
Organizational Communication

Instructor: Arnau Roig Mora

Course description

Organizational communication is a mechanism for developing and managing a set of long-term strategic relationships with the public or stakeholders to enhance overall performance of the organization.

Organizational communication is one of the essential conditions for building and managing a successful corporation. Its impact on corporate identity, image and reputation makes it an important part of every organization strategy.

This course provides an overview of the principles and practices of organizational communication. Using real-world examples to help students connect theory to practice. The themes of culture of organizations, role of communication in organizations, communication audit, organizational communication specialties, stakeholders, Corporate Social Responsibility, ethics, and sustainability in the context of organizational communication will be explored.

The course in the study plan

*This **elective** course belongs to the subject of **Corporate Communication** of the study plan.*

ECTS Credits

4 ECTS

Specific competences

Students will learn:

- o The concept of organizational communication, its characteristics, and its role in the organizations.
- o The role of organizational communication in building and maintaining relationships with the stakeholders.
- o The key issues: corporate social responsibility, reputation management, corporate branding, corporate identity, integrated communication

o Different approaches to auditing an organization to decide and develop corporate communication strategies and to implementing communication programs.

Learning outcomes

o Acquiring an extensive knowledge of organizational communication concept and all related key concepts.

o Being able to identify and develop corporate communication audits and consequently think of strategies of communication

o Acquiring different skills in specific disciplines including corporate branding and relations with stakeholders

o Knowing the specialization areas of the discipline and new research on the field

Students will apply in their work and learning several of the Sustainable Development Goals such as quality education; gender equality; decent work and economic growth; responsible production and consumption.

Content

1. Communication & Organizational Communication.

Defining the field.

The communication process, overview and characteristics.

History of Organizational Communication

2. Communication Audits

Performing an Audit: tools, importance, types, working as auditor.

Surveys in Audits: how to ask the right questions, types, new trends in surveying, creating surveys for your organization.

3. Organizational cultures & management philosophies

Organizational culture: types, advantages and shortcomings, understanding the culture for the benefit of the organization, new trends.

Management philosophies: types, advantages and shortcomings, management within a culture, interactions, new trends.

4. Organizational Branding

Types of organizations and their communication (Private company, public agency and NGO).

Mission, Vision and Values.

Corporate identity, branding and corporate reputation.

Case Studies for Organizational Branding: Meaningful Brands

5. Stakeholder Management:

Stakeholder map, management, engagement and communication.

Public Relations: mapping the publics, IMC

6. Academic Approaches and Specializations

Research, new trends.

Internal communication; Lobbying; Digital media; Issues management; Events; Media relations; Employee communication; Issues management; Crisis communication.

Course Learning Plan**Method of presentation**

The course will be based on short theoretical lectures complemented with a high component of case-studies discussion and analysis in a seminar format. Students will be asked to prepare academic material, engage in written activities and debates, and deliver oral presentations.

The course will also foster class debates on the different topics. Students are encouraged to come prepared to class and participate in such discussions.

Course assessment

Evaluation is part of the learning process because it is understood as a mechanism to learn and provide feedback to this process. For this reason, the assessment of this course is continuous.

Continuous evaluation will be carried out through activities that the student must solve during the semester. The continuous evaluation consists of class participation, individual assignment, and group activity.

Participation (20%): students are expected to attend and participate in the lectures, having done any required readings beforehand.

Individual assignment (30%): a communication audit of a real case study.

Short Written Activity in Organizational Branding (10%): This activity will be explained in class, and class time will be given to work on it under the lecturer's supervision.

Group activity (40%): analyzing the organizational communication of a case study and proposing a communication plan, based on one or many of the examples examined in the audit. The group will give a presentation of the final outcome.

