There aren’t many top-20 business schools that have made a serious commitment to business and management communication. The No. 1-ranked Mendoza College of Business at the University of Notre Dame is a leader among them.

*Ranking by Bloomberg BusinessWeek 2014

The Eugene D. Fanning Center for Business Communication serves dual roles in the Mendoza College of Business. First, it influences the way our faculty understand and teach the role of writing, speaking, listening and other communication behaviors in the workplace. Second, our faculty teach students the importance of communication in reaching their intellectual, academic and professional goals.
If you are serious about developing your communication skills, then the Fanning Center for Business Communication is the best place to start. We will guide you in writing, speaking, and other dimensions of human communication necessary for you to reach your professional goals.
### WHAT DO YOU NEED TO SUCCEED IN BUSINESS?

First things first: The skills you’ll need include the following:

- Critical thinking
- Listening skills
- Speaking experience
- Writing skills
- Conflict resolution skills
- Persuasion
- Interviewing
- Media management skills
- A professional image
- A great résumé

### HOW DO YOU DEVELOP ALL OF THESE CRITICAL SKILLS?

The Fanning Center for Business Communication has several opportunities for you to learn from our expert faculty, regardless of where you are in your personal or professional career. Examples include:

- For-credit courses
- Seminars
- Workshops
- Book Series
- Conference
- Scholarships

### WHAT TYPE OF INSTRUCTION IS AVAILABLE THROUGH THE FANNING CENTER?

Earn academic credit in any of these courses as you prepare for a career in business:

- Change Communication
- Conflict Management
- Corporate Communication
- Corporate Sustainability Reporting
- Intercultural Communication
- Management Speaking
- Management Writing
- Negotiation
- Persuasion

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Notre Dame MBA candidates Christina Vaughn (center) and Adam Peeples (right) accept the grand prize in a recent Case Writing Competition in Corporate Communication, sponsored by the Arthur W. Page Society, a select-member organization of Chief Corporate Communication Officers.

Robert Grupp (left), president of the Public Relations Institute, and Bill Margaritis (second from left), SVP and chief communication officer for FedEx, present the award to Prof. Jim O’Rourke, Ms. Vaughn and Mr. Peeples at an awards dinner in New York. Notre Dame students have won the Page Society’s grand prize in case writing four times.
Recent Mendoza graduates offer their thoughts on the value of communication in their careers.

**Kellie K. Friery ’01**
Vice President
Dix & Eaton

The courses offered by the Fanning Center introduced Friery to the world of business communication, and she uses the core skills she learned on a daily basis. Whether she’s drafting a letter to shareholders, counseling a client on a complex transaction, delivering a presentation on corporate governance best practices or simply composing a tweet, the foundation is always solid.

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**Kate Berry Christlieb ’07**
Finance Project Manager for U.S. retail stores
Starbucks

At Starbucks, Christlieb provides decision support for various investments, programs and initiatives, such as the Starbucks Evenings program in stores that offer wine, beer and food after 4 p.m. She also contributes to the planning and forecasting cycles for the largest business in the company—its more than 7,000 U.S. retail stores.

Part of my job is influencing leadership, which involves delivering presentations frequently. Professor O’Rourke’s courses helped me to build the foundation I needed in public speaking, by providing a safe environment to practice, receive feedback, improve, and fine-tune my style before I actually began delivering in ‘the real world’ (my career). —Kate Berry Christlieb

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**Without Professor O’Rourke’s support, I might never have redirected my career into investor relations and corporate communications. More than a decade later, I am continuing to challenge myself and grow in an area the market values and I find incredibly rewarding.”** —Kellie K. Friery
No other school has written and published as many management and corporate communication case studies, and few other business communication groups have the reach and influence demonstrated by the Fanning Center faculty.

When it comes to our students, we use guided instruction to teach them the intricacies of writing, speaking, and other dimensions of human communication. At the heart of this mission is a concern for the individual, a focus on ethics and integrity in business, and a commitment to the advancement of the Mendoza College of Business and the University as a whole.

Pictured below (left to right): Rev. Eric Albert Zimmer, S.J.; Amanda McKendree; Elizabeth Tuleja; Carolyn Langley; James O’Rourke IV; and Sandra Collins
James S. O’Rourke, IV  
Arthur F. and Mary J. O’Neil Director,  
Fanning Center For Business Communication  
Teaching Professor of Management

In a career spanning four decades, James O’Rourke has earned an international reputation in business and corporate communication. BusinessWeek magazine has named him one of the “outstanding faculty” in the Mendoza College of Business. In 2004, Professor O’Rourke received the John A. Kaneb Award for Excellence in Undergraduate Teaching from Notre Dame.

