

**Processes 4. Communication, Culture and  
Organisational Climate**

Code: 43169  
ECTS Credits: 6

**2025/2026**

Degree	Type	Year
Gestión de los Recursos Humanos en las Organizaciones	OB	1

## Contact

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## Teachers

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## Teaching groups languages

You can view this information at the [end](#) of this document.

## Prerequisites

There are no prerequisites

## Objectives and Contextualisation

Objectives and contextualisation

This module offers a detailed introduction to three very significant issues in the life of organisations: communication, culture and atmosphere. It is an introduction that includes both conceptual aspects as well as those which can be applied.

Upon completion of the course students will be able to:

Reason on the significance of communication, the atmosphere and culture as transversal issues affecting all aspects of the life of an organisation.

Identify the dimensions, components, types and levels of analysis which are essential for effective communication.

Provide explanations on problems and opportunities of an organisation, based on a comprehensive vision which takes into account the specificity and the connection between the atmosphere, culture and communication.

Design methods for the study, evaluation and diagnosis of cultural, communication and atmosphere related aspects in organisations.

## **Learning Outcomes**

1. CA09 (Competence) Communicate proposals, reports and results effectively to different types of interlocutors.
2. KA13 (Knowledge) Identify the special features that characterise a given organisation in terms of organisational culture.
3. SA15 (Skill) Clearly distinguish organisational problems that can be addressed in terms of culture, climate and communication.
4. SA16 (Skill) Examine the viability of the implementation of cultural change processes.
5. SA17 (Skill) Assess deficiencies and needs in communication processes between groups.

## **Content**

### Content

#### 1. Communication, culture and atmosphere: three perspectives to look at an organisation

##### 1.1. The role of the HR consultant: Internal vs. External

##### 1.2. Phases in the consultancy process

#### 2. Communication and organisations

##### 2.1. What is communication?

##### 2.2. Elements of communication

##### 2.3. Empathy, connecting with others

##### 2.4. Feedback and influence

##### 2.5. Aspects of Organisational Communication

##### 2.5.1. ITC's in Organisational Communication

##### 2.6. The role of communication in a process of change for an organisation

#### 3. Organisational Culture

##### 3.1. Introduction:

##### 3.1.1. Company Culture

##### 3.1.2. Concepts and definition of Corporate Culture

##### 3.2 Components of Corporate Culture

##### 3.2.1. Vision

##### 3.2.2. Mission - Value proposition

##### 3.2.3. Values

##### 3.2.4. Corporate examples

##### 3.3. Management of corporate culture

- 3.3.1. The management of corporate culture as a strategic resource for the organisation
- 3.3.2. Cultural management and Managing change
- 3.3.3. Change vs. Transition
- 3.3.4. Change curves
- 3.3.5 Examples of transformation processes
- 4. Organisational Climate
  - 4.1. Introduction
  - 4.2. Concepts and definition
  - 4.3. Main components
  - 4.4. Studies on workplace atmospheres and return as a strategic HR tool
  - 4.5. Study phases
  - 4.6 Climate and Motivation
    - 4.6.1. Relationship between Motivation - Climate
    - 4.6.2. Inertia Motivation
    - 4.6.3. Extrinsic Motivation
    - 4.6.4. Intrinsic Motivation
    - 4.6.5 Motivational Map
    - 4.6.6. Motivation Strategies
  - 5. Methodological aspects: diagnosis and intervention
    - 5.1. Pragmatic framework
    - 5.2. Methods and techniques
    - 5.3. Design and implementation
    - 5.4. Managing expectations and communication
    - 5.5. The following steps and resulting action plans
    - 5.6. Stakeholders analysis and their management

## Activities and Methodology

Title	Hours	ECTS	Learning Outcomes
Type: Directed			
Master class	15	0.6	

Micro-analysis of situations	15	0.6
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Type: Supervised		
Activity tutorials	18	0.72
Group activities	40	1.6
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Type: Autonomous		
Interpretation and intervention plan	40	1.6
Search, selection and review of bibliography	19	0.76

Master classes / lectures. The introduction to each main section and the presentation of the theoretical and conceptual content will be carried out through presentations by the teaching staff responsible for this module.

*Situation analysis.* The module is organised to include the lecture part with access to materials such as accounts and excerpts from interviews so that, under the teachers' guidance, the students can carry out an implementation project and identify the theoretical and conceptual elements as a basis for further analysis and evaluation.

*Preparation of the work.* Students will be asked to carry out a group task involving a diagnosis based on the assignment of a case developed by the group of teachers who are responsible for the module. It consists of an analysis of the collected information in a diagnostic process to pose a series of results, conclusions, recommendations and an intervention plan.

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.

## Assessment

### Continous Assessment Activities

Title	Weighting	Hours	ECTS	Learning Outcomes
Assignment 1. Introductory case	15%	1	0.04	KA13
Assignment 2. Preparation and submission of a diagnostic plan.	45%	0	0	CA09, SA16
Assignment 3: Presentation of the intervention	40%	2	0.08	CA09, SA15, SA17

#### Evidence 1: Introductory Case

Work on a case in the classroom to answer questions about climate and culture.

Evidence 2: Elaboration and delivery of the diagnostic plan.

From the case worked on in the classroom, design a small intervention taking into account different criteria.

Evidence 3: Presentation of the intervention

Develop a presentation of the intervention on the case to the management committee of the company.

## Unique assessment

### Article 265. Avaluació única

2. La sol·licitud d'avaluació única suposa la renúncia a l'avaluació continuada, i implica el lliurament en una única data del nombre necessari d'evidències avaluadores per acreditar i garantir la consecució dels objectius i els resultats d'aprenentatge establerts en l'assignatura.

The single evaluation does not imply non-attendance to the face-to-face sessions. During the face-to-face sessions, activities that are necessary to satisfactorily complete the evaluation evidences can be carried out.

Students who choose the single evaluation option will present, once the module is finished, the same evidences foreseen for the continuous evaluation modality.

The same resit system as the continuous assessment will be applied.

### Retakes

The students who have not reached the criteria established to pass the module and those who have been evaluated in a set of activities with a minimum weight of 2/3 of the total qualification of the module will be eligible for recovery.

The minimum grade to be eligible for recovery is 3.5.

Evaluation guidelines of the Faculty of Psychology: [https://www.uab.cat/doc/DOC\\_PautesAvaluacio\\_FP\\_23-24](https://www.uab.cat/doc/DOC_PautesAvaluacio_FP_23-24)

## Bibliography

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## Software

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## Groups and Languages

Please note that this information is provisional until 30 November 2025. You can check it through this [link](#). To consult the language you will need to enter the CODE of the subject.

Name	Group	Language	Semester	Turn
(TEm) Theory (master)	1	Spanish	second semester	afternoon