



UNIVERSITY of DUBUQUE

Master in Management – Communication Management (MMCM)

LEARNING INSTITUTE FOR FULFILLMENT AND ENGAGEMENT

University of Dubuque's Learning Institute for Fulfillment and Engagement (LIFE) program is an accelerated adult bachelor's and master's degree program. The LIFE program was established by University of Dubuque, a nonprofit private Christian university. UD was founded in 1852 in Dubuque, Iowa, and is accredited by the Higher Learning Commission (HLC).

PROGRAM MISSION STATEMENT AND PHILOSOPHY

The Master in Management - Communication Management (MMCM) program prepares professionals to lead, design, plan, manage, and monitor communication channels in an organization. Participants will be prepared to think strategically, integrate and construct new knowledge, and develop intrapersonal and interpersonal competencies through applied management practices and leadership skills. Through real-life case studies and in-class simulations, the program develops a mastery of skills, tools, and applications that provide an optimal communication environment for an organization with ethics and social responsibility at the core.

PROGRAM GOALS

- Lead and manage with in-depth knowledge in key areas of finance, human resources, operations, and strategy.
- Exercise character and ethics in decision-making.
- Communicate effectively across the global business landscape.
- Think and act both tactically and strategically in complex business situations.
- Facilitate two-way communication in organizations, build relationships between organizations and the public as well as across cultures. Interact with traditional, social, and emerging media channels effectively and monitor change for planning.

MMCM COURSE REQUIREMENTS:

ALL COURSES LISTED BELOW ARE THREE CREDITS.

MMCM Courses (30 Credits)

- COM 605: Managerial Communication
- BUS 620: Managing the Business Culture
- COM 620: Intercultural Communication
- COM 622: Global Business Communication
- COM 630: Effective Professional Communication
- COM 635: Integrated Marketing Communication
- COM 640: Public Relations
- COM 647: Stakeholder Engagement
- BUS 668: Innovation & Change Management
- GRAD 686: Field Experience Capstone Seminar

Please note the sequence of courses and course schedules are contingent upon enrollment.

MASTER IN MANAGEMENT – COMMUNICATION MANAGEMENT COURSE LIST
30-CREDIT DEGREE

Course	Course Description	Credits
BUS 605 Managerial Communication	This course provides a basic overview of managerial communication processes in organizations. Course topics include: verbal and nonverbal communication, dyadic and organizational communication, intercultural communication, small-group interactions, conflict resolution, and the roles and relationships when managing negotiations, participating in meetings, and working in teams, as well as conducting interviews. Upon completion of this course, students will be able to describe, analyze, and explain key concepts, roles, and relationships in managerial communication practices. Course Objectives: <ul style="list-style-type: none"> • Describe, analyze, and explain key concepts in managerial communication practice. • Assess the relationship between managerial practice and one’s own communication skills. • Evaluate the ethical implications of issues in managerial communication as they relate to the development of integrity and ethical conduct in the field. • Synthesize and demonstrate an understanding of the interpersonal and intrapersonal competencies at play when working in teams. • Present findings in the context of professional speaking and writing using a mediated technology to enhance oral presentation. 	3
BUS 620: Managing the Business Culture	This course analyzes the factors and conditions in an organization that influence employee, unit, division, and corporate behavior and the integration of structure, strategy, policy, resources, and culture with the achievement of corporate goals and objectives. Topics include the analysis of human resource functions to determine the best use of human capital in an organization; human behavior in organizations and problems; conflict analysis and resolution, understanding and managing formal and informal behavior; communication psychology and ethics; stress management; culture identification, culture analysis, culture change; and managing organizational change. Upon completion, students will identify and analyze factors that influence organizational conflict and plan solutions to prevent or resolve them. Course Objectives: <ul style="list-style-type: none"> • Interpret and apply principles and concepts of industrial/organizational psychology in the workplace. • Analyze and develop effective approaches to organization design and structure that are fully integrated with corporate strategies, objectives, and goals. • Apply organizational analysis techniques in the planning and managing of organizational change. • Apply the principles of organizational behavior to culture analysis and change, gap analysis, power and influence management, and conflict analysis and resolution. • Identify and evaluate political behavior in corporate decision-making processes. • Identify the current state of human capital management in reference to both strategic and operational timeframes. • Analyze human resource functions that influence an organization’s human capital. 	3
COM 620: Intercultural Communication	This course examines the theories and models that govern the interactions among cultures with the aim of enhancing communication flow between them. In this course students will study commonalities, differences and variations in cultural practices and their impact on intercultural exchanges in business, education and media systems. Students will examine and assess the various definitions of cultures, subcultures, emerging cultures and in particular evaluate the new media impact on culture change. Upon completion of this course, students will be able to understand and explain intercultural communication theories and models, compare and contrast media systems across cultures, and build effective two-way communication channels. Course Objectives: <ul style="list-style-type: none"> • Explain cultural context and its impact on intercultural communication. • Understand and apply intercultural communication theories to case studies and real-life scenarios. • Identify and discuss the commonalities that exist between cultures. • Develop two-way communication channels between the organization and the cultures it serves. • Develop a literature review and a research proposal that can be executed for a conference or journal manuscript. 	3

