EXECUTIVE MASTER IN CORPORATE COMMUNICATION

Increasing corporate value in today’s complex digital world through reputation management and communication with stakeholders.

COURSE DESCRIPTION
At a Glance

COURSES

- **ANALYTICAL**
  - Research Intelligence
  - Digital and Global Context

- **MANAGERIAL**
  - Management
  - Managerial Skills

- **STRATEGIC**
  - Communication
  - Communication Skills

- Final Project
- Madrid
- Online

 Terms
Gone are the days when evaluating a communication campaign was enough. Today executives expect communication professionals to provide analyses that help to understand business from the point of view of communication. Also, they expect to hire communicators who know how to use communication to create business value and how to anticipate future trends in communication. Analytical courses are designed to prepare people to face these challenges by linking analysis, communication and business.
Learning how to measure intangibles and to generate insights as a basis for strategic recommendations.

RESEARCH METHODS IN CORPORATE COMMUNICATION
A first-class communication manager knows not only how to deal with communication issues, but also how to detect them. This course provides an overview of research methods (e.g. survey design, focus groups, interviewing, net-ethnography) and of how they can be used in corporate communication situations. In addition, it addresses key questions such as how to plan and initiate research within large scale organizations, and how to choose key areas to assess.

MEASURING INTANGIBLES AND KPI’S IN COMMUNICATION
One of the main issues corporations face today is the abundance of data about their reputation, image and communications and their inability to translate these data into useful KPI’s (key performance indicators) to show the value of communication for business and which actions to undertake to increase this value. This course prepares students to acquire the basic tools and knowledge to develop not only performance measurement plans (plans that show how reputation has an impact on ROI), but also performance management plans (plans that develop stakeholder’s targeted actions to increase the impact of reputation on ROI).
Understanding how to manage digital global issues in Corporate Communication in the 21st century.

NEW MEDIA COMMUNICATION AND BUSINESS
Having a good social media campaign is not enough. Corporations need to be ready to support such campaigns with all operations if they want to avoid creating unfulfilled expectations in audiences. This course will address the impact of new media (digital and social media) on business. We will explore the specific characteristics of new media and their impact on corporate and marketing communication strategy. The focus will be on how corporations need to become “social media enterprises” ready to involve consumers and stakeholders in content generation and social networking.

GLOBALIZATION
Transnational corporations (including media corporations) have grown in size, scope, influence, and geographical reach, and so have social movements opposing them. They operate in a globalized context in which economic, political, social, and cultural relations transcend international boundaries. Corporations need to understand this situation if they want to manage their communication and business. This course invites students to debate, analyze and comprehend issues surrounding globalization in order to answer questions such as: Who are the winners and losers from globalization? Is it really a zero-sum game? Are nation states really losing their importance? How important are global non-state actors? How do governments manage globalization? What are the cultural responses to globalization? What role does communication and media play in globalization?

CORPORATE SOCIAL RESPONSIBILITY
This course introduces students to the fundamental issues that arise from the intersection of business and society and that challenge corporations and businesses today: unfair globalization, the exploitation of workers in the Third World, environmental degradation, ethical conduct of corporations, etc. Special emphasis will be placed on the role of corporate communication and its relation to Corporate Social Responsibility (CSR) and Creating Shared Value (CSV) in terms of achieving or maintaining corporate legitimacy and reputation among various stakeholders. We will use case studies and professional as well as academic texts to explore the topics and to develop a comprehensive understanding of CSR and CSV communications as a co-practice for dialogue and stakeholder engagement.

COMMUNICATION FOR ENTREPRENEURS
In today’s world many communications professionals find themselves working for small to medium enterprises or even new ventures and start-ups. The communication needs and priorities of these organizations are unique. In this workshop participants will learn how to create effective communication strategies in situations where resources are limited and where it is vital to build corporate communications from the ground up.
Communication professionals in the past used to support a strategy that was already decided and implemented. Training in basic management topics was not essential, as communication professionals were responsible mainly for implementing advertising campaigns and manage media relations. The landscape of corporate communication has changed. Corporate communication professionals are very often crucial to avoid a crisis or reputational risks. Thus, they are more often involved in basic management processes and policies. Courses in the "managerial" area train participants in the basic management topics that are relevant to manage communications in today’s corporations. Since these topics are typically taught in MBAs, this course is offered in collaboration with IE Business School and its faculty.
Understanding how to unite corporate communication with other management functions.

