



*Masters in*  
INTERNAL  
COMMUNICATION  
MANAGEMENT

DELIVERED BY

Institute  
of Internal  
Communication

*The power within*

IN PARTNERSHIP WITH

**SOLENT**  
UNIVERSITY



# Introduction

*The Masters in Internal Communication Management is the UK's only Masters degree to focus on the strategic practice of internal communication.*

**D**elivered in partnership between the Institute of Internal Communication and Solent University, the programme plays a key role in the development of the profession, ensuring that IC practitioners have the knowledge and skills to influence at the highest levels in organisations.

Developed and delivered by senior IC professionals who bring a unique mix of practical experience and academic knowledge, the Masters in Internal Communication Management will equip you for increasingly strategic roles, and provide you with the confidence, gravitas and skill to make a real impact in your business at the most senior level. Acquiring Masters status means that you are demonstrating the skills and knowledge required of a practitioner at the highest level of the IoIC's competency framework.

## About Institute of Internal Communication

IoIC is the only independent and not-for-profit professional body solely dedicated to promoting a deeper understanding of internal communication. It represents more than 1,300 professional members, helping them build credibility, skills and knowledge to advance their careers and prove the value that effective communication brings to business, economy and society.

The Institute is the voice of internal communication and has been setting the standards for more than 69 years, driving the profession forward through qualifications, career development, thought leadership and best practice. The IoIC exists in order to help its members to be the best they can be – today, and in the future.



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## About Solent University

With a population of around 11,000 staff and students, Solent University offers over 200 qualifications ranging from HND to PhD, in subjects as diverse as maritime education and training, fashion and design, media and television, music, health, sport and leisure, business, IT and technology. Every year we are joined by around 10,000 additional students on short professional courses.

Rated five stars for teaching and inclusiveness in the QS World Rankings, and winner of the Times Higher Education 'Most Improved Student Experience' Award 2015, the University was also awarded the 2013 Quality Assurance Agency kitemark for quality and standards of teaching and learning.

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*The knowledge and confidence you gain from completing this Masters is relatively easy to predict. What wasn't so clear at the outset was the great group of people I would meet. I now have an excellent network of internal communications professionals.*

SUSIE MAY, SENIOR COMMUNICATIONS  
MANAGER, NETWORK RAIL

# The BENEFITS

*The Masters is designed to prepare professionals for increasingly strategic roles in internal communication and add business value in a rapidly changing global organisational environment.*

## The benefits of studying for the MA in Internal Communication Management include:

- Adding immediate value by putting theory into practice in your – or your client's – organisation
- Developing your interpersonal and leadership skills and having impact at the highest level of the organisation
- Developing your strategic thinking and evidence-based decision making
- Gaining essential research and analytical skills to understand and adapt to rapidly changing business needs
- Producing a valuable piece of tailored research for your organisation
- Building a strong network of fellow strategic practitioners

## By the end of the course, you will be equipped to:

- Understand the complexities of workplace culture, the psychology of communication, and the implications for your communication practice
- Develop, implement and evaluate internal communication strategies to meet rapidly changing organisational needs and build engagement
- Forge leading edge approaches to communication to address the growth of technology and the radical breakdown of organisational boundaries
- Influence and coach senior managers to ensure optimum communication that meets the needs of the future, and ensure effective leadership communication at all levels
- Undertake in-depth organisational research to ensure a robust, evidence-based approach to communication interventions

## Additional benefits:

- Dedicated teaching team to guide you throughout your academic journey
- Access to Solent's academic library and other support services
- Free IoIC membership for the duration of your studies, including all usual members benefits



*I was given lots of tools and practical guidance that I was able to instantly put into practice – right from the first day – and the support provided by the tutors was amazing.*

VANESSA CLANDFIELD, INTERNAL COMMUNICATIONS MANAGER, INFORMA

# The PROGRAMME

## How is the programme organised?

The programme is designed to fit around busy working lives. Each unit combines:

- A highly interactive two-day workshop in Central London
- Ongoing on-line discussion with fellow students
- Independent study focused on applying theory to the current workplace challenges you are tackling – helping you add additional value to your organisation from the start of your studies.

