

COMMUNICATION IN ORGANISATIONS**COURSE:** SECOND**SEMESTER:** FIRST**TYPE:** OBLIGATORY**CREDITS:** 6**LANGUAGE:** ENGLISH**OBJECTIVES:**

This course covers broad spectrum of organizational communication and shows how essential communication is to become more efficient and effective in everyday work activities. It gives students the tools to communicate both within and between organizations, by exploring important theoretical perspectives and key communication challenges, while also helping them to develop their own communication skills, such as writing, listening and speaking, in order to achieve specific aims and to engage with different audiences.

COMPETENCES:**GENERIC**

CB2: Students can apply their knowledge and professional skills in the workplace and have necessary skills, which can be, demonstrated when they engage in developing and defending arguments and solve problems in their area of study.

CB3: Students can collect and interpret relevant data (appropriate to their discipline) in order to critically evaluate arguments and evidence, including a reflection on social, scientific and ethical aspects.

CB4: Students can collect and interpret relevant data (appropriate to their discipline) in order to critically evaluate arguments and evidence, including a reflection on social, scientific and ethical aspects. Students can communicate information, ideas, problems and solutions to general and specialized audience.

CG1: Students gain linguistic skills and can express themselves accurately and effectively in different oral and written communication situations, in languages typical of their community and in English.

CG3: Students can work in contexts, which respect human rights, gender equality and cultural differences, and they can adopt these values in the workplace.

CG6: Students can solve problems, design strategies and evaluate the repercussion of the proposed solutions from theoretical and practical perspectives offered by Social Science.

CG7: Students can critically assess opinions, situations and behaviours, including those, which are typical of their work environment.

SPECIFICS

CE6: Students can listen, negotiate, persuade and communicate effectively (in various oral and written formats), applying methods typical of the business environment, such as preparing and presenting reports on specific situations in the fields of Advertising and Public Relations.

CE1: Students can spot market opportunities and new communication tendencies by using appropriate methodologies in commercial and market research.

COMONS

- Students will be able to evaluate applied or academic research with relevant criteria.
- Students will be able to demonstrate the ability to read and understand specialized texts in English.

LEARNING OUTCOMES:

By the end of this course, students who successfully complete the subject will be able to:

R8: Analyse the ways in which organizations manage their communication.

R9: Design an internal communication plan.

R10: Create crisis communication strategies.

PROGRAM CONTENT:

1. Introduction to the course

- Communication and organizations: an introductory overview
- What is an organization? (type, structure, objectives, etc.)
- Key concept in organizational communications: (Corporate culture, identity, management, leadership, skills, networks)
- How can we use communication to create and sustain a positive and strong impression within an organizational environment? (importance of communications plan, internal and external communication flux, organizational challenges)
- 360° communication

2. Theoretical perspective

- Historical perspective of organizational communications
- Classical perspectives on organizations and communication (Taylor and scientific management; Max weber and Henry Fayols Burocratic Theory)
- Human relations theories (Elton Mayo and Kurt Lewin)
- Human resources theories (Maslows motivations Hierarchy)

- Modern Theories
 - The systems perspective (Katz & Kahn and Wicks approaches)
 - Cultural and critical studies of organizational communication

3. Key areas of corporate communication

- Managing Information into organizations: Types of organizational communication networks

3.1 internal communication and relations

- Communications networks into organizations: Identifying stakeholders, objectives, challenges.
- Creating messages: Type of messages
- Direction: Upward, Downward and Horizontal Networks
- Key internal communications tools
- Case studies
- Communication in practice: website, annual report, newsletter, press releases, social media strategy, blog, etc.

3.1.2 Culture, Climate, and Organizational life

- Climate and organizational culture: conflict
- Primary and secondary tension
- Storytelling and organization identity
- Stakeholders and Leadership in organizations
- Intervencions

- Communication in Practice: Meetings, Teams and Negotiations
- Communication in Practice: Presentations and Audio-Visual Technologies
- Case study: LATAM

3.2 External communications

- Mapping audiences and group of interest (stakeholders)
 - Creating messages: objectives and challenges.
 - The relationship with media, advertising
 - Corporate public relations
 - Storytelling and organization
 - Communication in Practice: Adverts, Social Media, News Releases and Exhibitions
 - Communication in Practice: Letters, E-Mails and Instant Messaging
 - Communication in Practice: Reports, Briefing Papers and Summaries
- Methodology and creation process: Diagnosis organization`s communication
- Why is important to diagnose organization`s communications?
 - The corporate map
 - Communication maps

