

Corporate Communication: Strategic Plans

Code: 104779
ECTS Credits: 6

Degree	Type	Year	Semester
2503868 Communication in Organisations	OB	2	1

Contact

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Use of Languages

Principal working language: spanish (spa)
Some groups entirely in English: No
Some groups entirely in Catalan: No
Some groups entirely in Spanish: Yes

Teachers

Arantza Danés Vilallonga

Prerequisites

No prerequisite is necessary.

Objectives and Contextualisation

1. Analyze the role played by intangible values in the management of organizations and how it has opened a new field of action in the management of corporate communication.
2. Explain basic concepts and fundamentals of corporate communication, as well as approach them to the historical contextualization of their subject.
3. Identify the communication structure and management models of organizations as well as their typologies.
4. Know the characteristics, skills and abilities of the person responsible for its management: Dircom.
5. Design communication plans and strategies for any type of organization.

Competences

- Act with ethical responsibility and respect for fundamental rights and duties, diversity and democratic values.
- Act within one's own area of knowledge, evaluating sex/gender-based inequalities.
- Analyse and evaluate the structures of the different types of organisations, of the Media and of the relationship between the two.
- Analyse communication in the organisation and draw up a communication plan that includes internal, external and crisis communication.

- Devise, plan and execute communication projects about the organisation on all types of media and for both internal and external audiences.
- Display the ability to lead, negotiate and work in a team.
- Establish communication objectives, and design and apply optimal strategies for communication between organisations and their employees, clients and users, and society in general.
- Introduce changes in the methods and processes of the field of knowledge to provide innovative responses to the needs and demands of society.
- Manage time efficiently and plan for short-, medium- and long-term tasks.
- Students must be capable of applying their knowledge to their work or vocation in a professional way and they should have building arguments and problem resolution skills within their area of study.
- Students must be capable of communicating information, ideas, problems and solutions to both specialised and non-specialised audiences.
- Students must develop the necessary learning skills to undertake further training with a high degree of autonomy.
- Take account of social, economic and environmental impacts when operating within one's own area of knowledge.
- Work in compliance with professional codes of conduct.

Learning Outcomes

1. Adapt to new situations in a constantly changing work environment.
2. Adopt an ethical approach when creating strategic plans, dealing with a communication crisis and defending the public image.
3. Analyse a situation and identify its points for improvement.
4. Apply a SWOT analysis to the characteristics of the different types of organisation, taking account of geographical location, products or services offered, target audience, number of employees, etc.
5. Communicate using language that is not sexist or discriminatory.
6. Communicate with journalists, members of the organisation and external audiences.
7. Devise and develop communication mechanisms of different kinds taking into account the characteristics of the organisation.
8. Generate creative ideas in the workplace.
9. Identify and describe organisations' communicative objectives in order to gain a competitive advantage regarding their internal and external audiences.
10. Identify situations in which a change or improvement is needed.
11. Know all about the characteristics and structure of the media in the organisation's geographic area of influence in order to draw up its media plan.
12. Organise the activities of communication departments in the short, medium and long term.
13. Plan and conduct academic studies in the field of corporate communication based on the preparation of strategic communication plans.
14. Propose new methods or well-founded alternative solutions.
15. Propose new ways to measure the success or failure of the implementation of innovative proposals or ideas.
16. Propose projects and actions that are in accordance with the principles of ethical responsibility and respect for fundamental rights and obligations, diversity and democratic values.
17. Propose projects and actions that incorporate the gender perspective.
18. Propose viable projects and actions to boost social, economic and environmental benefits.
19. Propose ways to evaluate projects and actions for improving sustainability.
20. Respect the different religions, ethnic groups, cultures, sexual identities, etc. of the persons belonging to the organisation.
21. Set up mechanisms for an organisation and the members of its communication departments to explain the organisation's objectives, functions and business idea to audiences of all types.
22. Show initiative and leadership skills.
23. Weigh up the impact of any long- or short-term difficulty, harm or discrimination that could be caused to certain persons or groups by the actions or projects.
24. Weigh up the risks and opportunities of both one's own and other people's proposals for improvement.
25. Work independently to solve problems and take strategic decisions on the basis of the knowledge acquired.

Content

1. Intangible values: definition and implications in the management of organizations.
 - What are intangible values?
 - Corporate identity. Vision, mission, values and purpose.
 - Corporate Culture.
 - Corporate reputation.
 - CSR
2. Corporate communication: epistemological and historical approach.
 - Definition and delimitations of the concept of corporate communication.
 - Contextualization: historical evolution of the concept of corporate communication.
 - Stakeholder theory. Types of audiences and their implications in the management of organizations.
 - Contributions of communication to organizations.
3. The management of corporate communication.
 - What do we understand by communication management?
 - Models of communication management.
 - The Directorate of Communication: departmental structure.
 - Types of communication: external and internal. Tools and channels.
 - The specificity of communication management in crisis situations.
4. The profile of the corporate communication manager: the Dircom.
 - Origin of the Dircom.
 - Definition of Dircom: structural dependency.
 - Functions or Responsibilities of the Dircom.
 - Demographic characteristics, fields of action, skills and abilities.
 - Future trends.
5. Strategic communication planning.
 - Concept of strategy.
 - Dimensions of the concept of strategy.
 - What do we understand by strategic planning?
 - Stages of the strategic planning process.
 - The PEC: characteristics and sections.
 - Other strategic communication plans: internal and crisis.

