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# Research exercise: Observing Communication Practices in the Davis Center for Portfolio Management

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# DCPM Business Communication Project

By: Jocelyn Abron, Gabby DiMaio, Kevin Martin, George Cressy

Advisor: Amanda Wright Cron

## Abstract

Evaluating the role that communication plays in an organization's achieving its primary goals has been of interest to scholars over the past 30 years. This study aims to observe communication and its roles in the Davis Center for Portfolio Management (DCPM). Data was collected through observation of day-to-day member activities, interviews, and materials collections. The research suggests that communication within the DCPM is mostly appropriate for its purposes. There is a well structured hierarchical structure of authority and communication processes. A majority of the communication is done through email and verbal communication. Recommendations include holding membership to a higher degree of accountability for information sent through email and enforcing the Three Strike policy.

## Methods

Our process of conducting research was relatively simple. Specifically we used three methods to conduct research:

- Each group member spent four hours a week observing for two weeks each.
- Two face-to-face interviews and one email interview with various members of the Davis Center were conducted regarding communication practices within the center.
- We also collected some written documents made to portray information to Davis Center members and analyzed the effectiveness

## Conclusion

- We feel that the Davis Center currently does a fantastic job of communicating.
- That being said, in order to cope with the rapid growth predicted in the near future, the Davis Center needs to be cognizant of their need to develop their communication efforts.
- We applaud the Davis Center for their management structure, specifically noting the continuity of the Junior Associate Manager to Senior Associate Manager. This allows for a greater transfer of knowledge when the experienced manager works with the two new hires. Communication is bettered in the Davis Center due to having this continuity of management year over year.



## Recommendations

Based upon our observations and findings, it is our recommendation to the Davis Center for Portfolio Management that a higher level of accountability be upheld by the general membership for timely and effective responses to relevant communications. We suggest that the Three Strike Rule be reinforced as it is officially stated—giving strikes to those who have failed to uphold their duties within the Center. We specifically recommend enforcing the Three Strike Rule when errors arise due to communication negligence in an attempt to better the communication effort.



Source: Davis Center



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