4.1 Communication Audit: Assessing Organizational Communication

Quality (External)

- What is a Communication Audit?
Audit Qualities and Components
- Methods for Conducting Audits
Reporting Results
- Communication in Practice: Organizational Feedback

4.2 SWOT methodologies: simplifying organizations complexity (Internal)

- Importance of SWOT Analysis in Communication
- Assess Strengths
- Look for Weaknesses
- Explore Opportunities
- Discover Threats
- Communication in practice: SWOT analysis in the organization

5. Internal Communication Plan

- The Strategic Internal Communication Process
- Descending, ascending, horizontal and informal communication.
- Internal communication elements and tools.
- How to write an internal communication plan.
- Case studies
- Communication in Practice: Writing an Internal Communication Plan

6. Organizations and Crisis Communication

- Facing a crisis: perceptions and realities
- How crisis can affect organizations
- Organization vulnerabilities, images and reputation
- Crisis Communication Planning

- Steps to Crisis Communication Planning
- Image Restoration Theory
- Recurring Counsel for Crisis Communicators
- Case study
- Communication in Practice: Designing a Crisis Communication Plan

7. Corporate social responsibility (CSR).

- Ethics, Organization, audiences and social collaboration.

- Sponsorship and patronage.
- Fundraising.
- Environmental impact
- Communication in practice: Community integration

8. Intercultural Communication and the Organization

- Why Study Intercultural Communication?
- Examples of Intercultural Communication in Organizational Contexts
- Barriers to Effective Intercultural Communication
- Approaches to Multinational Expansion
- Communication in Practice: Breaking Barriers

9. Careers in Organizational Communication

- Work Opportunities in Organizational Communication
- Sample Job Descriptions
- Preparing for the Job Market

EVALUATION SYSTEM:

During the semester there will be two exams, each one weighting 20% of the total grade. The other 60% weight in the evaluation process is based on the following: two individual obligatory activities (10% each), a group work (written project) plus the oral presentation of the group work (30%), and the contribution to class activities (10%). Only the two exams can be redone but only in case the student has presented all the activities required by the course. These two exams are not cumulative. The grade for passing the exams must be minimum five out of ten to calculate the average score with the rest of the evaluation activities. It is obligatory to assist to both exams, deliver the group project and make the oral presentation. The professor will consider the continuous progress and evolution of each student. The day and hour of the complementary exam will be within the regular time of the class. In this complementary exam the student can redo the first failed midterm; the second failed midterm; or both if it's the case.

Task	Weight (%)	Details*
Written Exam 1	20	Obligatory written exam based upon class lectures. The grade for passing the exams must be minimum five out of ten to calculate the average score with the rest of the evaluation activities. It can be redone just if the student fulfilled all the course required activities.

Written Exam 2	20	Obligatory written exam based upon class lectures. The grade for passing the exams must be minimum five out of ten to calculate the average score with the rest of the evaluation activities. It can be redone just if the student fulfilled all the course required activities.
Continuous class activities and participation, and 2 optional assignments	10	Overall class participation, engagement and responsiveness weighing 5%. Each optional assignment weights 2,5% in the final grade. Cannot be redone.
Final Project in group	25	Works submitted after the deadline will not be accepted. All projects must be uploaded on Moodle. Its an obligatory activity and cannot be redone.
Oral exposition of the final Project in group	5	Presentations after the deadline will not be accepted. Ppt or Prezi used for the presentations must be uploaded on Moodle. Its an obligatory activity and cannot be redone.
2 Obligatory individual activities	20	2 exercises to be uploaded on the platform Moodle (each one weights 10% in the final grade). Late deliveries will not be accepted. Cannot be redone.
Complementary exam		Both midterms can be redone. The rest of the evaluation activities can't be redone within the complementary timetable.

- * 1) Classes are highly engaging. Students are expected to read chapters/articles for next class to participate actively in the lecture.
- 2) Students are expected to be analytical in thinking and writing methodology.
- 3) Students are encouraged to provide the instructor with regular input on how they are experiencing the course throughout the semester.
- 4) Only uploaded exercises or works on Moodle will be graded.

The teaching staff will consider the development and progress of each student individually.

