

EXECUTIVE MASTER IN

# CORPORATE COMMUNICATION

Communication + Management + Digital Strategies

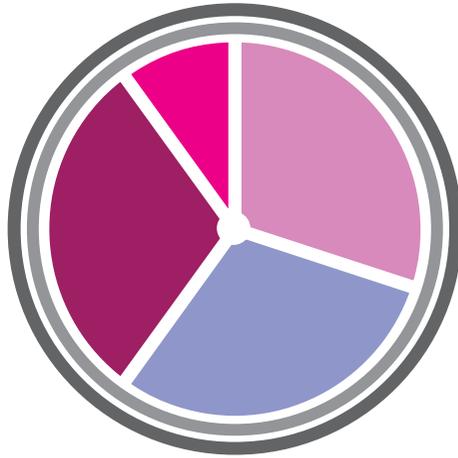
COURSE DESCRIPTION



EXECUTIVE MASTER IN

# CORPORATE COMMUNICATION

## Program Modules



### MODULES

-  Strategic Communication
-  Business and Management
-  Global Digital Strategies
-  Business Analytics and Research Methods
-  Final Consulting Project
-  Personal and Career Development



EXECUTIVE MASTER IN  
**CORPORATE COMMUNICATION**  
Strategic Communication

The management of 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, building a unique and coherent image and identity for the corporation while fulfilling plural and multiple stakeholder expectations, or influencing 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.

# STRATEGIC COMMUNICATION

## CORPORATE SOCIAL RESPONSIBILITY

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This course introduces students to the fundamental issues that arise from the intersection of business and society and that challenge corporations and businesses today, such as unfair globalization, the exploitation of workers in the Third World, environmental degradation, and ethical conduct of corporations. 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 develop a comprehensive understanding of CSR and CSV communications as a co-practice for dialogue and stakeholder engagement.

## BRANDING AND CORPORATE IDENTITY

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Today corporations undergo constant change. They merge, de-merge, and enter new markets and businesses. They send out heterogeneous communications to various stakeholders. In this fragmented context, branding allows corporations to present themselves in a consistent and coherent way through communications. This course is based on 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, and write a communication plan that supports a brand strategy (key objectives, key partners and stakeholders, media context).

## STRATEGIC SPONSORSHIP AND PARTNERSHIPS MANAGEMENT

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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 in this field. 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, and editorial partnerships. Students will also learn to plan and manage sponsorships and partnerships.

## ISSUES, CRISIS AND STAKEHOLDER MANAGEMENT

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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. creating 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).

## INTERNAL COMMUNICATION AND CHANGE MANAGEMENT

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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 exactly is internal communication? 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 link between organizational behavior and communication.

## NON-MARKET STRATEGIES AND PUBLIC AFFAIRS

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The course is designed to provide students with an understanding of the fundamental principles of Public Affairs and its modern management in corporations and other organizations. The approach will be hands-on and oriented to the everyday challenges of Public Affairs practitioners. Accordingly, the focus will lie in analyzing the non-market environment of entities and developing an integrated Public Affairs strategy to tackle it. By analyzing the non-market environments of organizations and developing Public Affairs strategies during the course, the participants will get to know the various techniques and tools in the field of Public Affairs and especially how these are applied in practice. After the course, students will have a solid understanding of the everyday work of Public Affairs practitioners and master the techniques to analyze non-market environments, design appropriate Public Affairs strategies, and implement them in the relevant political context.

# STRATEGIC COMMUNICATION

## REPUTATION MANAGEMENT AND EXTERNAL COMMUNICATION

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The reputation module recognizes the importance of the management of reputation to the long-term success of contemporary organizations. While no single theory or model can solve all of the brand and reputation issues organizations are facing, there is a common theme across academic thinking and best practice that puts the focus on a process of engagement and dialogue with stakeholders and on the importance of identifying expectations, attitudes, and behaviors that are of critical importance in a given situation and of potential threat or benefit to all constituents within an exchange network. The course therefore explores the notion of driving organizational value by outlining a six-part process for a meaningful, behavior-focused, and outcome-oriented reputation management process. The module is designed to enable you to reflect on the knowledge and understanding of management and management theory that you have already developed and to apply your learning in an integrated and strategic manner. It explores the strategic and holistic nature of reputation management in a complex business environment, in which organizations are increasingly being judged and measured along evolving standards and expectations of societal actors. It focuses on the significance of strategic choice, the values that underpin choice, and the critical and integrative thinking managers are demanded to exhibit if strategic decisions are to be operationalized in an accountable manner.

