



**ACADEMIC COURSE SUMMER SEMESTER 2020  
MASTER COMMUNICATION MANAGEMENT, MODULE 06-005-527**

**Corporate Communications: Theories, Insights and Perspectives (V)**

**Prof. Dr. Ansgar Zerfaß**

Tuesday, 11.15–12.45 hrs, Nikolaistr. 27-29, Room 1.01.  
Sessions will start on April 14, 2020.  
Virtual sessions with Zoom in April. Regular sessions in May/June/July, if possible.  
Last session on July 7. Written exam on July 23.

**Topic**

This graduate level lecture provides an overview on theories and practices of corporate communications, i.e. internal and external communication supporting organizational objectives in business enterprises. It starts with reflecting challenges in corporate practice, continues to discuss competing theoretical approaches, and introduces an integrated framework for corporate communications. Positioning and organizing the communication function, managing corporate communication departments, working with agencies and service providers, and challenges of international communication are additional topics covered.

**Method**

This course is organized as a lecture with integrated group discussions. Students should read the relevant literature *prior* to each session. Current research and developments in the professional field will be included in the debate. As such, participants are encouraged to browse recent issues of academic journals in the field (Corporate Communications – An International Journal, Communication Management, Management Communication Quarterly, International Journal of Strategic Communication, Public Relations Review; available online at the University Library) and follow the discussion in industry magazines (e.g. Communication Director). This lecture offers multiple opportunities to identify starting points for developing own research projects, e.g. master theses.

**Module overview and course assessment**

This course and the overall module are equivalent. Students enrolled have to attend classes and take an exam. Assessment: Written examination (Klausur, 120 min.) in English, dealing with the content of the whole lecture and the accompanying literature on July 23, 2020, 9.00–11.00 hrs, Room 1.01. Regular attendance during the course is required, as study regulations require 30 hours of presence time for acquiring credit points in this course. Please inform the instructor in any case of illness etc. via e-mail.

**Exchange students / Guest students**

This course is offered in English in order to expand the offerings at the Institute for Communication and Media Studies for international students. Please note that this is a graduate level (master) course and knowledge about strategic communication, organizational communication, public relations, etc., is required. Students should enroll for this course via AlmaWeb or at the school's office for academic affairs (Studienbüro), Sebastian Faber, [www.sozphil.uni-leipzig.de/cm/studium/studienbuero-der-fakultaet/studienkoordination](http://www.sozphil.uni-leipzig.de/cm/studium/studienbuero-der-fakultaet/studienkoordination).

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Exchange students may receive a certificate of attendance (3 ECTS), which requires full attendance during every session, and a short evaluation meeting with the instructor. Alternatively, they might take the written exam mentioned above to receive a grade and 5 ECTS (if passed). Please approach Professor Zerfass via e-Mail until June 25 latest to arrange evaluation meetings or exams.

### Virtual teaching with Zoom and Moodle

Leipzig University will start the summer term regularly in April 2020, but will initially use digital formats until 3 May 2020, when they might be replaced by attendance studies. If this is not possible, all dates of these courses will be held online. The first sessions will therefore be held virtually via Zoom. Dial-in data and access passwords for Zoom and Moodle (see below) will be sent by e-mail to all registered seminar participants in early April. Please make sure that you can use zoom.us (<https://zoom.us/>) to its full extent. You will need a computer or notebook with camera, microphone and speakers as well as a stable WLAN access. Please register free of charge with your university e-mail address at zoom.us in advance and test the functionalities. Zoom enables presentations by the lecturer and guest speakers, as well as interactive discussions in small groups (breakout rooms) and in chats, which can also be used to send documents during the sessions for local editing (participation with smartphone or tablet is therefore not possible).

### Schedule

<b>Challenges and theoretical foundations of corporate communications</b>	
14.04.2020	Corporate communications today: Goals, necessity, challenges <i>Literature: Argenti 2016; Cornelissen 2017; Christensen &amp; Cornelissen 2011; Arthur W. Page Society 2016</i> <i>Additional readings: Bolton et al. 2018; Mast 2019: 3-21; Tench et al. 2017; Zerfass, Verčič, Verhoeven, Moreno &amp; Tench 2019</i>
21.04.2020	Macro-level approaches to corporate communications <i>Literature: Ihlen &amp; Verhoeven 2015, Berger &amp; Reber 2013</i> <i>Additional readings: Bentele &amp; Nothhaft 2010; Zerfaß 2010: 85-113, 192-207</i>
28.04.2020 05.05.2020	Meso-level approaches to corporate communications <i>Literature: Grunig &amp; Grunig 2008; Schultz &amp; Kitchen 2000: 51-65; Hatch &amp; Schultz 2008; Balmer &amp; Greyser 2006; Argenti &amp; Forman 2002; Van Riel &amp; Fombrun 2007a; Holtzhausen &amp; Zerfass 2015; Christensen, Morsing &amp; Cheney 2008; Zerfass &amp; Viertmann 2016</i> <i>Additional readings: Mast 2019: 23-69; Kernstock et al. 2014; Zerfaß &amp; Borchers, 2017</i>
<b>Integrated framework for corporate communications</b>	
12.05.2020	Principles of corporations and value-based management <i>Literature: Zerfass 2008; Freeman 2007</i> <i>Additional reading: Zerfaß 2010: 235-285</i>
19.05.2020 26.05.2020	Theory of integrated corporate communications <i>Literature: Zerfass 2008; Zerfass, Vercic, Nothhaft &amp; Werder 2018; Zerfass &amp; Viertmann 2017</i> <i>Additional readings: Zerfaß 2010: 287-318; Zerfaß 2010: 326-374</i>
09.06.2020	Institutionalization, agency and the communicative organization <i>Literature: Nothhaft 2010; Falkheimer et al. 2017; Volk et al. 2017; Zerfass &amp; Viertmann 2016</i> <i>Additional readings: Arthur W. Page Society 2007; 2016; Kiesenbauer &amp; Zerfass 2015; Macnamara 2016; Volk &amp; Zerfass, 2019</i>

