

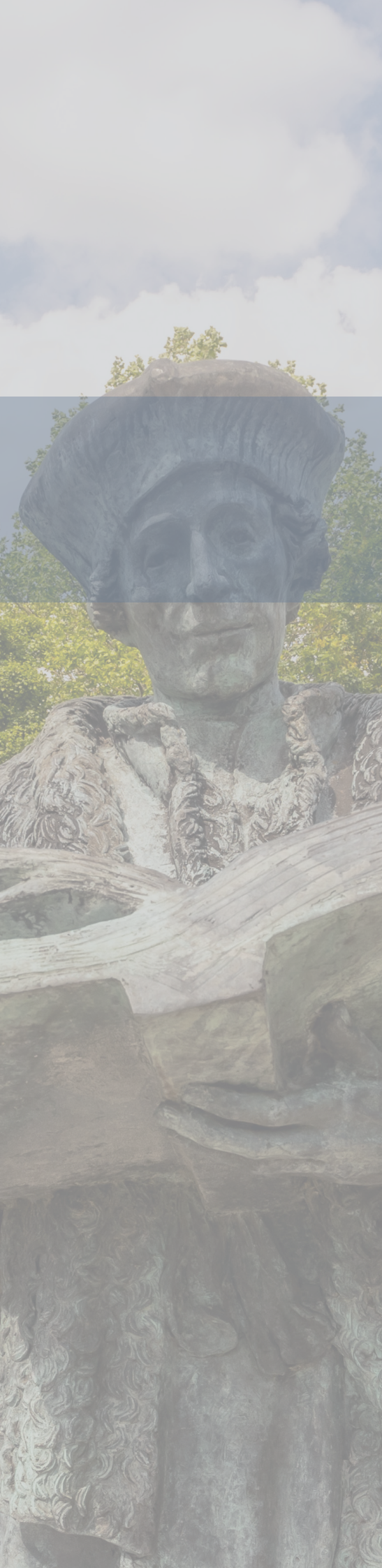
# Masterclass Corporate Purpose, Leadership and Communication

---

8-10 December 2025

*In-person programme*





## At a glance

Has your organisation released a new or revised purpose statements over the past couple of years? Or is it in the process of doing so? This trend among companies reflects seismic shifts in the business world. We're moving away from the traditional focus of serving shareholders towards contributing to the greater good and adding value for all stakeholders. But given such expectations, how can organisations define a purpose for themselves in ways that make sense, given its industry and stakeholders, and that boosts both its social and financial performance?

In this masterclass, you will discover best practice insights into purpose-led organisations. You will be guided through an action learning model of defining, activating and aligning the purpose for your own organisation. Through cases, exercises and group work, you will learn from real-life examples and from your peers. You will also develop a purpose plan – including a purpose statement, purpose narrative and implementation tools – which you can immediately put into action in your organisation.

# Learning objectives and your learning experience

This three-day course at RSM is designed to help you:

- 1) Define what a purpose is, what the added value of different kinds of purposes is for organisations, and how these can be managed effectively.
- 2) Discuss the central role of an organisation's character as the glue that holds a company together and that links future purpose-led aspirations with past commitments. And learn how to develop a purpose that matches this character.
- 3) Develop skills in articulating a compelling purpose statement and inspiring narrative that genuinely moves and animates employees and other stakeholders. This gives the organisation an important strategic 'lever' when making decisions and commitments. It's the core to building a purpose-led organisation.
- 4) Discover ways in which a corporate purpose, once defined, can be activated within the organisation. Leadership, culture and internal communications play a key role in bringing this corporate purpose to life.
- 5) Learn about strategies you can use to stimulate and align employees behind a purpose and to actively involve them in its implementation.

# Your learning experience

This masterclass creates an environment based on experiential learning, which will help you to assimilate new knowledge. It combines these learning tools:

- **Lectures** that provide the basic theoretical frameworks to approach every topic, and additional reading to further develop your understanding of each course topic.
- **Case studies** to help you discuss each topic in depth and better understand how to practice the theoretical concepts.
- **Guest speakers** who transfer knowledge and practical tools from experience.
- **In-class discussions** which encourage active engagement and sharing of experiences.