## VISUAL STORYTELLING

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The purpose of this course is to introduce students to the world of visual storytelling applied to communication for businesses and institutions. Visuals are the language of the 21st century; today's individuals, institutions, and corporations communicate, express themselves, think, and represent reality largely through visual pieces. With the advent of digital media and new mobile technologies, the role of visuals in our lives is changing and increasing like never before. The traditional boundaries between media are becoming blurred, and the visual communication marketplace is evolving at an incredible pace. Mastering the visual language and developing the ability to read and write with images and sounds have become essential skills, because images can inform, inspire, and persuade. At the same time, storytelling is one of the most relevant human ways of providing communication, reflection, and dissemination of knowledge. By telling stories, we transform information into something meaningful and compelling to our audiences, engaging them and building deep relationships.

Today there are multiple opportunities to apply visual storytelling in many of the activities of a company: presentations, reports, internal communication, teamwork, advertising, brand content, etc. In this introductory course, students will learn how to (1) Realize the need for visual communication and storytelling in corporate communication, (2) Evaluate some practices of visual storytelling in the field of brand content creation and interactive storytelling for corporate communication, and (3) Create a brand storytelling strategy.

## VISUAL COMMUNICATION WORKSHOP

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You are communicators by training, profession, and avocation. As such, you should be able to communicate clearly across media. This course will teach you to use the tools, techniques, and tactics of communication in the realm of visual media. This course covers the fundamental principles of visual, document, and information design. You will learn practical and theoretical skills related to desktop publishing, visual communication, and publication production as well as video planning, writing, shooting, and editing. Using the industry-standard software applications, you will learn to create, from scratch, visually attractive and functional documents, layouts, designs, images, and video. The sessions will involve a combination of theoretical introductions to content and practical sessions, thus providing students with some preliminary content as well as cases and concrete examples for successful achievement of an exercise developed under supervision (mentoring and facilitation).

## MEDIA TRAINING

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This course is designed to lead the students into the fascinating world of how to craft and communicate a message in the most effective way and how to relate to the media on a day-to-day basis. In present day societies, knowing how to communicate successfully and navigate safely in relation to the different kinds of ubiquitous media is of the utmost importance. Whether it is for their own controlled media channels or for a critical media interview, companies, organizations, and institutions need to invest time in the whole process from the planning of the message to the actual communication situation. This course takes place over two whole days in the Media Lab in Segovia. It is a practical, hands-on Media Training that is designed to give the students a firm understanding of how to go through the process of crafting a message and presenting it in different situations in front of a camera.



## EXECUTIVE MASTER IN **CORPORATE COMMUNICATION** Business and Management

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 managing media relations. The landscape of corporate communication has changed. Corporate communication professionals are very often careful to prevent a crisis or reputational risk. Thus, they are often involved in basic management processes and policies. Courses in the managerial area train participants in the basic management topics that are relevant to the management of communications in today's corporations. Since these topics are typically taught in MBA programs, this course is offered in collaboration with IE Business School and its faculty.

# BUSINESS AND MANAGEMENT

## STRATEGY

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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 make decisions that increase a firm's competitive standing vis-à-vis its competitors.

## ENTREPRENEURSHIP

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Communication professionals willing to open their own business or to be 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 marshaling, and team building driven by communication, creativity, and leadership.

## STRATEGIC MARKETING AND PLANNING

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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 behavior, product planning, new product development and product life cycles, pricing of strategies and implementation, and understanding the shopping experience to achieve competitive advantage.