Professor O’Rourke is the author or editor of 19 text and trade books, including:


Professor O’Rourke also is senior editor of a nine-book series on managerial communication from Cengage South-Western and is principal author or directing editor of more than 250 management and corporate communication case studies.

Throughout his career, he has held faculty appointments at schools such as the U.S. Air Force Academy, the Defense Information School, the U.S. Air War College, and the Communications Institute of Ireland. He was a Gannett Foundation Teaching Fellow at Indiana University in the 1980s, and a graduate student in 19th Century English History at Christ’s College, University of Cambridge in England during the 1970s.

The founding director of the Conference on Corporate Communication at Notre Dame, and a trustee of The Arthur W. Page Society, Professor O’Rourke is a member of the Institute for Public Relations, the Reputation Institute, and the Management Communication Association. He also is a regular consultant to Fortune 500 and mid-size businesses throughout North America.

Ph.D.— Public Communication, Syracuse University
M.A.—Speech Communication, University of New Mexico
M.S.—Mass Communication, Temple University
B.B.A.—Management, University of Notre Dame
Sandra D. Collins
Associate Teaching Professor of Management

Professor Collins teaches courses in conflict management, persuasion, business speaking and business writing to undergraduates and MBA candidates in the Mendoza College of Business. She also teaches negotiation to Master of Science in Accountancy students, undergraduates, and Executive MBAs. With a background in social psychology, her teaching is informed by a special knowledge of cognitive processes. She considers all the factors—including relationships and power structure—that influence how a message is processed by the human mind.

Professor Collins provides team development workshops for Mendoza’s traditional and Executive MBAs in South Bend and Chicago. She has conducted workshops for the University and various organizations in listening, conflict management, interpersonal communication at work and team development.

In 2010, she developed a course in sustainability reporting after attending an international conference of the Global Reporting Initiative (GRI), a nonprofit organization that encourages and guides companies to report on their environmental goals, economic impact and social responsibility. Her GRI certification is part of a global effort to make corporate sustainability reporting more mainstream, and make corporations more accountable for measuring, tracking and improving their performance in these areas.

Her publications include:
- *Communication in a Virtual Organization* (Cengage South-Western, 2003)
- *Managing Conflict and Workplace Relationships* (Cengage South-Western, 2009)
- *Interpersonal Communication: Listening and Responding* (Cengage South-Western, 2009)
- *Persuasion* (Cengage South-Western, 2009)
Dr. Elizabeth Tuleja teaches courses in Intercultural Communication for the graduate and undergraduate programs, and Intercultural Management for the Executive MBA program. Additionally, she developed an online executive certificate course in Advanced Intercultural Management, which serves clients such as Boeing and Verizon Wireless.

Twice a year, Dr. Tuleja conducts training and also leads the Notre Dame MBA Cross-Cultural Immersion Program in China, which focuses on the cultural implications for doing business.

In addition to her role in Mendoza, Dr. Tuleja is a Faculty Fellow of the Kellogg Institute for International Studies, and a Faculty Fellow of the Institute for Asia and Asian Studies.

Most recently, Dr. Tuleja was selected by the Center for International Educational Exchange (CIEE) to join their International Faculty Development Seminar in Spain and Morocco in Summer 2014. The CIEE FDS provides faculty with access to the rich academics, diverse intercultural experiences and innovative approaches to learning and problem solving.

Prior to joining Notre Dame, Dr. Tuleja was a member of the faculty at the Wharton School, University of Pennsylvania and The Chinese University of Hong Kong.

Dr. Tuleja publishes in leading business communication journals and is author of the book, *Intercultural Communication for Business*, which focuses on practical applications regarding communication issues for professionals who want to understand intercultural communication at work. More recently, she has published an article regarding global leadership development – specifically at Mendoza College of Business.
Amanda G. McKendree  
Associate Teaching Professor of Management

Professor McKendree’s research examines crisis communication, conflict communication and the influence of rhetoric on organizational identity. Her findings have important implications for businesses of all sizes, but are especially significant for large and complex organizations. Additionally, she teaches management writing and management speaking to Notre Dame MBA students, and management speaking to undergraduate students.

