

# LEADERSHIP AND COMMUNICATION

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**07-09 April, 2025**  
(In-person programme)

“Look, I only have three things to do. I have to choose the right people, allocate the right number of dollars, and transmit ideas from one division to another with the speed of light.”

– Jack Welch, Former CEO, General Electric

“When asked what single event was most helpful in developing the theory of relativity, Albert Einstein is reported to have answered ‘Figuring out how to think about the problem’.”

– Richard Saul Wurman, Information Anxiety

## Leadership and communication at a glance

### The general management perspective

In this course you will master the skills you need to excel as a general manager working in corporate communication.

How people see a problem, opportunity or decision depends on their background and experiences. The perspectives of people who spent years in finance dealing with cash flows and budgeting are different than those of someone with experience in corporate communication who deals with media relations, employee communications and investor relations. This implies two things:

- each person has a limited view of the whole story, and may be driven to define a problem as a ‘finance’ or ‘marketing’ problem because this is what their experience tells them
- each person may be correct, but only partially.

This calls for developing a general management perspective. With this perspective you can integrate multiple functional perspectives to arrive at a complete understanding of a problem or opportunity.

The value of the general management perspective in communications becomes particularly clear when you run a function (like media relations) or department (like corporate communication). That’s where you see the interplay of different functional imperatives with their often conflicting views. In this course, you will focus on the challenge of effectively combining the requirements of each functional area with the overall needs of your enterprise.

### The general manager’s job

General managers are responsible for the main day-to-day business activities a company or department – whether it is for- or not-for-profit, local or international, small or large. General managers include CEOs, entrepreneurs, leaders of business units in larger companies, executive directors of charitable organisations, presidents and prime ministers of countries, and in this case, heads of corporate communication departments or functions. You function as a leader who can set the organisational purpose and can create an environment where success happens.

In such a general manager role, you need proficiency in three distinct areas:

- critical thinking about various strategies and business models
- innovation and creativity by exploring opportunities, understanding discontinuities and crafting strategy
- intuition.

So while we rely on frameworks to guide our thinking wherever possible, there is a certain ‘messiness’ in the general manager’s job that cannot be ignored. This course will lay a foundation about the general manager’s job that you can build on throughout the rest of your career.



# Learning objectives and your learning experience

## Learning objectives

Build, enhance, and perfect the skills you need to excel as a general manager working in corporate communication. You will:

- explore key areas of general management through in-depth analysis of a range of cases that focus on various functional areas of management
- learn how to introduce the concept of general management to communicators
- develop analytical skills needed for effective problem and opportunity identification.

In this course you will learn how best to define problems or opportunities in your organisation so you understand what the real critical issues are. An important part of the learning here will be in the process of figuring out what the right questions are, and what the right problems and opportunities should be.

## Your learning experience

You will learn through a combination of:

- **Lectures** that provide the basic theoretical frameworks to approach every topic, accompanied by additional reading to further develop your understanding of each course topic.
- **Case studies** and **team presentations** to discuss each topic in depth so you can better understand how to put the theoretical concepts into practice.
- **Interactive in-class discussions** on problem and opportunity identification so you are actively engaged and can share experiences with other participants.



## For whom?

You will benefit from the training if you are a:

- senior communication manager
- brand manager
- public policy advisor
- general manager motivated to advance yourself.

You will be part of a diverse group of accomplished, driven and open-minded professionals from Europe and beyond, working in various communication positions in the public and private sectors, in NGOs, and in consultancies.

To join, you should have at least a bachelor degree and three years of work experience.





## Programme overview

This three-day course runs for three consecutive days from 09:00-17:00 CEST on each day.

### Programme overview:

#### Monday, 07 April 2025

- Session 1: Case Yellowtail Marine 1
- Session 2: Case Yellowtail Marine 2
- Session 3: The joy of leadership in communication

#### Tuesday, 08 April 2025

- Session 4: Case Nike (A)
- Session 5: Case The Atchinson Corporation (A)

#### Wednesday, 09 April 2025

- Session 6: Case The Body Shop International
- Session 7: Case Duplitrace GmbH
- Role play

## Certification and ECTS

You complete the training with a compulsory assignment. For this, you apply the course's theoretical and practical ideas to an organisation of your own preference. It's an individual assignment; you write a report that shows what can be improved, why, and how this can be implemented, using the frameworks that you learned in the course. The details of this assignment will be explained in the final session.