The detailed calendar with the content of the different sessions will be exposed on the day of presentation of the subject. It will also be posted on the Virtual Campus where students will be able to find a detailed description of the exercises and practices, the various teaching materials and any information necessary for proper follow-up of the subject.

Methodology

The subject is divided into theoretical and practical sessions. Theoretical sessions consist of presenting the general concepts of the topic and the reflection and debate of the students from the suggested readings. And the practical sessions will include group activities to assimilate the theoretical aspects presented.

Regarding practical sessions, the class will be divided into subgroups to do personalized work with seminar or internship tutors. In these sessions, group exercises will be held, raised in class, directly related to the topics developed in the subject. Thus, the case study method, the resolution of communication problems, and/or the reading, analysis, and sharing of articles that the teacher considers interesting will be implemented. As a culmination of the subject, the students will do a Communication plan of a company/institution. This final work will be done in a group (with the same group formed for the practical sessions). In this way, students will contrast in practice the theoretical knowledge explained in class.

In the virtual campus, students will have links to complementary content for each thematic block. These materials must be read and reviewed in advance both to do the practices and to prepare the final theoretical test.

Annotation: Within the schedule set by the centre or degree programme, 15 minutes of one class will be reserved for students to evaluate their lecturers and their courses or modules through questionnaires.

Activities

Title	Hours	ECTS	Learning Outcomes
Type: Directed			
Theoretical and practical sessions	48	1.92	1, 3, 4, 2, 6, 21, 11, 8, 7, 9, 10, 12, 13, 24, 19, 14, 15, 16, 17, 18, 20, 25, 23
Type: Supervised			
individual and group tutorials	14	0.56	4, 6, 21, 11, 7, 9, 13, 25
Type: Autonomous			
Jobs, practices and readings	82.75	3.31	1, 3, 4, 2, 5, 6, 21, 22, 11, 8, 7, 9, 10, 12, 13, 24, 19, 14, 16, 18, 20, 25, 23

Assessment

The subject evaluation system is based on the following percentages:

- A) 30% Control of knowledge. The control must be passed (5 or more) to pass the subject (essential condition).
- B) 30% Execution and presentation of the practical exercises. All the students must sign the practical exercises.
- C) 40% Realization of the final practice: Strategic Communication Plan

A(30%) + B (30%)+ C (40%) = 100% FINAL GRADE OF THE SUBJECT

The calendar will be available on the first day of class. Students will find all information on the Virtual Campus: teaching materials, and any necessary information for the proper follow-up of the subject. In case of a change of teaching modality for health reasons, teachers will make readjustments in the schedule and methodologies.

Re-evaluation

a) According to regulations, in order to participate in the catch-up process, students must have been previously assessed at least 2/3 of the total evaluable activities of the subject.

b) The theory can only be recovered if the student in the exam has obtained less 4.9. The examen will consist of a written test to evaluate theoretical knowledge.

c) The student who has obtained a D in one of the practices either because he has suspended or because he has not presented it (as long as it is for reasons accredited or acceptable by the teaching team) will have the option to present himself to his recovery during the period established ad hoc. The recovery of each practice will consist of the resolution of a case or communication problem in the classroom (day or time to be determined).

d) The final work of the subject (30%) is an evaluable work that cannot be recovered in case of suspension. The reason is because it is practically impossible to carry out another job of these characteristics with the time available to us.⁴

In the case of a second enrolment, students can do a single synthesis exam/assignment that will consist of doing a theoretical exam (50%) and a practical work (50%). The grading of the subject will correspond to the grade of the synthesis exam/assignment.

IMPORTANT

The proposed teaching methodology and evaluation activities may undergo some modifications depending on the health authorities' attendance restrictions.

PLAGIARISM

In the event that the student performs any irregularity that may lead to a significant variation of an evaluation act, this evaluation act will be graded with 0, regardless of the disciplinary process that could be instructed. In the event, that several irregularities occur in the evaluation acts of the same subject, the final grade for this subject will be 0.

Assessment Activities

Title	Weighting	Hours	ECTS	Learning Outcomes
Exam	30%	1.25	0.05	4, 6, 21, 11, 7, 9, 13, 25
Final work in group	40%	2	0.08	1, 4, 2, 6, 21, 22, 11, 8, 7, 9, 12, 13, 20, 25
Practices	30%	2	0.08	1, 3, 4, 2, 5, 6, 21, 22, 11, 8, 7, 9, 10, 12, 13, 24, 19, 14, 15, 16, 17, 18, 20, 25, 23

Bibliography

Aljure, A. (2015). *El plan estratégico de comunicación. Método y recomendaciones prácticas para su elaboración*. Barcelona: UOC.

Benavides, J. et al. (2001). *Dirección de Comunicación Empresarial e Institucional*. Barcelona: Ediciones Gestión 2000.

Costa, J (2018). *Dircom, el ejecutivo estrategia global*. Barcelona: CPC Editor.

Enrique, A. M. y Morales, F. (2015) *Somos Estrategas*. Barcelona: Gedisa.

Garrido, F. (2004). *Comunicación estratégica*. Barcelona: Gestión 2000.

Losada, J.C. (2004). *Gestión de la comunicación en las organizaciones*. Barcelona: Ariel.

Romero-Rodríguez, L.M. (2020). *Manual de gestión de la comunicación corporativa*. Madrid: Tecnos.

Software

Word, Power Point y Excel.