Her Fanning Center professorship is her second position at Notre Dame. As the assistant director of the Kaneb Center for Teaching and Learning, Professor McKendree consulted with faculty, post-doctoral scholars, graduate students and departments to provide research services on teaching and learning topics; developed training programming and instructional materials; coordinated graduate student programming; and managed a staff of graduate student associates in developing and facilitating teaching assistant orientations, workshops, certificate programs and apprenticeships/fellowships. She also worked with the Graduate School Professional Development Program team that won the annual Presidential Team Irish Award that recognizes commitment to the University’s core values.

Professor McKendree’s honors and awards include the Coro Fellowship in Public Affairs from Carnegie Mellon University and the Top Paper Award in the Communication Ethics Division from the National Communication Association.

She is the co-author of *Conflict Between Persons: The Origins of Leadership* (Kendall Hunt Publishing Company, 2014), and the lead author of *Communication Perspectives on Academic Leadership at the Presidential Level*. She has published in the *SAGE Encyclopedia of Identity*, *Business Communication Quarterly*, *Ideas for Teaching the Basic Communication Course* and *Review of Communication*.

Professor McKendree is the recipient of three grants: a Faculty Research Support Program Initiation Grant from the University of Notre Dame Office of Research, an initiative grant from the National Communication Association and a mini-grant from the Center for Teaching Excellence, Office of the Provost, Duquesne University.
Carolyn Langley teaches courses in management communication to undergraduates, management writing to Notre Dame MBAs and advanced writing for accounting professionals to Notre Dame MSA students.

She began her career at Indiana University South Bend, where she taught communication arts and education courses. At Saint Mary’s College, she taught public communication, mass media, interpersonal communication and writing courses. Additionally, she created and served as the chair of the Saint Mary’s communicative disorders minor and directed the Ireland study-abroad program.

Saint Mary’s honored Professor Langley with the College’s highest faculty award—the Maria Pieta Award for excellence in teaching freshmen and sophomores. She also received the Student Leadership Award.

Professor Langley has authored articles addressing communication in popular culture, communication apprehension and study abroad. These articles have appeared in Communication and the Law, The Southern Communication Journal, and The Social Science Journal.

As a speech-language pathologist, Professor Langley has provided speech therapy to children and adults. She currently offers individual and group workshops for the improvement of dialect and the improvement of overall communication skills.
Fanning Center faculty are equally prolific as teachers and authors. These professors are globally acknowledged for their work—in fact, they have published 19 textbooks and tradebooks over the past 20 years. Their work focuses on a wide range of topics from listening to persuasion, spanning the breadth of their teaching and research at Notre Dame. Their publications are in use at hundreds of universities and colleges throughout the English-speaking world.
Members of the Fanning Center for Business Communication continually publish their research and books relative to their areas of expertise. The following are publications from The Managerial Communications Series.

THE MANAGERIAL COMMUNICATION SERIES
(Cengage South-Western Publishing)

**Leading Groups and Teams, 2/e**
Bonnie T. Yarbrough, University of North Carolina, Greensboro
J.S. O’Rourke (editor)

**Graphics and Visual Communication for Managers, 2/e**
(ISBN 324-58418-0, 2009)
Robert P. Sedlack, Jr., University of Notre Dame; Barbara L. Shwom, Northwestern University; and Karl P. Keller, Communication Partners
J. S. O’Rourke (editor)

**Managing Conflict and Workplace Relationships, 2/e**
Sandra D. Collins, University of Notre Dame
J.S. O’Rourke (editor)

**Intercultural Communication for Business, 2/e**
Elizabeth A. Tuleja, University of Notre Dame
J.S. O’Rourke (editor)

**Interpersonal Communication: Listening and Responding, 2/e**
Sandra D. Collins, University of Notre Dame
J.S. O’Rourke (editor)

**Writing and Presenting a Business Plan, 2/e**
Carolyn Boulger Karlson, University of Notre Dame
J.S. O’Rourke (editor)

**Persuasion, 1/e**
Sandra D. Collins, University of Notre Dame
J.S. O’Rourke (editor)
The Fanning Center annually publishes 12-to-15 original case studies focused on authentic problems and opportunities in well-recognized business organizations. These cases, edited by Prof. James O’Rourke, are written by small teams of Notre Dame MBA and Notre Dame MSA students enrolled in the Corporate Communication course. Each case study examines issues faced by managers and executives in businesses in North America, Europe, Asia and around the world, offering students an opportunity to begin a classroom discussion on how best to define the problems, devise solutions and address the needs of stakeholders.