## What will I study?

The Masters is made up of four units, and content is constantly updated in line with latest developments within internal communication and from student feedback:

### Unit 1: Building blocks for communication success: Sensemaking and the organisational environment

This unit sets the context for the strategic management of internal communication, equipping you to assess the practical communication implications of:

- The psychology of how we make sense of the world around us and insights from neuroscience
- Organisational culture and the local and global business environment
- Leadership styles and supporting leadership communication at all levels

### Unit 2: Thinking and acting strategically: How internal communication can drive the organisation forward

This unit is designed to equip you with the knowledge and skills required to develop, implement and evaluate effective communication strategies to deal with the issues you are likely to encounter including change, complexity, employee engagement plus the radical impact of technology.

### Unit 3: Building for the future: The influential internal communication practitioner

This unit equips you with the underpinning knowledge to act as a key influencer and an internal consultant at the most senior level within the organisation, including the psychology of decision making and the power of rhetoric. You will also explore current and possible leading-edge developments in organisations and appropriate communication responses, helping futureproof your practice.

### Unit 4: Conducting robust communication research to drive decision making

This unit aims to develop your skills in working with a client to identify, diagnose, and make practical recommendations towards solving a workplace management issue through internal communication interventions, acquiring academic standard research techniques and applying them in a research project aimed at resolving a current workplace issues.



*Completing the Masters in internal communications management has given me the skills and confidence to thrive in my career. Whilst completing a degree alongside full-time employment certainly had its challenges, the hard work is certainly worth it!*

HELEN KEMP, HEAD OF COMMUNICATIONS, RENEWI PLC

# The TEAM

*The Masters in Internal Communication Management is delivered by a highly respected and experienced team, who have been involved in the programme since its inception.*

## The teaching team:

### Course Director – Liz Cochrane

Liz managed communication for major companies within the utility and pharmaceutical sectors before moving into consultancy and training. She now combines her role as Course Director with being the director of a small employee research company. Liz is a Director for the Institute of Internal Communication, with responsibility for professional development (accreditation).

### Unit Leader – Jenny Davenport

Jenny's main work is as a management consultant, working not only on internal communication issues, but more widely on relationships at work, senior management and employer brand projects. Now freelance, Jenny was formerly Managing Director of People in Business. Jenny has degrees in history, law and psychology and a Masters in Organisational Behaviour.

### Unit Leader – Domna Lazidou

Domna has a background as a practitioner and academic and is an expert in culture, engagement and change communication in complex, multicultural organisations. Domna combines consultancy with leading a unit for the Masters and also teaching intercultural communication for business and the professions at the University of Warwick, drawing from the research she did for her PhD. Domna has designed and runs two popular training courses for the Institute of Internal Communication: Communicating Culture, and Employee Engagement for Communicators.



*Studying for and gaining my Masters degree gave me so much confidence, even my work colleagues noticed the difference. I learned from experts and gained valuable insights and knowledge from my student peer group, plus there were so many practical takeaways I felt I could apply and make a difference in the workplace.*

JOANNA HALL, COMMUNICATIONS CONSULTANT, AFIRE COMMUNICATIONS

# How IT WORKS

## How long does it take?

The Masters is a twelve-month programme, beginning in September every year.

## How easy is it to combine the Masters with full time employment?

The programme is specifically designed to fit around busy working lives, with a total of eight days of workshops in Central London, plus an induction day at Solent University.

You will need to devote a considerable amount of time to reading, critical analysis of issues, research, preparation of assignments and participation in on-line discussion boards. The theory into practice approach and focus on your current workplace in assessments means that that you can achieve a level of integration between work and study.

## How will I be assessed?

Assessment is via coursework rather than exams, and includes assignments, a management report, and assessment of on-line discussion of key topics. All assessments focus on current workplace issues.

## What is the entry criteria?

You will need either a postgraduate qualification in management and business, OR a degree or professional qualification plus significant internal communication experience, OR substantial relevant experience plus evidence of achievement. See the IoIC website for further details including the application process.

## How much does it cost?

The fee to study for the Masters in Internal Communication Management is £6,000 + VAT.

## What does the fee include?

The cost of the programme includes all London based workshops, access to Solent University's online library and virtual learning environment, ongoing support from the course team, supervision of management reports, one year of IoIC membership and graduation at Solent University (there will be some additional costs for graduation gowns and additional tickets to the graduation ceremony).

## How do I apply?

To request the official application form, please visit [ioic.org.uk/masters](http://ioic.org.uk/masters). Please note that all applicants will be required to provide evidence of prior knowledge and experience and take part in a telephone interview with the course director to ascertain suitability.

To find out more, visit [ioic.org.uk/masters](http://ioic.org.uk/masters) or get in touch by emailing [prodev@ioic.org.uk](mailto:prodev@ioic.org.uk)



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