## What is a corporate purpose?

Corporate purpose refers to the fundamental reason for a company's existence beyond profit-making. It goes beyond short-term financial goals and focuses on the broader impact and societal role of the organisation. Corporate purpose encompasses the company's mission, core values and its organisational culture. It resonates with a company's key stakeholders, including its employees, and it can be leveraged to create value for stakeholders and society at large.

According to many scholars, including RSM's Professor Joep Cornelissen, a strong corporate purpose can have several benefits for organisations. It can serve as a guiding principle that aligns and inspires employees, stakeholders, and customers. It also helps shape the organisation's strategy, decision-making processes, and actions, providing a sense of direction and meaning.





# Programme overview

## Monday, 8 December 2025

- What is corporate purpose?
- Building a purpose-led organisation
- Defining a corporate purpose: step 1
- Defining a corporate purpose: step 2

## Tuesday, 9 December 2025

- Leadership and purpose
- Leading by example: the leadership charisma model
- Activating a corporate purpose

## Wednesday, 10 December 2025

- Aligning employees behind a purpose
- Alignment actions for your organisation



## For whom?

You will benefit from this masterclass if you are communications professional and want to align corporate purpose, leadership and communication in your own organisation.

The course will introduce an action learning model to define, activate and align the purpose for your own organisation. Particularly for aligning your company's character to corporate purpose, and to stimulate employees to align themselves behind a purpose and involve them in its realisation. You will practise techniques in interactive sessions, share experiences with peers and learn from best practices.

In our classroom, you will meet 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, NGOs, and consultancies. All participants should be educated on at least bachelor level and have a minimum of five years of work experience.

## Certification and ECTS

You will be asked to apply the theoretical and practical notions presented in the first part of course to an organisation of your preference, showcasing in a written report what can be improved, why, and how this can be implemented using the framework presented in the course. This is an individual assignment, which will be explained in the final session of the course.

You will receive a certificate upon successful completion of the course.

This course is worth 5 ECTS if you take this as part of the complete part-time MSc in Corporate Communication.

# Teaching experts

## Leading lecturer: Prof. Joep Cornelissen – RSM

Joep Cornelissen is academic director of the MSc in Corporate Communication programme and professor of corporate communication and management at RSM. His research focuses on the role of corporate and managerial communication in the context of innovation, entrepreneurship and change, and of social evaluations of the legitimacy and reputation of start-up and established firms. He is also the author of *Corporate communication: a guide to theory and practice*, a market-leading textbook which is used by around 25,000 students in over 50 countries.

## Kevin Murray, author and speaker – Corporate leadership

Kevin Murray helps and advises leaders and leadership teams to be more effective and inspiring when motivating employees to deal with significant change programmes and other business challenges. He has three decades of experience in a wide variety of sectors. As an author, Kevin has interviewed more than 120 CEOs for his research and has commissioned several ground-breaking studies to understand what most inspires employees. He has written four books on leadership, now published in many languages worldwide.

## Dr Rebecca Hewett, associate professor of HRM – RSM

Rebecca (Bex) Hewett is an associate professor in the Department of Organisation and Personnel Management at RSM. Bex's research and teaching is driven by a passionate belief that work should make people's lives better. Her research focuses on how HR practices can enhance value for the organisation while benefiting the wellbeing of employees. Prior to her academic career she worked as an HR professional for 10 years, finally as head of HR operations at Ofcom, the UK's communications regulator.









# Practical information

## Dates

The English-taught course takes place on campus on 8-10 December 2025.

## Location

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

## Fee

The course fee is €3,600. This 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 via:

[ccc@rsm.nl](mailto: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**.

The master programme provides communication professionals with 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 to further enhance their careers.

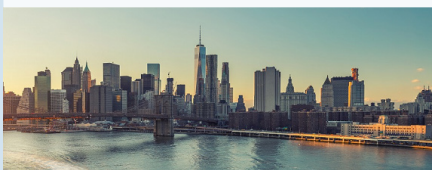
Our accredited programme, which has been offered since 1998, is designed to be flexible and can be combined with a full-time career. You can start at any time, with any of our four modules:



## **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 out of 15 courses, depending on your personal or professional interest and availability



## **Part III** **Study trip** 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



### Executive Education

Bayle Building (J)  
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.