## ORGANIZATIONAL BEHAVIOR AND HUMAN RESOURCE MANAGEMENT

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The number of companies that consider their employees as a valuable resource in getting corporate results is growing rapidly. This new perspective on professionals is permeating not just HR departments but also line areas and all management levels in business units. There is also a market factor that places people as the focal point of interest for managers and business people. The days of employers' security in exchange for employees' loyalty have come to an end; workers no longer search for stability and foresee a career based on their own employability, and to become increasingly willing to explore new opportunities when the labor market tightens and employers compete on the quality of their hiring packages. The "new deal" is now a reality in Western countries. This course is not intended to be a complete survey of every aspect of Organizational Behavior Human Resource Management (OB&HRM), neither is it a course designed for individuals planning to pursue a career in HR. Instead, it is intended that current executives become acquainted; comfortable and practiced at strategic approaches to addressing many of the OB&HRM issues they face both as employees and managers. This course is also designed to be integrative. Our orientation will be analytical and managerial; focusing on the development of concepts and strategies that can increase your effectiveness in developing policies and practices that general managers can use to enhance the value of the people in their organizations. In order to accomplish this, in this course you will become familiar with psychological and social aspects -both the individual and group level-, which are important determinants of people's lives in the workplace.

## TEAM WORK

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Globalization and the new worldwide economic developments pose new challenges to organizations that now operate in an extremely competitive environment. To respond to current demands, many organizations are replacing the traditional pyramidal, hierarchical structures with more horizontal, flatter organizational forms. In these 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.



## EXECUTIVE MASTER IN **CORPORATE COMMUNICATION** Global Digital Strategies

Corporate communication management is a profession that is under constant change; concepts that are valid today could be old tomorrow. The aspect that distinguishes a first-class corporate communications professional from an ordinary one is his/her ability to anticipate trends and manage global issues in Corporate Communication. Courses in the Digital and Global Context are designed to develop participants' critical mind within today's profession and to prepare them for future developments in three main areas: business, communication, and digital media.

# GLOBAL DIGITAL STRATEGIES

## **DIGITAL COMMUNICATION & NEW BUSINESS MODELS**

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This course aims to provide you with a structured framework to deal with how digital technologies are transforming the way companies do business. The existing lack of a comprehensive structure to see the big picture behind digital strategy is making organizations think too tactically. However, some underlying trends will help you look beyond the hype and integrate new rules into basic corporate functions and be better prepared to react to this new and ever-changing reality. This 21st century is very different from the 20th. Knowledge is free, and immediate access to information is the norm. Digital technologies are turning the world upside down. From a business perspective, product and service life cycles are getting shorter and shorter. Companies that were once leaders in their categories are struggling to find their place today. Social media and digital technologies will have a huge impact on the business value chain. In order to thrive in this century, companies need to learn how to put people first. The user is king. Digital giants understand this, and that's why they are becoming so powerful in this era. Learning how to create sustainable and enduring relationships – with your clients, users, business partners, and employees – has become a critical aspect of our corporate strategy. And managing, analyzing, and extracting knowledge from a huge amount of data coming from digital sources is another key to survival. During this course, we will discuss the business changes and opportunities that the digital challenge brings forth, making use of lectures, case studies, and student presentations. A guest lecturer will present us with his vision of the future of the Internet.

## **COMMUNICATION MANAGEMENT, MEDIA, AND GLOBALIZATION**

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The course examines the multidimensional aspects of globalization intended as a complex phenomenon that re-shapes the collective identities according to a simultaneous, but conflicting, process of integration and fragmentation. By doing so, the interdependencies between politics, economics, culture, and society that affect, and transform, the world stage will be investigated. In addition, the course will provide students with a critical understanding of the evolving relationship between globalization and communication. Special attention will be paid to the impact produced by the rise of non-Western media and the cultural biases characterizing the way in which different societies look at each other; in addition, the emergence of transnational actors, their use of media, and their relationship with democratic institutions will be covered.

