



COURSE SYLLABUS

2022/2023 Academic Year

GENERAL COURSE INFORMATION

1.1. Course Name	Communication Consulting / Komunikacijsko savjetovanje								
1.2. Study Programme	Public Relations Management specialist professional graduate study programm								
1.3. Course Short Name	KOSAV	1.7. Year of Study	2 nd						
1.4. Course Code	PRM22238	1.8. Semester	3 rd (Winter)						
1.5. Course Status	Obligatory	1.9. ECTS	5						
1.6. Course Structure	<table><tr><th>Course Type</th><th>Total Hours</th></tr><tr><td>Lectures</td><td>20</td></tr><tr><td>Exercises</td><td>10</td></tr></table>	Course Type	Total Hours	Lectures	20	Exercises	10	1.10. Class Venue and Schedule	Bernays – According to published schedule
	Course Type	Total Hours							
	Lectures	20							
Exercises	10								

2. TEACHING STAFF

2.1. Lecturer in Charge	Ivan Pakozdi	2.6. Course Associates	
2.2. Academic Rank	M.A. in journalism	2.7. Academic Rank	
2.3. Teaching Rank	Lecturer	2.8. Teaching Rank	
2.4. Contact e-mail	ivan.pakozdi@bernays.hr	2.9. Contact e-mail	
2.5. Consultations	According to published schedule	2.10. Consultations	

3. COURSE DESCRIPTION

3.1. Course Objectives	The course introduces students to the concepts of management and communication consulting processes, which are studied as part of the course as a type of professional consulting services that consultants / advisors, primarily employed in marketing or communication agencies, provide to corporate clients, managers, management staff and department heads to optimize and improve processes. The course studies the factors that influence the successful consultant-client relationship, the evaluation criteria of success between the consultant and the client in the areas of conflict between the consultant and the client. The course emphasizes the development of consultation soft skills and teaches them techniques of using personal and institutional strategies to build trusted relationship with clients, individuals or institutions in order to establish a trust
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	environment that is key to proven successful counselling. As a part of the course, students learn to distinguish general principles and processes in business and communication consulting. They also learn how to identify dimensions and implications of the relationship between client and consultants, how to choose communication approaches for successful communication with clients and ultimately how to plan the consulting process using available communication techniques, tools and approaches, with the aim of providing the client with a professional consulting service.									
3.2. Enrolment Criteria	There are no specific requirements for enrolment in this course.									
3.3. Learning Outcomes	I1: Distinguish general principles and processes in business and communication consulting and different strategies for building a relationship with the client. I2: Create satisfaction and dissatisfaction elements matrix between the consultant and the client in order to identify the dimensions and implications of their relationship. I3: Design communication patterns to establish a professional relationship with the client using individual and institutional client access strategies. I4: Propose a solution in dubious business situations with a client using the communication techniques, tools and approaches that make up a consulting service.									
3.4. Course Content	<div>1. Nature and purpose of managerial consulting; counselling process</div> <div>2. General and specialist counselling services</div> <div>3. Counselling models</div> <div>4. Marketing consulting</div> <div>5. Evaluation criteria of success between the consultant and the client</div> <div>6. Areas of conflict between the consultant and the client / critical dimensions of the consultant-client relationship</div> <div>7. Client Management</div> <div>8. Perceptions of PR agencies and their clients about the reasons for cooperation and sources of conflict</div> <div>9. Consulting and coaching as counselling tools</div> <div>10. Building relationships with clients; Reliable client-partner; Relationship building strategies</div> <div>11. Matrix of client relationship development</div> <div>12. Individual and institutional counselling strategies</div> <div>13. Soft skills - management consulting skills: Communication bottom up and top down; Record keeping; Problem Talkers Vs. Problem Solvers; The golden rule of communication - Walk, speak, write; "So what?" principle, tips for business interviews, MECE principle</div>									
3.5. Types of Class Activities	x	Lectures	x	Exercises		Field Trips		Multimedia and Network		Mentored Paper
		Seminars and Workshops		Distance Learning	x	Independent Assignments		Laboratory		Misc.
3.6. Types of Exercises	x	Auditory Exercises	x	Methodical Exercises		Practicum Exercises		Laboratory Exercises		Experimental Exercises
		Field Exercises		Proofreading and spoken Exercises		Foreign Language Exercises		Project Exercises		Misc.
3.7. Course Language	Croatian and English language									



3.8. Student Obligations

Participation in exercises, demonstrations and project development according to the professor's instructions.

3.9. Monitoring Student Work and ECTS

1	Class Attendance		Activities in Class		Written Exam		Oral Exam	1	Preliminary Exam(s)
	Seminar Paper	3	Project		Exercises		Essay		Misc.

3.10. Grading Students during Class and Final Exam

Grade Type	Points
1. Class attendance	5
2. Preliminary exam	20
3. Independent Assignment	75
Total Points	100

3.11. Obligatory Literature

- Kubr, M. (2002). *Management consulting. A guide to the profession*. 4th edition, International Labour Organization, Geneva. Selected chapters: 1, 2, 3 and 15 (pp. 3-80 and pp. 327-341)
- Schein, E. H. (1999). *Process Consultation Revisited: Building the Helping Relationship*, Addison Wesley Longman, Reading, MA. Selected chapters: 1, 2, 4, 11, 12 (pp. 3-23; pp. 30-41; pp. 64-79; pp. 221-235; pp. 242-247)
- Verčič, D., Tench, R., Tkalac Verčič, A. (2018). Collaboration and conflict between agencies and clients, *Public Relations Review*, Vol. 44, No.1, pp. 156-164.
- Sobel, A. (2009). *All for One: 10 Strategies for Building Trusted Client Partnerships*. John Wiley & Sons, Inc., Hoboken, New Jersey. Canada

4.1. Supplementary Literature

- Bourland, P. (1993). The nature of conflict in firm-client relations: A content analysis of public relations journal 1980–89, *Public Relations Review*, Vol. 19, No. 4, pp. 385-398
- Davies, M., Paliwadana, D. (2006). Developing a model of tolerance in client-agency relationships in advertising. *International Journal of Advertising*. Vol. 25. pp. 381-407
- Henke, L. (1970). A longitudinal analysis of the ad agency-client relationship: Predictors of an agency switch.. *Journal of Advertising Research*. 24-30.
- J. David Pincus, Lalit Acharya, Edgar P. Trotter & Carrie St. Michel (1991) Conflict Between Public Relations Agencies and Their Clients: A Game Theory Analysis, *Public Relations Research Annual*, 3:1-4, 151-163
- Jugo, D., Pakozdi, I., Milas, Z. (2019). Crisis communication consulting: rethinking the role of PR firms in solving organizational crises. *Corporate Communications: An International Journal*. Ahead-of-print.
- Johansen, W. (2017). Understanding and practicing crisis consulting: A study of public relations and communications firms, *Journal of Communication Management*, Vol. 21. No. 2, pp. 106-123
- Maister, David H. (2003). *Managing The Professional Service Firm*. Simon & Schuster. United Kingdom
- Chantell, G. (2016). *What Clients Really Want (And The S**t That Drives Them Crazy)*. Lifestyles Press
- Solomon, R. (2016). *The Art of Client Service*. Wiley; 3rd edition
- Berkovi, J. (2014). *Effective Client Management in Professional Services: How to Build Successful Client Relationships*. Routledge

4.2. Quality Monitoring Methods

Observations and evaluation of teaching; student questionnaires