The Fanning Center case list contains more than 250 active titles, many of which are in current use in hundreds of colleges and universities in the U.S. and throughout the English-speaking world. No school has published more Corporate Communication case studies than Notre Dame. Some recent titles include:

- **Target Corporation: Reputation Damage from a Massive Data Breach** (2014)
- **Starbucks Coffee Company: Tax-Avoidance Controversies in the UK** (2014)
- **Spanx Inc.: Accusations of Product Risk** (2014)
- **Bank of America’s Debit Card Fee (A) and (B)** (2013)
- **Target Corporation: Predictive Analytics and Customer Privacy** (2013)
- **Progressive Insurance: Paying a Lawyer to Defend Your Sister’s Killer** (2013)
- **Netflix Inc.: Risks of a New Business Model** (2012)
- **Carnival Cruise Lines: Wreck of the Costa Concordia** (2012)
- **Amazon.com Inc.: The Zappos Data Crisis** (2012)
- **BP and the Gulf of Mexico Oil Spill (A) and (B)** (2011)
- **Carnival Cruise Lines: Fire Aboard a Stranded Cruise Ship** (2011)
- **Kraft Foods: Krafting the Deal for Cadbury** (2010)
- **Whole Foods Market: A CEO’s Public Opinion at Odds with a Key Demographic** (2010)
- **Domino’s Special Delivery: Going Viral Through Social Media** (2009)
- **Apple Inc.: Transparency in Corporate Statements About the CEO** (2009)
- **General Motors Corp.: Communicating a New Vision to Survive** (2009)

These case studies are available for download at:

Communicating—especially at the professional level—is no easy task. And the students who study business at Notre Dame are prepared to take on the challenge. Each year, we honor a select group of students for their dedication and exceptional achievements in business communication.
Eugene D. Fanning Award

To honor the work and life of Eugene D. Fanning, investor, Notre Dame graduate and visiting instructor of business communication, members of the President’s Advisory Council for the Mendoza College of Business established two scholarships in his name.

In doing so, members of the Council, which Gene Fanning chaired from 1988 to 1990, have underscored the importance of writing, speaking, listening and interpersonal skills to the success of men and women in business. They also have honored Mr. Fanning’s personal commitment to teaching. The award is presented in the fall to one woman and one man, both seniors, who demonstrate exceptional achievement in business communication.