**STRATEGY**
Communication professionals willing to shape a corporate strategy need first to understand how to generate value in business. Through the discussion of case studies, case simulations and current articles, this course focuses on strategic analysis and on how to build competitive advantage at the business and corporate levels. The main theories, models and tools within the field of strategy will be studied with a strong emphasis on their application to real situations. Students will be introduced to various models, theories and tools that will enable them to analyze complex competitive circumstances and take decisions that increase a firm’s competitive standing vis-à-vis its competitors.

**ENTREPRENEURSHIP**
Communication professionals willing to open their own business or being employed by corporations need to understand how a business is run. This course aims to provide students with the essential knowledge, skills and tools required to plan, create and manage a business. Students will learn how to evaluate entrepreneurs and their business plans and will work in teams to write a business plan for their own original business venture. Ultimately, they will acquire a greater understanding of the entrepreneurial process, which is a process of opportunity recognition, resource marshalling and team building driven by communication, creativity and leadership.

**ORGANIZATIONAL BEHAVIOR**
This course focuses on certain aspects of human behavior, both at the individual and group level, which are important determinants of people satisfaction in the workplace. In particular, it covers issues complementary to the “Internal Communication and change management” course, such as career management, motivation, leadership, people management, and change management. At the end of the course students will know how to: increase sensitivity towards the potential impact of human issues in the workplace, examine their own behavior and the impact it can have on others, work with tools and frameworks to analyze individual and group situations and to lay out potential courses of action.

**STRATEGIC MARKETING**
This course is designed to provide students with an understanding of the fundamental principles of marketing strategy and planning and the role of marketing in the modern corporation. Students will explore several techniques for defining and segmenting a target market for goods or services and will learn how to integrate product, price, promotion and distribution to offer a superior marketing mix leading to a long-term competitive advantage. Some of the topics covered in this course are: the marketing concept, marketing planning and strategy, market segmentation and positioning, consumer behaviour, product planning, new product development and product life cycles, pricing strategies and implementation, understanding shopping experience for competitive advantage.
Hands-on personal managerial skills.

TEAM WORK
Globalization and the new worldwide economic developments pose new challenges to organizations that now operate in an ever so competitive environment. To respond to current demands many organizations are replacing the traditional pyramidal, hierarchical structures with more horizontal, flatter organizational forms. In the new structures teams are the axis around which most organizational processes are designed. In this context, the success of executives lies in their capacity to create, design and develop effective work teams. Turning a group of people into an effective team is not easy. This workshop provides the theory and the practices behind building and leading winning teams.

LEADERSHIP
Good organizations convey a strong vision of where they will be in the future. As a leader, you need to get your people to trust you and sell them on your vision. Leadership skills, honesty and fairness in all you do will help you gain their trust. In these sessions we will reflect on and identify a number of best practices that will help you (and your team) to grow, specifically: how to build trust, listening skills, coaching, communicating: how to persuade, convince and fascinate, feedback tips and rules, appropriate role distribution.
Managing communication entails managing corporate gaps of various kinds, for example, the gap between the internal and external corporate context, the gap between communications (promises) and corporate behaviors (reality), and the gap between creating value for business and value for society. The complexity of managing communication increases if one realizes that it also entails managing paradoxical situations, for example, to build a unique and coherent image and identity for the corporation while fulfilling plural and multiple stakeholder expectations, or to influence consumers through advertising while engaging in co-creation with them. Courses in this knowledge area give participants an overview of specialized corporate communication for managing the multiple corporate gaps and paradoxes.
A complete study of the core, specialized areas in corporate communication and how they are connected.

BRANDING AND CORPORATE IDENTITY
Today corporations undergo constant change. They merge, de-merge, and enter in new markets and businesses. They send out heterogeneous communications to the various stakeholders, and build consumer experience through multiple product-services. In this fragmented context, branding allows corporations to present themselves in a consistent and coherent way through two main channels: brand communications and consumer experience. This course revolves around a series of practical exercises (replicating the work done by agencies in real situations) and teaches students how to: create a brand (brand positioning, brand architecture, brand personality, brand tone), approach branding in different industries, write a communication plan which supports a brand strategy (key objectives, key partners and stakeholders, media context), build brand essence and brand authenticity, signal quality to consumers through brand associations (what consumers want and why), leverage on consumer's brand identification, and decide and manage a brand extension.