## **SOCIAL MEDIA AND COMMUNITY MANAGEMENT**

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In the last ten years, the complexity of managing a communications department on a day-to-day basis has increased exponentially from a technology standpoint. The amount of sources of content, the increasing participation of the audience, the amount of software tools necessary, the growing interactions with other departments within the company, and the explosion of social media in the last few years have created a working environment in which technology plays a vital role in dealing with complexity. At the same time, the strategic communications plan is more complex than ever, and implementing the key strategic elements of the plan to an operational level requires careful study, certain technology know-how, creating processes and workflows to deal with the unexpected, and knowledge of fairly recent disciplines, such as community management. The objectives of this course are: (1) To develop a working framework that allows students to translate the most strategic aspects of a Corporate Communications plan to the day-to-day operations in the fields of Social Media and Community Management. (2) To gain insight into the right social media platforms and the right tools with which to interact with those platforms and how to implement the different tools in a way that fits with the company's strategy and culture and the defined target groups. (3) To understand the four pillars of operational efficiency in corporate communications translated to the social media era: planning, monitoring/listening, engaging, analyzing.

## **DIGITAL MARKETING AND ADVERTISING MANAGEMENT**

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This course focuses on advertising processes in advanced markets characterized by the integration of traditional and digital tools. Students will be given a comprehensive overview of the way the current advertising industry operates. This will help them understand how to manage a cross-media advertising campaign. Students will learn to develop and judge ideas, to decide which media channels are appropriate for certain creative tactics, and to strategically develop advertising concepts for a range of products, services, and media. They will also acquire the necessary media fundamentals to understand how different media are used to enhance the persuasive power of the advertising message. Finally, simulations about SEM AND SEO will be performed, and budgeting issues for marketing and advertising plans will be discussed.



## EXECUTIVE MASTER IN CORPORATE COMMUNICATION Business Analytics and Research Methods

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 a communication point of view. 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.

# BUSINESS ANALYTICS AND RESEARCH METHODS

## **E-AUDIENCE MEASUREMENT**

Today it is crucial for corporations to evaluate the effectiveness of their communications, their online campaigns, and their programs. E-Audience Measurement will familiarize students with the methods and tools used to measure audiences online and will provide an overview of classic audience measurement. Also, the course will debate technical or privacy implications in order to place e-audience measurement tasks within the economic, historical, and institutional context in which corporations live today.

## **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. Research Intelligence Understanding enables students to know how to manage digital global issues in corporate communication in the 21st century.

## **MEASURING INTANGIBLES AND KPI'S IN CORPORATE COMMUNICATION**

Measurement has long been a pivotal issue in the corporate communication field. For a long time, program evaluation methods and models have dominated communication domain. That means that communicators have been primarily focused on how outcomes of communication programs can be evaluated, instead of acquiring the language of business and trying to translate communication results into performance measures. Obviously, program evaluation and performance measurement perspectives are both useful for communicators who should combine them to fulfill their professional needs and gain relevance within organizations. This course provides students with a Communication Performance Management (CPM) Framework to demonstrate how communication activities can affect organizational performance. Starting from a brief look at the core concepts of program evaluation applied to communication, the course focuses on the concept of intangible communicative capital and provides students with about 100 Communication KPIs. Practical steps to develop a CPM framework are drawn as well as case studies and examples of application. Finally, students will learn to build proper communication plans to diffuse results and activate people in order to make them actionable.



## EXECUTIVE MASTER IN CORPORATE COMMUNICATION

### Final Consulting Project

Students will have to propose a project based on a communication dilemma from their company. Under the guidance of IE strategy coaches, participants will work in teams as consultants in order to manage the project, applying all the skills learnt throughout the academic year. The work is developed in a team of people that come from diverse professional and academic backgrounds, cultures, and countries.

#### Some examples of the Final Projects that our EMCC students have done:



- **Banco Popular and Citibank:** Project about the reputation and brand of a bank that went through an acquisition process.  
*Project Focus:* External and Internal Communication, Reputation and Change Management, Branding.



- **Café Colombia:** Project about a consumer goods company, its brand and online strategies.  
*Project Focus:* Marketing communications, Digital Strategies Communication, Branding.



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