AWARD RECIPIENTS

2014
Lauren A. Vidal, Plantation, Fla.
Joseph J. Schmidt, IV, Orange, Ca.

2013
Soren F. Rucker, Oakton, Va.
Elizabeth H. Tucker, Jacksonville, Fla.

2012
Bridget K. Curran, Naperville, Ill.
Daniel J. Finan, Woodbridge, Ill.

2011
Michael P. DeRusso, Rochester, NY
Kathryn M. Newall, Teddington, England, United Kingdom

2010
James J. McKillen, Tower Lakes, Ill.

2009
Adam C. Hansmann, Cincinnati, Ohio
Amber R. Lattner, Montrose, Pa.

2008
Stephanie R. Eng, Colfax, Wash.
William W. Buzaid, Verona, NJ

2007
Joseph A. Varchetto, Glen Ellyn, Ill.
Lindsay A. Saelinger, Cincinnati, Ohio

2006
Victor I. Abiamiri, Baltimore, Md.
Elizabeth R. Reed, Franklin Lakes, NJ

2005
Stephanie E. Madia, Wexford, Pa.
Brian D. Mattes, Larksville, Pa.

2004
Alexandra Bueso Pineda, San Pedro Sula, Honduras
James Michael Krenn, Golden Valley, Minn.

2003
Brian Dosal, Coral Gables, Fla.
Lauren Elizabeth Meagher, Buffalo, NY

2002
Edward Joseph O’Connell, Oak Lawn, Ill.
Catherine Elizabeth Totten, Pittsburgh, Pa.

2001
John Lane Ewing Jr., New Roads, La.
Lara Catherine Szymula, Mount Pleasant, Mich.

2000
Kelly Ann Potter, Salem, Ore.
Nikolas J. Green, West Palm Beach, Fla.

1999
Stephanie C. Newcom, Lisle, Ill.
Jacob A. Trigo, Sinton, Texas

1998
Heather M. Stone, Mequon, Wis.
Frederick W. Dow, Burnsville, Minn.

1997
Naomi Duran, El Paso, Texas
Sebastian G. Montufar, Quito, Ecuador

1996
Jessica A. Heieck, Omaha, Neb.

1995
Peter G. Coleman, Issaquah, Wash.
Mary E. Wendell, Grand Rapids, Mich.
Student Awards and Scholarships

The Lucy Blandford Pilkinton, Ph.D. Memorial Award in Management Communication

Lucy B. Pilkinton came to the classrooms of Notre Dame by way of the theater, rhetoric and linguistics. In spite of her decidedly non-traditional preparation to teach graduate students of business, or perhaps because of it, Lucy won the admiration and respect of all whom she met.

From 1991 until her sudden and untimely death in 1994, Lucy shared with her students a love of language, communication and life. Without question, her courses in management communication and interpersonal communication were high on the lists of students in search of “alternative experiences” en route to an MBA. And her work with international students became the foundation for Notre Dame’s highly regarded program of preparing and nurturing international students who study business here. This award, crafted in her name, is designed to honor not only Lucy, but those students whom she most admired and worked to assist.

AWARD RECIPIENTS

2014
Leon S. Powell, Fairfax, Va.

2013
Marie C. Chervanick, Leesport, Pa.

2012
Jonathan Kim, Los Angeles, Calif.

2011
Molly M. Iarocci, Carefree, Ariz.

2010
Chen-jun (Grace) Yin, Taipei, Taiwan, Republic of China

2009
Rhiannon Bach, Hudson’s Hope, British Columbia

2008
Lauren McCloskey Elston, Aspen, Colo.

2007
Eileen A. Spillane, Stamford, Conn.

2006
Katherine Lee Verhaalen, West Allis, Wis.

2005
Sabrina M. Morales, Miami, Fla.

2004
Tiffany J. Tipps, Casper, Wy.

2003
Arianne R. Westby, Portland, Ore.

2002
Jason Fournier, North Dartmouth, Mass.

2001
James J. Gallagher Jr., Rye, NY

2000
Harold H. Paul Jr., Hyde Park, NY

1999
Christina L. Glorioso, East Rockaway, NY

1998
Brandon Solano, Flint, Mich.

1997

1996
James Casto, Jasper, Ga.

1995
Andrea Edington, Detroit, Mich.
BACM 30400. Business Speaking
More information is being passed orally in business than ever before. This course can help students improve their speaking skills and overcome their fear of giving a speech. The eight-week course explores the communication process and shows how success in business is related to one’s ability to integrate speaking skills with communication strategy and theory. Students will learn to research, write, organize, and present business briefings, informative speeches, and persuasive talks using PowerPoint technology. Students will learn to confront and overcome their fears about speaking in public.

BACM 30420. Business Writing
Only a fraction of a manager’s communication time and effort is spent on writing, but without question, the most important issues in business end up on paper. This eight-week course will help you to improve your writing, as well as your critical thinking skills. We look at a range of expression issues related to language use, style, tone, grammar, punctuation, and organization. Students will learn to make decisions about document preparation, including format, layout, and design. Students also will develop an understanding of the ethical dimensions of business writing. One cannot become a better writer overnight, but this course can begin the process.

BACM 30410. Pitching Your Ideas
This course will improve students’ ability and confidence to clearly and concisely communicate their ideas orally. Students will be asked to prepare several pitches of varying length and complexity and will focus on analyzing audience and context; selecting and organizing content; predicting and addressing counter-arguments; creating effective visual support; crafting a compelling and persuasive story; managing question-and-answer sessions; responding in the moment to feedback and criticism, and developing style and image. Course assignments include several oral presentations, including a Personal Pitch, a Party Pitch, and a Formal Presentation followed by Q&A. Students will have the option to work with their own ideas or the ideas of a local community group seeking help in developing a pitch.

BACM 30430. Business Report Writing
This course aims to help students prepare for the sometimes daunting task of writing an effective, ethical business report. The subject matter of this course includes key topics involved in the process of creating a report: analyzing purpose, audience, and context; gathering, evaluating, interpreting data; planning and organizing content; writing and revising; designing effective graphics; summarizing content in both written and oral formats; and working collaboratively and individually. Students will be asked to prepare a report based on their own research using primary and secondary sources. They will work collaboratively on the report and individually on some related written assignments, such as an executive summary for their report. They will orally present the information from their report to the class in a brief informative talk.