Course schedule

Day Content

02/10	Organizational Communication Presentation of the course: Defining and mapping the field, History of OC Communication Audits I Performing an audit, tools, importance, types, working as an auditor Individual project assignment (30%)
09/10	Organizational Branding I Types of organizations and their communication (Private company, public agency and NGO) Mission, Vision and Values. Corporate identity, branding and corporate reputation.
16/10	Organizational Branding II Case Studies and Meaningful Brands Short Written Activity (10%)

23/10	Communication Audits II Surveys in audits: how to ask the right questions, types, new trends, creating surveys for your organization.
30/10	Individual Project Presentations Workshop on Individual Projects + Group Project Assignment (30%)
6/11	Stakeholder Management Stakeholder map, management, engagement and communication. Public Relations: mapping the publics, IMC.
13/11	Corporate Social Responsibility Defining CSR Communication CSR Community Relations The importance of Ethics and Sustainability in communication
20/11	Organizational Cultures and Management Philosophies Organizational culture: types, advantages and shortcomings, understanding the culture for the benefit of the organization, new trends. Management philosophies: types, advantages and shortcomings, management within a culture, interactions, new trends.
27/11	Academic Approaches and Specializations Research, new trends Internal communication; Lobbying; Digital media; Issues management; Events; Media relations; Employee communication; Issues management; Crisis communication.
04/12	Final Projects Week Final presentations, farewell, course evaluation.

Late Assignments

If you are unable to turn in an assignment on time because of a documented illness or family tragedy, you will not be penalized for turning in work late, provided you present your written excuse within one week of returning to class. If you must turn in work late for other reasons, **2 points** will be deducted from the grade on the assignment for each day (each weekday, not class day) that it is turned in late. The first late day begins right after the assignment's deadline, unless another time is designated. Thus, if an assignment's deadline is at 19:00h, a student submitting his/her assignment at 19:01 will lose 2 points. This policy applies to all assignments, including the research proposal. As per the syllabus, I will not accept any assignments emailed to me. You can always upload an assignment after the due date, and I will mark it late as appropriate.

Plagiarism

All written work submitted in this course is to be expressed in your own words. Text copied from a book, a website, another student's paper, your own previous work or any other source is not acceptable if not clearly quoted. In any individual or group assignment or presentation, you must indicate the sources of all borrowed texts, ideas or facts that go beyond common knowledge. Using third-party sources without being duly attributed would be considered plagiarism, be it intentional or not. Any work written, developed, created, or inspired by artificial intelligence (AI) is considered plagiarism and will not be accepted, unless otherwise instructed. For quoting sources you must always use the recommendations of the APA style. Penalties for plagiarism may range from a failing grade on the assignment with no make-up opportunity, to a failing overall grade in the course and notification to the BSM Dean.

Required reading

CORNELISSEN, J. (2020). *Corporate Communications: Theory and Practice*. Sage.

FALKHEIMER, J. & Heide, M. (2018). *Strategic Communication: An Introduction*. Routledge.

GHERARDI, S. (2019). *Organizational Communication in Practice: Does it Really Work?* Management Communication Quarterly. 33 (1), 112-116.

HOLTZHAUSEN, D. & ZERFASS, A. (2014). *The Routledge Handbook of Strategic Communication*. Routledge.

MCDONALD J. & MITRA, R. (eds) (2019). *Movements in Organizational Communication Research*. Routledge.

Recommended reading

BALMER, J.M. (2017). *The corporate identity, total corporate communications, stakeholders' attributed identities, identifications and behaviours continuum*. European journal of marketing. 51(9/10):1472–502.

BOWIE, N.E. (2012) *Stakeholder Theory: The State of the Art*. Business ethics quarterly. 22(1):179–85.

KIM, S. (2017). *The Process Model of Corporate Social Responsibility (CSR) Communication: CSR Communication and its Relationship with Consumers' CSR Knowledge, Trust, and Corporate Reputation Perception*. Journal of business ethics. 154(4):1143–59.

LUOMA-AHO, V. & CANEL, M.J. (2020) *The Handbook of Public Sector Communication*. John Wiley & Sons.

MACNAMARA, J & ZERFASS, A. (2012). *Social Media Communication in Organizations: The Challenges of Balancing Openness, Strategy, and Management*. International Journal of Strategic Communication. 6. 287-308.

***The instructor will make available different articles and chapters that are not in the library through eCampus*