Any student who does not sit an exam and he does not justify his absence on grounds of force majeure, either to Coordination or Academic Tutoring, will lose this opportunity. He will be able to do it in the complementary period, but only in case he meets the requirements for it. If the student has provided a certificate of absence due to a case of force majeure, he will sit the exam on the complementary date and he will still keep another examination sitting. In case, he would not pass the exam on the complementary date, he will have another opportunity before the last day to record grades.

Any student who does not make an oral presentation and he does not justify to the teacher that it has been a case of force majeure, will lose the chance to do it another day.

Likewise, any student who does not deliver an activity on deadline and he does not justify to the teacher that it has been due to force majeure, he will miss the opportunity.

The student who has not attended a minimum 80% of classes within a week before the midterm or final exams (having submitted the supporting documents to his/her tutor), will be excluded from the ordinary examination. In this case, the student will have to attend the complementary exam, provided that he or she meets the requirements laid out in the study program.

Group Work & Oral presentations (obligatory group activity):

The group project presentations will be scheduled on a specific day announced by the professor in due time. If one of the group members is missing during the presentation day, this implies that the student will be graded with 0. If the student brings a proof of absence, the student will be graded with the same score obtained by his/her group. Presentations should last between 10-15 minutes. All the materials used (written projects, powerpoints etc) must be uploaded on Moodle.

The requirements for the final group work are:

- Elaborate an internal crisis case study report and a crisis communication plan (followed by an oral presentation). Include: description of the crisis, categorizing it according to the types of crises discussed in class; a timeline of events;

identification and explanation of a theoretical framework that is evident in the communication process; the impact and use of social media affecting the crisis and crisis response; identification of organizational changes resulting from the crisis. Length: min. 3000 words, maximum 4500 words. The project proposal must be discussed and approved by the professor in its early stage.

Written Exam 1

Written exam based upon class lectures. The structure of the midterm is as follows:

- 1 1st part: a test of 10 questions (multiple-choice and true or false type) (maximum punctuation: 2 points).
- 2 2nd part: 10 short questions for analysis (maximum punctuation: 4 points).
- 3 3rd part: Case study analysis (maximum punctuation: 4 points).

Written Exam 2

Written exam based upon class lectures. The structure of the midterm is as follows:

- 1 1st part: a test of 10 questions (multiple-choice and true or false type) (maximum punctuation: 2 points).
- 2 2nd part: 10 short questions for analysis (maximum punctuation: 4 points).
- 3 3rd part: Case study analysis (maximum punctuation: 4 points).

Class activities

Active participation is required. Students will be evaluated based on the completion of various exercises, engagement and responsiveness.

- Example of class individual activity: Create your own hypothetical Maslow's hierarchy of needs. Reflect on what would motivate you to work in an organization. Use "Maslow's Hierarchy of Needs" as a guide when creating your pyramid.

Individual obligatory activities

Students will be evaluated based on the completion of 2 exercises to be uploaded on the platform Moodle (each one weights 10% of the final grade). Late deliveries will not be accepted.

Conditionals for the average:

- Partial exams, minimum grade: 5
- It is obligatory to attend both exams, to deliver and to expose the group work, and to complete the 2 individual activities.
- Each student will be evaluated based on his/her class activity, individual and group work, and overall progress during the semester.

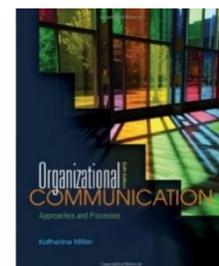
METHODOLOGY

Balancing theory and application this course is designed to help students learn key concepts as well as apply them to their everyday communication. Real-world case studies will be used to connect concepts and issues with typical organizational communication challenges found at work. Therefore, students are required to attend class regularly.

The course will be delivered through a series of lectures, interactive tasks, role-play activities, directed and self-managed readings, individual research and group/individual analysis of case studies, journal and newspaper articles. There will also be a number of individual activities to carry out at home. Students need to keep in mind that a considerable time commitment is needed to complete the academic requirements of this subject, so it is important to plan your workload in advance. In order to successfully complete this subject, students are expected to take part in classroom discussions with peers and submit written assignments on time.

BIBLIOGRAPHY:

MAIN TEXTBOOK: Miller, K. (2014). Organizational Communication: Approaches and Processes. 7th ed. Cengage Learning



COMPLEMENTARY READINGS:

*Please revise the additional readings for each topic on the document titled Background additional readings.