BACM 30450. Writing for the Web
This course assists students in shaping their writing for online reading. People are more likely to scan online content than read it word for word, so Web content needs to be short, simple and front loaded on the page. Informative titles and subtitles and bulleted lists become even more important than in other forms of business writing. Focus includes: developing a model user; creating user interface text that helps readers navigate a website; copywriting for search engine optimization; writing for online scanning; streamlining for mobile use; creating a style guide to maintain a consistent voice and editing for global effectiveness. Students will be asked to solve problems and build relationships using online writing. They will also create many messages designed for online distribution including emails, blog posts and tweets, and will write and design a landing page for a fictional company.

BACM 30490. Persuasion
Recognizing the power of persuasion, this course offers students insight into the factors that affect our ability to change the beliefs, attitudes, and behaviors of others. The course explores theories of social influence and guides students in the application of those theories to situations in the modern business environment. Given the power of persuasion, the course especially addresses the importance of ethical persuasion.
BACM 30500. Conflict Management
Conflict is a central feature of human behavior on interpersonal, organization, societa, and international levels. In this course, we explore the psychology of disputes, the nature and sources of conflict, and the ways in which conflict and human emotion can disrupt or make business organizations dysfunctional. As we examine the nature of conflict, we’ll explore behavioral responses and theoretical approaches, and offer a wide range of alternatives to working through conflict. This course is highly practical and will offer students an opportunity to apply current research findings as they interactively participate in conflict resolutions.

BACM-30510. Negotiation
Your career success will depend in part on your ability to reach agreements on important matters when the interests of the other parties may be in opposition to your own. Improving the skill of negotiation is the focus of this course. This course uses classic theory, recent research findings and a series of role-play exercises to introduce you to all phases of the negotiation process. You will learn how to prepare for success, perform well in the negotiation interaction and recognize post-settlement opportunities. The role play exercises feature a variety of situations and issues for the broadest range of experiential learning.

BACM 30520. Intercultural Communication
Whether you are operating a global business or working within a highly diverse American workplace, effective intercultural communication skills are critical. Going well beyond a look at customs, you will dig deeply into the concepts and research that help explain why—culture by culture—we function the way we do. We will analyze intercultural case situations to see these theories at work. Along with developing a self-awareness of our individual communication behavior, we will explore ways to become more effective intercultural communicators. The course also examines the challenging ethical issues sometimes raised in intercultural communication.

BACM 30620. Corporate Sustainability Reporting
Corporate sustainability reports give organizations the opportunity to inform stakeholders about the environmental, social and economic impacts of their operations. This course introduces students to this important, emerging area of corporate communications. Students will learn how companies analyze and engage internal and external stakeholders for their reports, test the materiality of various issues, and determine indicator items to be monitored and reported. Students will discuss the motivations of various stakeholder groups and how sustainability reports are used by investors, NGOs and consumers. Students will analyze, evaluate and provide feedback to select companies on their report.

ACCT-40771. Advanced Writing for Accounting Professionals
Designed for accounting professionals enrolled in the undergraduate Accountancy program, this course focuses on communication strategies and writing skills specifically related to internal audit reports, management letters, memoranda, proposals and other documents specifically related to the accounting profession.

MGT 30220. Management Communication
This course focuses on writing, speaking and interpersonal skills that managers will need to solve everyday communication problems. Topics include employment communication, researching business information, business briefings, informative presentations and persuasive speaking. A case method approach to writing instruction asks students to solve authentic problems within the context of a business by writing for varied audiences, including executives, customers, employees, shareholders, the press and the public.
The following courses are offered by Fanning Center faculty members to graduate students in the Mendoza College of Business.

