



Universidad  
de Navarra

*Internal Communication (Gr.Marketing-Op.)*

*Guía docente 2023-24*

## PRESENTACIÓN

Course: Internal communication. [https://unav.blackboard.com/webapps/blackboard/execute/content/blankPage?cmd=view&content\\_id=\\_1380192\\_1&course\\_id=\\_27010\\_1](https://unav.blackboard.com/webapps/blackboard/execute/content/blankPage?cmd=view&content_id=_1380192_1&course_id=_27010_1)

Type: Elective

Modality: Classroom instruction

Credits 3.00

Course: 3rd, 4th

Module: VII Formación complementaria

Level: 2

Semester: 1st

Language of instruction: English

Department: Marketing department, School of Communication

Study Plan: 2020-21 for Marketing. Module 7. Materia: Mención en Comunicación corporativa

Schedule: Friday 10-12

Venue: communication building, room 5

## COMPETENCIAS

### COMPETENCIAS GENERALES Y BÁSICAS:

CG1 - Comprender y evaluar de manera crítica los elementos configuradores del ser humano y de la sociedad actual en sus múltiples dimensiones: antropológica, histórica, cultural, social y económica que influyen en el contexto empresarial y de marketing.

CG2 - Conocer y valorar el rol del marketing desde una perspectiva multidimensional: histórica, económica y empresarial, legal, sociológica, deontológica y tecnológica.

CG3 - Conocer las herramientas y técnicas propias de los procesos de innovación y emprendimiento que se producen en torno a la gestión del marketing.

CG5 - Aplicar las habilidades de liderazgo, trabajo en equipo, planificación y gestión del tiempo a la toma de decisiones responsables y resolución de problemas de marketing.

CB2 - Que los estudiantes sepan aplicar sus conocimientos a su trabajo o vocación de una forma profesional y posean las competencias que suelen demostrarse por medio de la elaboración y defensa de argumentos y la resolución de problemas dentro de su área de estudio



CB3 - Que los estudiantes tengan la capacidad de reunir e interpretar datos relevantes (normalmente dentro de su área de estudio) para emitir juicios que incluyan una reflexión sobre temas relevantes de índole social, científica o ética

CB4 - Que los estudiantes puedan transmitir información, ideas, problemas y soluciones a un público tanto especializado como no especializado

## **COMPETENCIAS ESPECÍFICAS:**

CE17 - Identificar los fundamentos de la comunicación estratégica y corporativa en un entorno global y digital.

## **PROGRAMA**

**Program.** The course will cover the following units:

### 1. Introduction to internal communication departments

- How the internal communication department works
- Internal communication types that business must thrive (upward, downward and horizontal communication)

### 2. Internal communication tools:

- Tools: intranet, employee handbook, internal events, internal social media
- Developing internal communication strategy

### 3. Employer branding

- The benefits of a strong employer brand
- Deconstructing employer Brand: corporate culture, employee perceptions, candidate perceptions, corporate brands
- Case study: M&S

#### *Workshop 1*

### 4. Internal communication strategy and change management

- The steps to design an internal communication strategy
- Determinants of organizational behaviour and change management
- Reasons of employees' resistance to change
- Internal communication during periods of change
- Developing a change communication plan

Case study: RSD international bank

### 5. Managers communicative role

- Dimensions: targeted selection, motivation, training, performance management and engagement
- How to communicate bad news



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- Case study: BMW
- *Workshop 2*

## 6. Informal communication in the workplace

- Active listening
- Non verbal communication
- TED Talk: Benjamin Zander

Case study: Kraft Food Argentina

## 7. Measurement and evaluation internal communication

- The 8 golden rules of evaluation
- Methodologies
- Tools

## ACTIVIDADES FORMATIVAS

**Educational activities:** the course involves both mainly one way teaching phases – to accurately transfer the reference conceptual models – and practical application sessions aimed at developing your operational and management capabilities. This course is a highly practical, vocational, “how-to” programme based around real-world tools, checklists and processes that will be immediately useful to you. You will not have to sit through long lectures or presentations – this course uses active learning to help you internalise the topic and apply it in the real world.

Your progress in the subjects taught will be tested and consolidated through exercises related to workshops and case studies.

Lectures & online activities: theoretical explanations, case studies, analysis and discussions. 24 hours.

Exam: personal study of class notes: 31 hours.

Workshops-oral presentations: 10 hours.

Mentoring: 10 hours

### **Guidelines of presentations:**

#### **Workshops-Group PRESENTATIONS: (5 people), 10 minutes**

**1. Employer brand.** Select a company with a strong employer Brand, (1) identify the attributes of the organization that are most significant in attracting new employees (e.g. recruiting, positive image, humanitarian organisation), (2) analyse the most important human resources policies to retain the talent (e.g. compensation package, good leadership, good promotion opportunities, encouraging colleagues), (3) explain what makes the employer branding different in its sector comparing the company with its most important competitors. Suggested reading: EMPLOYER BRANDING AS A HUMAN RESOURCES MANAGEMENT STRATEGY IRENA FIGURSKA – EWA MATUSKA

**2. Change management:** select a company that failed in an change management process (i.e. changing technological infrastructures, working conditions, layoff, merger,



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internationalization), (2) analyse the effects of change at employee level, team-work level and organizational level, (3) analyse the most important failures in internal communication during the process of change. Suggested reading: **Managing change. White paper (ADI)**

## Case studies:

Unit 3. Mark & Spencer

Unit 4. RSD International

Unit 5. H&M talent management/Kraft Food Argentina

Unit 6. BMW and the Mini production

## EVALUACIÓN

### CONVOCATORIA ORDINARIA

You will be continually assessed throughout the course. To calculate the final grade, course performance and grading will be determined as follows:

- Workshops & online activities: group presentations and slides 30%
- Attendance & participation : 20%
- Final exam: 50%. Students will study slides, class notes and some other required readings. They must pass this exam in order to pass the course\*. Multiple-choice test.

Plagiarism, cheating:

As it is indicated in the standards of evaluation of the University, cases of plagiarism, cheating and other irregularities, such as copying during an exam, will receive academic sanction which, in this case, will be to receive a grade of "suspension" (*suspensio*) in this course.

- *\*In case of "suspension" (suspensio) final grade will be the same as exam grade*

### CONVOCATORIA EXTRAORDINARIA

#### June, extraordinary

- Final examen: 5 short questions about the units

## HORARIOS DE ATENCIÓN



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Dra Mónica Recalde. ([mrecalde@unav.es](mailto:mrecalde@unav.es))

- Despacho.0730 Edificio Ismael Sánchez Bella. Planta Baja
- Horario de tutoría: Fridays 12-2pm

## BIBLIOGRAFÍA

### Bibliography and other resources

All your study material will be available on ADI and are specially written for home study and contain a wealth of knowledge in easy to understand language.

- Research papers
- Professional reports
- Additional Supporting Material

### Compulsory readings:

Internal communication Liz Yeomans and Liam FitzPatrick

### Suggested readings:

Workforce of the future. The competing forces shaping 2030. PWC.

The Global Talent Competitiveness Index 2018. Bruno Lanvin and Paul Evans.

Putting People first in the Changing World of Work. Adecco Group

A Map of the Territory between HRM and Talent Management Eddie Blass, Sarah N. Brockhoff and Fabio G. Oliveira

EMPLOYER BRANDING AS A HUMAN RESOURCES MANAGEMENT STRATEGY IRENA FIGURSKA  
– EWA MATUSKA

Managing change. White paper.