REPUTATION MANAGEMENT
This course deals with corporate reputation understood as what is generally said about an organization. The course examines the fundamental roles that communication plays in corporate reputation affairs, including: reputation’s antecedents, contents, and consequences; measurement and monitoring; building, maintenance and change; measurement, monitoring and evaluation. Students will learn a strategic planning model to develop a well-orchestrated corporate communication program designed to build reputational intelligence (including listening and organizational self-awareness), to engage stakeholders, and to build knowledge, trust and acceptance leading to mutually beneficial outcomes. Also, they will learn how to manage the primary dimensions of corporate reputation: prominence, esteem, attributes of the company and stakeholder’s associations about a corporation.

STRATEGIC SPONSORING
This course teaches how to plan, negotiate, implement and control sponsorships and partnership strategies in the field of sports, entertainment, culture and media. 95% of sponsorship money is invested in these areas. Students will acquire an understanding of the key concepts, theories, fundamental principles, and best practices. The lectures will provide insights into different approaches to sponsoring, including strategic corporate philanthropy, commercial sponsorships, affinity and cause-related marketing, celebrity endorsement, marketing partnerships, media partnerships using integrated advertisements, product placement, editorial partnerships, etc. Students will also learn to plan and manage sponsorships and partnerships.

ISSUES, CRISSES AND STAKEHOLDER MANAGEMENT
Communication is an important, boundary-spanning domain for corporate strategists and decision makers. It is critical to identify how and why key issues and stakeholders may affect companies negatively. This course is designed to provide students with the “survival package” of a communications professional who knows how to strategically manage stakeholders and issues, avoid corporate crises, and strengthen the reputation of a company in the long run (i.e. building stakeholder dynamic grids, contingency plans and issue-management plans). Students will also learn how to deliver powerful messages during crises (how to deal with Q&A during press conferences and client phone calls, and how to frame corporate messages for employees and consumers).
SOCIAL MEDIA AND COMMUNITY MANAGEMENT
This course complements the “New Media, Communication and Business” course and covers the most practical side of social media campaigns and community management. It provides an overview of the different platforms and social media, and teaches how to plan and launch online, trans-media brand campaigns, and how to build a community online.

INTERNAL COMMUNICATION AND CHANGE MANAGEMENT
Internal communication is often thought of as the nervous system of an organization. Good, efficient, internal communication systems make organizations more effective and even facilitate external communication (marketing, PR). But what is internal communication exactly? How do organizations manage effective internal communication? This course will help students to answer these questions through in-depth discussions around case studies on topics such as corporate culture, organizational change, and the linking of organizational behaviour to communication.

Hands-on, personal and applied communication skills.

MEDIA TRAINING
Corporations are created by individuals, who often become the “face” and the “voice” of the business. It is therefore necessary to train them to manage communications with journalists. This two-day workshop takes place in a TV studio and has been designed to teach students how media production works and how to communicate with journalists.

PUBLIC SPEAKING
Public speaking is often defined as the art of speaking to audiences in order to inform, influence or entertain them. But public speaking is much more than that. It is about expressing one’s own identity, building a personal image, finding one’s own cognitive filters and, consequently, empathizing with others. It is about framing more than about influencing. This course will help you to become aware of your own mental models and will teach you how to deliver a successful sales pitch and powerful speeches.

VISUAL STORYTELLING
The purpose of this course is to introduce students to the world of visual storytelling applied to communication and design for businesses and institutions. Today there are multiple opportunities to apply visual storytelling in many of the activities of a company: presentations, internal communication, team work, advertising, brand messaging, etc. In some cases business people need to be conversant with visual storytelling techniques to produce their own communication pieces –i.e. presentations or reports. In other cases, they will need to know how to work with creative agencies responsible of developing promotional materials that use visual storytelling –i.e. advertising, brand content, etc. By telling stories we transform information into something meaningful and compelling to our audiences. Images can inform, inspire and persuade. The formal and visual aspects of these acts of communication need to be optimized to ensure effective communication.
The final project is the last stage of the program. It gives students the opportunity to apply the knowledge acquired throughout the course. Participants can propose an actual communication project involving their own company or choose to solve a different communication problem. Working in small teams under the guidance of IE strategy coaches, they will be required to act as consultants and to manage their project accordingly.