Course	Course Description	Credits
COM 622 Global Business Communication	<p>This course concentrates on the relevance of global intercultural communication, its relationship to corporate culture communication and the significance for global business between globalized and indigenous populations. These topics are examined from a business and communication perspective. Upon completion, students will determine the usage of basic cultural and professional competencies in business interactions. Course Objectives:</p> <ul style="list-style-type: none"> • Classify the differences among a wide range of cultures according to established cultural value and communication variables. • Identify intercultural communication concerns and corporate culture communication concerns. • Analyze global organization cases. • Develop intercultural corporate culture and corporate culture communication skills, communication competencies, and points of view needed by professionals working in a globalized business context. • Choose an ethical basis for making communication choices in a complex, culturally diverse, globalized business world. 	3
COM 630: Effective Professional Communication	<p>This course focuses on presentation skills based on organizational theories and practices, as well as discussions on emotional intelligence. Students will examine and apply classic and contemporary accounts of effective presentations, facilitating meetings, and developing communication skills related to businesses. Upon completion of this course, students will be able to facilitate meetings, plan and organize events, and prepare and deliver professional presentations. Course Objectives:</p> <ul style="list-style-type: none"> • Demonstrate an understanding of emotional intelligence and explain how it can be used effectively in business. • Demonstrate effective speaking and communication skills relevant to business. • Assess and create the appropriate business correspondence and reports for given situations. • Apply effective team working skills. 	3
COM 635: Integrated Marketing Communication	<p>This course examines underlying theory and best practices in communicating brand narrative that foster brand awareness, preference, and loyalty via an integrated marketing approach. The course will integrate advertising and marketing strategies to build optimal marketing communication programs. Students will examine developments in the integrated marketing communication field in light of their long-term potential, relevance to the target audience, and impact on marketing objectives. Upon completion of this course, students will be able to develop a comprehensive marketing communication campaigns, be able to do in-depth SWOT analysis, craft creative and persuasive content and provide means for campaign's assessment. Course Objectives:</p> <ul style="list-style-type: none"> • Develop integrated marketing communication strategic plans. • Integrate effective strategies to create and design advertisements and promotional materials based on relevant marketing objectives. • Analyze the ethical and appropriate use of integrated marketing communication strategies to assure the integrity and transparency of the organization to its target audiences. • Evaluate new developments in the integrated marketing communication field. 	3
COM 640: Public Relations	<p>This course examines the history of the profession, characteristics, skills, and ethics required of a public relations practitioner, and necessary communication methods to engage in the two-way dialogue between an organization and its targeted publics. Students develop a baseline knowledge of public relations research, planning, communication and assessments of communication campaigns and programs. Upon completion of this course students will define, plan, communicate, and assess a public relation case. Course Objectives:</p> <ul style="list-style-type: none"> • Demonstrate an in depth understanding of the theoretical foundations of public relations. • Demonstrate analytical and integrative knowledge of current and traditional public relations role models as practiced in the US and in the world0 • Compare and contrast inter-cultural differences as practiced across cultures. • Differentiate between ethical and unethical behavior in the practice of public relations. • Develop social media goals, objectives, strategies and tactics in order to deliver a successful campaign project. 	3