- Monika Kostera, *Heroes and Heroines of Organizational Myths*, 2008, Palgrave Macmillan.
- Paul Anderson, *Anderson, Technical Communication*, 2017, Cengage Learning
- Griffin, Phillips, Gully, *Organizational Behavior*, 2016, Cengage Learning
- Miller, K. (2014). *Organizational Communication: Approaches and Processes*. 7th ed. Cengage Learning
- Gillis, T. (2004) *The IABC Handbook of Organizational Communication: A Guide to Internal Communication, Public Relations, Marketing and Leadership* (J-B International Association of Business Communicators). Chapter 3-16.
- Papa, M. (2007) *Organizational Communication Perspectives and Trends*. SAGE Publications, Inc
- Hargie, O. and Tourish, D. (2009) *Auditing Organizational Communication: A handbook of research, theory and practice* Owen Hargie, Dennis Tourish. Routledge.

OTHER READINGS:

- Harris T. & Nelson M. (2008). Applied organizational communication: theory and practice in a global Environment. Taylor & Francis Group, LLC
- CONRAD, C. & POOLE, M.S. (2002). Strategic organizational communication. Fort Worth, TX: Harcourt.
- KEYTON, J. (2005). Communication and organizational culture: A key to understanding work experiences. Thousand Oaks, CA: Sage.
- ROBERTSON, E. (2003). Using leadership to improve communication climate. Strategic Communication Management, 7, 24-27.
- ZAREMBA, A.J. (2010). Organizational Communication. New York: Oxford University Press.
- ZAREMBA, A.J. (2010). Crisis Communication: Theory and Practice. New York: Routledge.
- LOSADA DÍAZ, J.C. (coord.). (2004). Gestión de la comunicación en las organizaciones. Barcelona: Ariel Comunicación.
- CASTRO NOGUEIRA, L., M. A. CASTRO NOGUEIRA, J. MORALES NAVARRO. (2008). Metodología de las ciencias sociales: una introducción crítica. Madrid: Tecnos.
- VAN RIEL, C. (2003). Nuevas formas de comunicación organizacional. Razón y palabra. Número 34.
- ALMANSA, A. (2009). Relaciones públicas y medios de comunicación. El caso español. Razón y palabra. Número 70. Noviembre-enero 2009.

Task	Weight (%)	Details	Learning outcomes and competencies	Timing
Written Exam 1	20	Obligatory written exam based upon class lectures. The grade for passing the exams must be minimum five out of ten to calculate the average score with the rest of the evaluation activities. It can be redone just if the student fulfilled all the course required activities.	R8 + CB2, CB3, CB4, CG1, CG7, CE1, CE6, G3	25 hours
Written Exam 2	20	Obligatory written exam based upon class lectures. The grade to pass the exams must be minimum five out of ten to calculate the average score with the rest of the evaluation activities. It can be redone just if the student fulfilled all the course required activities.	R8, R9, R10 + CB2, CB3, CB4, CG1, CG6, CG7, CE1, CE6, G3	25 hours
Continuous class activities and participation, and 2 optional assignments	10	Overall class participation, engagement and responsiveness. Each optional assignment weights 2,5% in the final grade. Cannot be redone.	All	15 hours
Final Project in group	25	Works submitted after the deadline will not be accepted. All projects must be uploaded on Moodle. It's a mandatory activity and cannot be	R8, R9, R10 + CB2, CB3, CB4, CG1, CG6, CG7, CE6	25 hours

		redone. It's obligatory to present the Final Project to be able to complete the continuous evaluation. It's mandatory to complete it to be able to do the complementary evaluation, in the case of suspending one or the two partial exams.	
Oral exposition of the final Project in group	5	Presentations after the deadline will not be accepted. Ppt or Prezi used for the presentations must be uploaded on Moodle. It's a mandatory activity and cannot be redone. It's considered part of the final group project and should be done to be able to complete the continuous evaluation. It's mandatory to complete it to be able to do the complementary evaluation, in the case of suspending one or the two partial exams.	R8, R9, R10 + 10 hours CB2, CB3, CB4, CG1, CG6, CG7, CE6
2 Obligatory individual activities	20	2 exercises to be uploaded on the platform Moodle (each one weights 10% in the final grade). Late deliveries will not be accepted. It's a mandatory activity and cannot be redone. It should be done to be able to complete the continuous evaluation.	R8, R9, R10 + 20 hours CB2, CB3, CB4, CG1, CG6

It's mandatory to complete it to be able to do the complementary evaluation, in the case of suspending one or the two partial exams.

Class Hours	60 hours
Total Hours	180 hours