**MBCM-60400 / 60401(A): Management Speaking**
This course will provide you with an opportunity to improve your spoken communication skills in a variety of settings, from informal meetings to large, formal presentations. Speaking experiences include business briefings, informative talks, persuasive speeches, and television news interviews. You will receive instructor feedback as well as peer review on every aspect of oral communication, including delivery, nonverbal behavior, content, organization, and visual support. Small sections promote personal student-professor contact and provide time for individual coaching. (2.0 credit hours)

**MBCM-60420 / 60421(A): Management Writing**
Because the most important ideas in business end up in writing, and because writing can frequently become a "career sifter", this course focuses on the written word as a principal means of implementing business strategy and solving managerial problems. This course will focus on the basics of written expression in a business context, including the communication process, critical thinking, audience analysis, message development, correspondence, and document design. (2.0 credit hours)

**MBCM-60490 / 60491(A): Persuasion**
Every day we are bombarded with messages meant to influence us. This course introduces you to the dynamics of social influence. Through class discussion, activities, and lecture, you will learn about classic and contemporary research on persuasion and how organizations are putting these findings into practice. You will learn how to craft persuasive messages, evaluate the attempts of others to persuade you, and recognize unethical attempts at persuasion. (2.0 credit hours)

**MBCM-70500 / 70501(A): Managing Conflict**
Conflict is a central feature of human behavior on interpersonal, organizational, societal, and international levels. In this course, we explore the psychology of disputes, the nature and sources of conflict, and the ways in which conflict and human emotion can disrupt or make business organizations dysfunctional. As we examine the nature of conflict, we'll explore behavioral responses and theoretical approaches, and offer a wide range of alternatives for working through conflict. This course is highly practical and will offer you an opportunity to apply current research findings as you interactively participate in conflict resolution. (2.0 credit hours)

**MBCM-70450 / 70451(A): Corporate Communication**
Few issues can affect stock prices faster than a corporate crisis or a negative story in the news media. In the course of their careers, managers will confront a series of issues related to corporate communication, including reputation management, media relations, legislative and government affairs, employee communication, and crisis management. Other issues will include investor relations, corporate philanthropy, and identity and image issues. You will examine the intersection of three separate, yet related, groups: the public, the press, and private enterprise. You will also focus on communication programs intended to improve and influence public opinion and public policy on behalf of companies, industries, organizations, and causes. (2.0 credit hours)

**MBCM-70520 / 70521(A): Intercultural Communication**
Whether you are operating a global business or working within a highly diverse American workplace, effective intercultural communication skills are critical. Going well beyond a look at customs, you will dig deeply into the concepts and research that help explain why—culture by culture—we function the way we do. We will analyze intercultural case situations to see these theories at work. Along with developing a self-awareness of our individual communication behavior, we will explore ways to become more effective intercultural communicators. We also will examine the challenging ethical issues sometimes raised in intercultural communication. (2.0 credit hours)

**MBCM-60440: Management Communication**
This compact, two-week course offers a comprehensive overview of communication theory and practices in the management of modern business organizations. The scope of topics ranges from the basics of business writing, document organization and design, grammar and syntax, to the fundamentals of business presentations, listening and feedback, communication technology, business meetings and conflict management. This course is open only to One-Year MBA candidates and is structured as a diagnostic and instructional experience designed to introduce them to the norms and expectations of the North American marketplace. (2.0 credit hours)
MBCM-60771: Advanced Writing for Accounting Professionals
Designed for accounting professionals enrolled in the Master of Science in Accountancy program, this course focuses on communication strategies and writing skills specifically related to internal audit reports, management letters, memoranda, proposals and other documents specifically related to the accounting profession. (2.0 credit hours)

MGT-70439: Negotiation (MSA Program)
Negotiation is the art and science of securing agreements between parties who are interdependent and who are seeking to maximize their outcomes. The central issues of this course deal with understanding the behavior of negotiators in a variety of situation. Students have the opportunity to develop negotiation skills and apply course material. Consider emphasis is placed on simulations, role playing and cases.

MNA-60110: Management Communication
This one-week course offers a brief survey of the communication processes, skills, theories and applications at work in the not-for-profit organizations of the North American marketplace. You will examine authentic management problems in the NFP arena, including a broad range of organizations, business models, and missions. Assessment of writing and speaking abilities, along with specific feedback to improve performance, are an important part of this one-week course open only to MNA degree candidates. (1.0 credit hour)

MSB-60230: Management Writing
Only a fraction of a manager’s communication time and effort is spent on writing, but without question, the most important issues in business end up on paper. This seven-week course will help you to improve your writing, as well as your critical thinking skills. We look at a range of expression issues related to language use, style, tone, grammar, punctuation, and organization. Students will learn to make decisions about document preparation, including format, layout, and design. Students also will develop an understanding of the ethical dimensions of business writing. One cannot become a better writer overnight, but this course can begin the process. (1.5 credit hours)

