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UNIVERSITAT POLITÈCNICA
DE CATALUNYA
BARCELONATECH

UNIVERSITY MASTER'S PROGRAM IN MARKETING MANAGEMENT

COMMUNICATION MANAGEMENT. TEACHING GUIDE

2022-2023

GENERAL DETAILS

Name:	Communication Management
Code:	801531
Academic Year:	2022-2023
Degree:	University Master's Program in Marketing Management
Number of credits (ECTS):	5
Requirements:	No previous requirements
Location in the curriculum:	2022-2023 Second Quarter
Date of latest revision:	July 2022
Lecturers in charge:	Jordi Sacristán Adrià

1. GENERAL DESCRIPTION

We spend the whole day communicating, sending and receiving messages – whether of an explicit or implicit nature. We live in the communication era and companies and their professionals must understand and be up to date with the communication strategies, and with the tactics to implement them.

In environments so prone to change as today's, when planning has been blown apart, campaigns have been improvised on the spot, customers are incorporating new values and ways to access information, and crises are more and more common, organisations need to rely on professionals capable of managing these dynamics in a calm and rigorous way.

Hence, communication has to be considered as a transversal and essential 'element', one that generates value and, conversely, may take away value from the company if executed inefficiently. The director of communications (DIRCOM) takes on the responsibility of defining and specifying an organisation's corporate communications policy, whether it is a company or a public or private institution, from the objectives, vision, mission and values of said organisation. One of the DIRCOM's responsibilities is dissemination, something that is achieved through well designed and materialised communication actions. She should also look after the increase in the capital of intangible assets: corporate notoriety, brand, image and reputation.

This subject will review the different missions of a company's communication management, its relationship with the media, the most significant operational actions that will help achieve the organisation's objectives, the crises, fake news and internal communication, which is very useful in order to develop and consolidate teams, and to generate a robust business culture.

2. OBJECTIVES

- To develop an internal and external communication plan aligned with the organisation's corporate strategy. The plan should strengthen the company's positioning in the market, the perception value by customers and the commitment of the workforce.
- To compare, select and implement the specific communication actions in accordance with the plans previously laid down and considering the nature of stakeholders, and keeping control over its profitability.
- To elaborate risk audits and action protocols in the event of crisis communication, ably handling all the media including the audio-visual and digital ones, with the idea of preserving and strengthening the trust of customers and other stakeholders.
- To learn to manage a crisis in the way that may least damage the corporate image or erode the company's own values, ethics and organisational culture.
- To learn how to face uncertain environments such as the current ones, in which fake news spreads at lightning speed, changes are constant and demands (both internal and external) are immediate.
- To discover the virtues that a DIRCOM should have and the skills that organisations demand today.

3. CONTENTS

UNIT 1. Introduction to business communication

UNIT 2. Strategic communication

UNIT 3. The director of communications (DIRCOM)

UNIT 4. Planning communication

UNIT 5. The media and advertising

UNIT 6. Events and sponsorship

UNIT 7. Institutional relations

UNIT 1. INTRODUCTION TO BUSINESS COMMUNICATION

Learning outcome

After studying the unit and solving the exercises, students will be able to:

- Elaborate written and spoken messages, and recognise the actors of communication.
- Value the importance of communication and how to reach one or several interlocutors.
- Understand the intimate relationship between speech and word.
- Understand that non-verbal communication forms part of the message.
- Identify qualities such as empathy, persuasion, manners and tone. They are essential so that an organisation can produce fluid and positive communication.
- Detect, evaluate and fight fake news.

Content

1. Business communication in the 21st century.
2. The message in communication and its elements.
3. Tone, word, gesture.
4. Persuasion and empathy in communication.
5. Non-verbal communication.
6. Fake news.

UNIT 2. STRATEGIC COMMUNICATION

Learning outcome

After studying the unit and solving the exercises, students will be able to:

- Understand the role of communication within and organisation.
- Decide which is the most suitable way to communicate in an organisation. What is global communication, cross-communication and other types.
- Learn to listen, what is the act of listening and active listening.
- Learn to distinguish between positive communication and negative communication.
- Use internal communication to generate organisational culture.

Content

1. Types of communication. Global communication and cross-communication.
2. The act of listening. Active listening.
3. Positive communication and negative communication.
4. Storytelling, storydoing and communication.
5. Internal communication.

UNIT 3. THE DIRECTOR OF COMMUNICATIONS (DIRCOM)

Learning outcome

After studying the unit and solving the exercises, students will be able to:

- Value the role of a director of communications and its importance for the company strategy.
- Define the functions of the director of communications and of the department, and the relationship of the latter with the rest of the departments of the organisation. Location in the organisational chart.
- Define the organisation's general communication strategy, including in it the brand, the image and the tactics for its implementation.
- Manage the different organisation areas and that of public relations.
- Design and write the corporate book.