All participants will receive a certificate of participation upon completion of the course. In addition, the training is worth 5 ECTS, which will be granted upon successful completion of the assignment, provided that this module is taken as a part of the Part-time Executive MSc in Corporate Communication.

## Course expert: Professor Paul Argenti

The curriculum is developed and taught by Professor Paul Argenti. He has been teaching management, corporate responsibility, corporate communication, crisis communication, and healthcare management since 1977 when he began at Harvard Business School. He is a Fulbright Scholar and won the Pathfinder Award from the Institute for Public Relations for the excellence of his research over a long career. The Ethisphere Institute also listed him as one of the most influential people in business ethics. He serves on an advisory board to the President of the World Bank and the Board of Trustees for the Ethisphere Institute, acted as consultant and has been running courses on communication for executives at hundreds of organisations for over 30 years.

His books and seminal work focus on corporate values, shared value, corporate character, and the purpose of the corporation in modern society. Paul's blogs are regularly published in Harvard Business Review, The Washington Post and US News & World Report, and he appears frequently on radio and television as a commentator on topics related to management, communications, reputation, crisis, and corporate responsibility.



## Practical information

### **Dates**

The English-taught course will take place from **07-09 April 2025**.

### **Location**

Erasmus University (Campus Woudestein)  
Burgemeester Oudlaan 50  
Bayle building  
Rotterdam, The Netherlands

### **Fee**

The course fee is €3,600. This fee includes tuition, course materials, assessment, lunches, refreshments and drinks. Please note that this fee does not include hotel accommodation or transfers.

### **Interested?**

We are always happy to talk to you, and to answer any questions you might have. Contact us on:  
ccc@rsm.nl  
+31 10 408 2851

### **Ready to apply?**

Secure your place by completing [our online application form](#).



## About our Part-time Executive Master in Corporate Communication programme

This course can be followed on its own, or as a part of our **Part-time Executive MSc in Corporate Communication**.

We have offered this master programme since 1998 to communication professionals who wish to further enhance their careers. The aim is to provide strategic, leadership and management skills, as well as in-depth knowledge of corporate communication, reputation management and related disciplines. Participants who complete the whole programme are rewarded with a master degree from Erasmus University Rotterdam.

Our accredited master programme is designed to be flexible, and can be combined with a full-time career. You can therefore start at any time, with any of our four modules:

### **Part I**

#### **Foundation of corporate communication**

Foundation course (in January or June)



### **Part II**

#### **Six advanced elective courses**

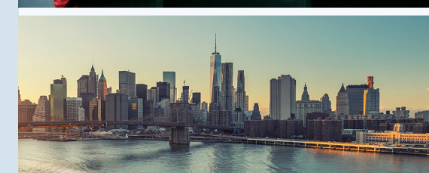
Six advanced elective courses. You can choose six courses from the 15 that are offered, depending on your personal or professional interest and availability



### **Part III**

#### **Study trip to New York**

International study trip



### **Part IV**

#### **Master thesis**

Master thesis



To obtain the master degree you must complete all four modules. Upon completion, you will have gained insight from new academic, international perspectives, and learned from working with international peers from diverse industry backgrounds within Europe and beyond.  
[www.rsm.nl/mcc](http://www.rsm.nl/mcc)



Accredited by



### Corporate Communication Centre

Mandeville Building, room T12-48  
Burgemeester Oudlaan 50  
3062 PA Rotterdam  
The Netherlands  
[www.rsm.nl/mcc](http://www.rsm.nl/mcc)

### Rotterdam School of Management Erasmus University (RSM)

is one of Europe's top-ranked business schools. RSM provides ground-breaking research and education furthering excellence in all aspects of management and is based in the international port city of Rotterdam – a vital nexus of business, logistics and trade. RSM's primary focus is on developing business leaders with international careers who can become a force for positive change by carrying their innovative mindset into a sustainable future. Our first-class range of bachelor, master, MBA, PhD and executive programmes encourage them to become critical, creative, caring and collaborative thinkers and doers.