MSB-30240: Management Speaking
More information is being shared orally in business than ever before. This course can help students improve their speaking skills and overcome their fear of giving a speech. This seven-week course explores the communication process and shows how success in business is related to one’s ability to integrate speaking skills with communication strategy and theory. Students will learn to research, write, organize, and present business briefings, informative speeches, and persuasive talks using PowerPoint technology. (1.5 credit hours)

ESTM-60207: Technical and Business Presentations
This highly compact course offers a look at the principles and techniques involved in effective technical presentations for business audiences. Following a brief review of both theory and practice, students are asked to prepare a two-minute elevator pitch, summarizing their intellectual interest and business plan. That assignment is followed by a more comprehensive technology review for potential business partners. This is a three-week course open only to master’s degree candidates in the ESTEEM program. (0.5 credit hour)
Conference on Corporate Communication

Since 1997, three dozen leading intellectuals have gathered on the University of Notre Dame campus each autumn to discuss current issues and best practices in the field of corporate communication. They represent some of the largest and most successful businesses in the world. Academic members of the conference teach at some of the world’s best-known business and communication schools.


The Mendoza College of Business annually hosts experts from many of these companies and universities at the Conference on Corporate Communication:

- Abbott Laboratories
- Allstate Insurance Company
- Baker & McKenzie
- Bank of America
- BMW of North America
- The Boeing Company
- The Coca-Cola Company
- Conoco-Phillips
- Dean Foods Company
- Dell Computers
- Dentsu America, Inc.
- Discover Financial Services
- Dix & Eaton
- Domino’s Pizza
- Edelman
- Exxon Mobil
- FedEx
- Fleishman-Hillard, Inc.
- Gagen MacDonald
- General Electric
- General Motors
- Harvard University
- Huntington Bank
- Ingersoll Rand
- Johnson & Johnson
- Lenovo International
- L’Oreal USA
- Medtronic, Inc.
- Micron Technology
- Michelin North America, Inc.
- Morgan Stanley
- Northwestern Mutual
- RSM McGladrey, Inc.
- Sears Roebuck & Company
- Toys R Us
- USAirways
- Whirlpool Corporation
- Xerox Corporation
- Athens University (Greece)
- Boston University
- Carnegie Mellon University
- College of Charleston
- Copenhagen Business School (Denmark)
- Cornell University
- Dartmouth College
- Emory University
- McMaster University
- New York University
- Northwestern University
- Stanford University
- Suffolk University
- Syracuse University
- University of Jyvaskyla (Finland)
- University of Miami
- University of North Carolina
- University of Pennsylvania
- University of St. Gallen (Switzerland)
- University of Southern California
- University of Virginia
- Valparaiso University
Brandon Solano ’98 MBA  
Senior Vice President of Marketing  
Wendy’s  

Wendy’s has hundreds of franchisees and tens of thousands of employees who must understand, believe in, and personify its brand. The Fanning Center taught Solano how to understand each audience, craft messages that are relevant to each, and then to powerfully deliver the messages. This is where leadership and communication unite to become business momentum. His responsibilities include advertising, branding and digital strategy in addition to consumer research. He works with the Wendy’s marketing team and franchisees to continue to transform the Wendy’s brand to compete with fast casual competitors.

“Trying to get to the top, everybody’s great at their functional disciplines, whether they be financing, marketing, etc. What separates the people who make it to the top versus those who don’t is usually their ability to communicate.”  

–Brandon Solano

Maura K. McFadden ’04  
Chartered Financial Analyst  
Vice President Prime Cash, Credit Research  
Credit Suisse AG  

Know your audience. Stay focused. Hone the information to its most salient points. All the elements of good business speaking and writing that Maura K. McFadden learned in her Fanning Center courses come in to play in her current position with Credit Suisse AG. Her research team makes investment recommendations to portfolio managers, sales people and other professionals in the finance industry. So whether she’s speaking to a large group or writing an investment memo to support her recommendations, she’s capitalizing the skills she learned at Notre Dame. And it matters greatly, since her “active universe” includes 31 of the top 50 banks in the world, and any news of the day may affect the recommendations she and her team give to clients.

“This is a very detail-oriented industry, and the business speaking and writing courses I took gave me the tools to take a massive amount of information, synthesize it, and deliver it in a concise way while staying on point. Business Speaking and Business Writing were two of the most relevant classes I had at Notre Dame.”  

–Maura K. McFadden
Mendoza College of Business

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