<b>Structures, processes and leadership for corporate communications</b>	
16.06.2020	Positioning excellent communication functions <i>Literature: Van Riel &amp; Fombrun 2007b; Broom &amp; Sha 2013a; Zerfass, Dühring, Berger &amp; Brockhaus 2018, Zerfass &amp; Sherzada 2015; Tench et al. 2017</i> <i>Additional reading: Wiesenberg et al. 2020; Zerfass &amp; Volk 2018</i>
23.06.2020	Managing a communication department: Leadership, organization, staff development <i>Literature: Berger &amp; Meng 2014</i> <i>Additional readings: Kiesenbauer 2020; Tench &amp; Moreno 2015; Zerfaß, Lautenbach &amp; Sass 2020</i>
<b>Guest lecture: A communication leader's perspective</b>	
30.06.2020	"Managing a Corporate Communications Department in a Diversified Global Corporation – The Case of Fresenius" Matthias Link, Senior Vice President Corporate Communications, Fresenius Group, Bad Homburg <i>Fresenius</i> (DAX listing: FRE) is a global healthcare group offering high-quality products and services for dialysis hospitals and outpatient treatment. With over 290,000 employees in more than 100 countries around the globe and annual sales exceeding €30 billion, Fresenius is one of the world's leading healthcare companies. The Fresenius Group includes four independently operated business segments each one active in a major growth area of healthcare. <i>Fresenius Medical Care</i> is the world leader in treating people with chronic kidney failure. <i>Fresenius Helios</i> is Europe's largest private hospital operator. <i>Fresenius Kabi</i> supplies essential drugs clinical nutrition products medical devices and services to help critically and chronically ill patients, while <i>Fresenius Vamed</i> plans, develops and manages healthcare facilities.  Matthias Link heads the corporate communications department with a direct reporting line to the CEO since July 2019 after serving in senior positions for the group for a decade. He graduated in business administration from Bamberg University and worked as a communications consultant for international agency networks like GolinHarris and Citigate Dewe Rogerson.
<b>Communication consultancy and outsourcing</b>	
07.07.2020	Consultancy, agency relationships and service providers <i>Literature: Broom &amp; Sha 2013b; Zerfass &amp; Franke 2013; Röttger &amp; Preusse 2013</i> <i>Additional readings: Fuhrberg 2020; Harden 2020, Hoffmann 2018</i>
<b>Assessments</b>	
23.07.2020	Written exam

### Contact

Please check [www.communicationmanagement.de](http://www.communicationmanagement.de) for information how to contact Professor Zerfass via e-mail and how to make appointments for his office hours.

### Course material

The literature and presentation slides will be made available for download on the learning platform Moodle at <https://moodle2.uni-leipzig.de> > Fakultät für Sozialwissenschaften und Philosophie > Institut für Kommunikations- und Medienwissenschaft > Abteilung Communication Management > Sommersemester 2020. The password will be sent to everybody enrolled in the course in early April 2020.

