience as they might have lived a similar experience and because you show yourself in a more personal and human way. Moreover, the story allows you to share emotions, and that is why stories are used in situations when establishing powerful emotional connections is more important than using reason and arguments.

Instructional Activities

AF1: Training sessions and meetings with the teacher (classes, seminars, lectures, tutorials, company visits, simulations): 30hrs

AF2: Individual student work (personal study, preparation of assignments): 21hrs

AF3: Teamwork (preparation of group assignments and execution of simulations): 8hrs

AF4: Evaluation tests: 1hrs

Evaluation

Grading will be based on two elements:

- Class participation (ideas shared and contribution to the full group sessions; and quality of the feedback given in the small group sessions): 25%
- Practical exercises (Evaluation of the speeches delivered during the practical sessions): 75%

The IESE Business School's Honor Code and Learning Partnership apply to all activities in this course. For individual assignments, unless explicitly stated, you should not interact with anyone else. For deliverables to be done in teams you should interact only with the members of your team.