



Universidad
de Navarra

Internal Communication (Gr.Marketing-Op.)

Subject guide 2026-27

INTRODUCTION

Course description: this course explores the critical role of internal communication within organizations and its impact on business success. Students will gain a comprehensive understanding of how internal communication departments operate, the various types of communication necessary for organizational thriving (upward, downward, and horizontal), and the tools used to facilitate effective information flow, such as intranet platforms, employee handbooks, internal events, and social media channels. The course delves into developing strategic internal communication plans and the importance of employer branding, examining how corporate culture and employee perceptions shape a strong employer brand. Practical case studies will provide real-world insights. Further, the course addresses the design and implementation of internal communication strategies during organizational change. Students will study behavioral determinants, resistance to change, and how to effectively communicate through transitions, highlighted by a case study on RSD International Bank. The communicative role of managers will be explored, focusing on motivation, training, performance management, engagement, and delivering difficult messages, supported by a BMW case study. Informal communication aspects such as active listening, non-verbal cues, and influential talks will also be analyzed. Finally, the course covers the measurement and evaluation of internal communication effectiveness, presenting the eight golden rules of evaluation, methodologies, and tools to ensure communication initiatives meet organizational goals.

Degree: Audiovisual Communication, Marketing and Journalism.

Module and Subject:

Audiovisual Communication. Module VI. Subject 1. Optional Courses

Marketing. Module VII. Level 1. Optional Courses

Journalism. Module V. Subject 1. Optional Courses

Number of credits: 3 ECTS

Year: Third and Fourth Year, 1º semester

Type of course: Optional

Instructor: Dña. Mónica Recalde Viana

Language: Spanish and English

Department: Marketing and Media Management,

School of Communication

Lecture schedule: Friday, 10:00-12:00, room 11



LEARNING OUTCOMES (Competences)

Marketing Degree

1.KNOWLEDGE

RA7 – Know and value the role of marketing from a multidimensional perspective: historical, economic and business-related, legal, sociological, ethical, and technological.

RA8 – Know the tools and techniques specific to innovation and entrepreneurship processes related to marketing management.

RA31 – Identify the foundations of strategic and corporate communication in a global and digital environment.

2.SKILLS

RA4 – Students should be able to communicate information, ideas, problems, and solutions to both specialized and non-specialized audiences.

3.COMPETENCIES

RA2 – Students should be able to apply their knowledge to their work or vocation in a professional manner and possess competencies typically demonstrated through the development and defense of arguments and problem-solving within their field of study.

RA3 – Students should have the capacity to gather and interpret relevant data (usually within their area of study) to make judgments that include reflection on relevant social, scientific, or ethical issues.

RA6– Understand and critically evaluate the elements that shape human beings and contemporary society in their multiple dimensions: anthropological, historical, cultural, social, and economic, which influence the business and marketing context.

RA10 – Apply leadership skills, teamwork, planning, and time management to responsible decision-making and solving marketing problems.

SPECIFIC COMPETENCIES:

Journalism Degree

RA23 – Students must have developed the learning skills necessary to undertake further studies with a high degree of autonomy. TYPE: Competencies

RA24 – Understand, analyze, and critically evaluate the elements that shape human beings and contemporary society in their multiple dimensions: anthropological, historical, cultural, political, social, and economic. TYPE: Competencies

RA17 – Select and process information for dissemination for private or collective use through various media and formats or in the creation of productions of any kind. TYPE: Skills



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RA18 – Use technologies and informational and communicative techniques in different media and languages. TYPE: Skills

Audiovisual Communication Degree

RA20 – Students must have developed the learning skills necessary to undertake further studies with a high degree of autonomy. TYPE: Competencies

RA21 – Understand, analyze, and critically evaluate the elements that shape human beings and contemporary society in their multiple dimensions: anthropological, historical, cultural, and social. TYPE: Competencies

RA11 – Students should be able to communicate information, ideas, problems, and solutions to both specialized and non-specialized audiences. TYPE: Skills

RA23 – Identify the main ethical and deontological principles and apply them to resolve key ethical and deontological issues of the profession. TYPE: Competencies

PROGRAMME

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
- Case study: BMW
- *Workshop 2*

6. Informal communication in the workplace

- Active listening
- Non verbal communication

Case study: Kraft Food Argentina

7. Measurement and evaluation internal communication

- The 8 golden rules of evaluation
- Methodologies
- Tools

EDUCATIONAL ACTIVITIES

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



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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, 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

ASSESSMENT

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.

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

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.

CONVOCATORIA EXTRAORDINARIA

June, extraordinary

- Final examen: 5 short questions about the units



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CONTACT

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

BIBLIOGRAPHY AND OTHER RESOURCES

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: some basics

Internal communication strategy&change

Measuring internal communication

Co-workers communicative role

Manager's communicative role

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.