Course	Course Description	Credits
COM 647: Stakeholder Engagement	<p>This course is designed to enhance one's skill set when it comes to understanding, influencing, and persuading all of the internal and external stakeholders. Students will learn the essential elements of managing the supply-chain through relationships with vendors, outsourcing providers, customers, and colleagues. Securing the buy-in of individuals where you don't have direct authority can support a drive for operational excellence and continuous improvement. Upon completion of this course, students will possess the tools to increase buy-in and engagement of stakeholders relative to the needs of the organization. Course Objectives:</p> <ul style="list-style-type: none"> • Identify the tools necessary to foster buy-in and engagement of stakeholders. • Recognize the causes of waste that lead to decision-making delays and objections. • Apply techniques that build stronger business relationships at all levels of the organization. • Distinguish the personal and cultural preferences of those in one's environment and how to establish a better rapport with them. • Apply communication and management practices to reduce the amount of management effort required to support and drive a sustainable change in workplace behaviors. • Develop programs to improve motivation and retention of colleagues. 	3
BUS 668: Innovation and Change Management	<p>This course examines the theories of innovation and change management within organizations to refine and expand students' current problem-solving skills and leadership abilities. Concepts covered include various leadership theories and models, leadership across cultures, leadership ethics and attributes, organizational change and development, and the role of the leader in establishing organizational culture and facilitating change. Methods include a mix of reading, discussion, case studies, team exercises, and reflective exercises to achieve a better understanding of leadership and decision-making. Upon completion, students will assess, plan, and manage the process of change within an organization. Course Objectives:</p> <ul style="list-style-type: none"> • Identify the various theories of innovation, change management, and leadership necessary to develop organizational change management plans • Recognize the ethical issues associated with innovation and change management • Develop techniques to analyze how organizations react to change and overcome organizational resistance to change. • Design and implement an innovative change management process within an industry or organization. 	3
GRAD 686: Field Experience Capstone Seminar	<p>The Field Experience Capstone Seminar is the culminating experience for students studying in any one of the traditionally offered Master in Management programs. Students meet weekly to discuss topics and analyze case studies that highlight the various learning and development domains and dimensions identified by the Council for the Advancement of Standards in Higher Education, that include 1) knowledge acquisition, integration, construction, and application, 2) cognitive complexity, 3) intrapersonal development, 4) interpersonal competence, 5) humanitarianism and civic engagement, and 6) practical competence. In addition to course work, students must be engaged in an internship at least 6 months prior to the commencement of this course. A minimum of 600 work hours related to one's program of study must be completed before the student can begin this course. Upon successful completion of this course, students will be prepared to use technical skills of the profession, communicate appropriately, reflect, analyze and reason through complex issues, manage relationships, and personal behaviors and attitudes, as well as apply excellent moral character and professional ethics to the practices of the organization. Course Objectives:</p> <ul style="list-style-type: none"> • Demonstrate an understanding of knowledge from one's discipline/career; connect knowledge to other knowledge, ideas, and experiences; construct knowledge; and relate knowledge to daily life. • Apply critical thinking, reflective thinking, effective reasoning, and creativity when working through complex problems. • Perform one's intrapersonal development through realistic self-appraisal, self-understanding, and self-respect in one's identity development, and commitment to ethics and integrity; and spiritual awareness. • Demonstrate one's interpersonal competency through meaningful relationships, interdependence, collaboration, and effective leadership. • Demonstrate an understanding and appreciation of cultural and human differences, social responsibility, global perspective, and sense of civic responsibility. • Demonstrate practical competence, such as: pursuing one's goals, communicating effectively, applying technical competence, managing personal affairs, managing career development, demonstrating professionalism, maintaining health and wellness, and living a purposeful and satisfying life. 	3