Content

1. Description and profile of the DIRCOM: qualities, skills and abilities.
2. Functions of the DIRCOM of the future and her department.
3. The DIRCOM and the general communication strategy and the control of the positioning.
4. Responsibility of the DIRCOM with regard to the brand, image and perception of the organisation.
5. Handling of the different areas of the communication management and the DIRCOM.
6. The organisation's public relations.
7. Development of the direct and personal treatment of external and internal collaborators, and the company's audiences.

UNIT 4. PLANNING COMMUNICATION

Learning outcome

After studying the unit and solving the exercises, students will be able to:

- Apply the concepts of retro-timing, timing, step outline and roadmap to the organisation's communication actions.
- Apply the options offered by the Internet on the company's daily communication development and management.
- Value the importance of a good relationship with the journalists.
- Write a press release and a statement.
- Carry out a communication audit.
- Elaborate a communication plan.
- Act when faced with a crisis in the organisation.

Content

1. Planning of messages and communication actions.
2. Relationship with the media.
3. Press releases, press conferences, clippings and statements.
4. Communication audits.
5. Communication plan.

6. Crisis communications: how to act, makeup of the crisis cabinet and functions.

UNIT 5. THE MEDIA AND ADVERTISING

Learning outcome

After studying the unit and solving the exercises, students will be able to:

- Learn to differentiate the different media and their types.
- How to measure audiences.
- Advertising messages and the media.
- Classic and digital media.
- Learn to design advertising messages to be broadcast through the media.

Content

1. Types of communication media.
2. Classic and digital media.
3. Advertising and its message, publicity and marketing.
4. Audiences and how to measure them. The Internet and audiences. Audimeters.

UNIT 6. EVENTS AND SPONSORSHIP

Learning outcome

After studying the unit and solving the exercises, students will be able to:

- Learn to design an event and its development.
- List the types of company events.
- Learn the importance of business or corporate social responsibility.
- Decide on the company's social policy and its communication.
- Distinguish between sponsorship and patronage and their use in organisational communication.

Content

1. Strategic organisation and planning of communication.
2. What is an event?
3. Types of events.
4. Events and organisational communication.
5. Corporate social responsibility and SDG2030.
6. Sponsorship and patronage.

UNIT 7. INSTITUTIONAL RELATIONS

Learning outcome

After studying the unit and solving the exercises, students will be able to:

- Understand what institutional relations are and what they are used for and their importance for the organisation's corporate reputation.
- Learn about the different company stakeholders and the importance of awarding each one of them a different treatment.
- Learn to differentiate and use business protocol.
- Learn to manage the protocol in business integral communication.
- Learn to define the company's protocol acts: board of directors, shareholders meetings, presentations to the staff, and so on.

Content

1. Institutional relations and corporate reputation.
2. Designing a business and institutional protocol.
3. Protocol tools in communication.
4. Types of protocol acts: business, public-private, institutional acts and others.
5. Book of honour, foundation stone, open day, work sessions.

4. TEACHING AND LEARNING METHODOLOGY

Euncet Business School-UPC's learning process brings together a combination of methodologies which, in a practical and innovative way, allow students to acquire skills specific to the professional exit profile that is expected in a master's degree and the digital context:

LEARNING BY PROJECTS

Working in groups to develop and present tasks and projects, by responding to different situations or challenges posed during classes.

CASE STUDIES

Solving hypothetical business issues to experiment with using a practical application of the theoretical content of the different subjects.

INTERACTIVE CLASSES

The teaching sessions will take place based on continuous interaction between the students and the lecturers, who will teach with the objective of comparing the relevant concepts through the means of analysis and open debate, with the help of real-world case studies and simulations.

ONLINE TUTORIALS

Personalised online sessions will be programmed to solve doubts and lend support to the different assignments and exercises posed during the course.

5. ASSESSMENT

According to the Bologna Process, the model rewards the student's constant and continued effort. 60 % of the mark is obtained through continuous assessment of the managed activities, and the remaining 40 % from the final exam, which is held in a single sitting.

The subject's final mark (FM) will be calculated according to the following formula:

- $FM = \text{Final Exam Mark} * 40 \% + \text{Continuous Assessment Mark} * 60 \%$
- The minimum mark of the final exam for the calculation of the FM will be 40 points over 100.
- The subject will be successfully passed with a FM equal to or higher than 50 points over 100.

6. BIBLIOGRAPHY

6.1. BASIC BIBLIOGRAPHY

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