**Literature (required for all students; relevant for assessments; available on Moodle)**

- Argenti, P. A. (2016). *Corporate communication* (7th ed., pp. 1-28). New York, NY: McGraw Hill.
- Argenti, P. A., & Forman, J. (2002). *The power of corporate communication* (pp. 1-6). New York, NY: McGraw Hill.
- Arthur W. Page Society (2016). *The new CCO: Transforming enterprises in a changing world*. New York, NY: Arthur W. Page Society. Retrieved from [www.awpagesociety.com](http://www.awpagesociety.com).
- Balmer, J. M. T., & Greyser, S. A. (2006). Corporate marketing – Integrating corporate identity, corporate branding, corporate communications, corporate image and corporate reputation. *European Journal of Marketing*, 40(7/8), 730-741.
- Berger, B. K., & Meng, J. (2014). Making sense of leadership and leaders in public relations. In B. K. Berger & J. Meng (Eds.), *Public relations leaders as sensemakers. A global study of leadership in public relations and communication management* (pp. 3-15). New York, NY: Routledge.
- Berger, B. K., & Reber, B. H. (2013). Power and influence in public relations. In K. Sriramesh, A. Zerfass & J.-N. Kim (Eds.), *Current trends and emerging topics in public relations and communication management* (pp. 178-192). New York: Routledge.
- Broom, G. M., & Sha, B.-L. (2013a). *Cutlip and Center's effective public relations* (11th int. ed., pp. 69-85). Harlow, UK: Pearson.
- Broom, G. M., & Sha, B.-L. (2013b). *Cutlip and Center's effective public relations* (11th int. ed., pp. 85-97). Harlow, UK: Pearson.
- Christensen, L. T., & Cornelissen, J. (2011). Bridging corporate and organizational communication: Review, development and look to the future. *Management Communication Quarterly*, 25(3), 383-414.
- Christensen, L. T., Morsing, M., & Cheney, G. (2008). *Corporate communications* (pp. 1-9, pp. 192-222). London: Sage.
- Cornelissen, J. (2017). *Corporate communications* (5th ed., pp. 3-35). London: Sage.
- Falkheimer, J., Heide, M., Nothhaft, H., von Platen, S., Simonsson, C., & Andersson, R. (2017). Is strategic communication too important to be left to communication professionals? *Public Relations Review*, 43 (2017), 91-101.
- Freeman, R. E. (2007). Managing for stakeholders. In T. L. Beauchamp, N. E. Bowie & D. G. Arnold (Eds.), *Ethical theory and business* (8th ed., pp. 56-68). Upper Saddle River, NJ: Pearson/Prentice Hall.
- Grunig, J. E., & Grunig, L. A. (2008). Excellence theory in public relations: Past, present, and future. In A. Zerfass, B. van Ruler & K. Sriramesh (Eds.), *Public relations research. European and international perspectives and innovations* (pp. 327-347). Wiesbaden: VS Verlag für Sozialwissenschaften.
- Hatch, M. J., & Schultz, M. (2008). *Taking brand initiative: How companies can align strategy, culture, and identity through corporate branding* (pp. 3-20, 67-91, 203-231). San Francisco, CA: Jossey-Bass.
- Holtzhausen, D., & Zerfass, A. (2015). Strategic communication: Opportunities and challenges of the research area. In D. Holtzhausen & A. Zerfass (Eds.), *The Routledge handbook of strategic communication* (pp. 3-17). New York, NY: Routledge.
- Ihlen, O., & Verhoeven, P. (2015). Social theories for strategic communication. In D. R. Holtzhausen & A. Zerfass (Eds.), *The Routledge handbook of strategic communication* (pp. 127-140). New York, NY: Routledge.
- Nothhaft, H. (2010). Communication management as a second-order management function: Roles and functions of the communication executive – results from a shadowing study. *Journal of Communication Management*, 14(2), 127-140.
- Röttger, U., & Preusse, J. (2013). External consulting in strategic communication: Functions and roles within systems theory. *International Journal of Strategic Communication* 7(2), 99-117.
- Schultz, D. E., & Kitchen, P. J. (2000). *Communicating globally. An integrated marketing approach* (pp. 51-65). Chicago, IL: NTC Business Books.
- Van Riel, C. B. M., & Fombrun, C. J. (2007a). *Essentials of corporate communication* (pp. 13-37). New York, NY: Routledge.
- Van Riel, C. B. M., & Fombrun, C. J. (2007b). *Essentials of corporate communication* (pp. 261-283). New York, NY: Routledge.
- Volk, S. C., Berger, K., Zerfass, A., Bisswanger, L., Fetzer, M., & Köhler, K. (2017). *How to play the game. Strategic tools for managing corporate communications and creating value for your organization* (Communication Insights, Issue 3). Leipzig: Academic Society for Management & Communication.
- Zerfass, A. (2008). Corporate communication revisited: Integrating business strategy and strategic communication. In A. Zerfass, B. van Ruler & K. Sriramesh (Eds.), *Public relations research. European and international perspectives and innovations* (pp. 65-96). Wiesbaden: VS Verlag für Sozialwissenschaften.
- Zerfass, A., Dühring, L., Berger, K., Brockhaus, J. (2018). *Fast and flexible. Corporate communications in agile organizations* (Communication Insights, Issue 5). Leipzig, Germany: Academic Society for Management & Communication.
- Zerfass, A., & Franke, N. (2013). Enabling, advising, supporting, executing: A theoretical framework for internal communication consulting within organizations. *International Journal of Strategic Communication*, 7(2), 118-135.

- Zerfass, A., & Sherzada, M. (2015). Corporate communications from the CEO's perspective: How top executives conceptualize and value strategic communication. *Corporate Communications – An International Journal*, 20(3), 291-309.
- Zerfass, A., Verčič, D., Nothhaft, H., & Werder, K. P. (2018). Strategic communication: Defining the field and its contribution to research and practice. *International Journal of Strategic Communication*, 12(4), 487-505.
- Zerfass, A., & Viertmann, C. (2016). Multiple voices in corporations and the challenge for strategic communication. In K. Alm, M. Brown & S. Røyseng (Eds.), *Kommunikasjon og ytringsfrihet i organisasjoner* (pp. 44-63). Oslo: Cappelen Damm.
- Zerfass, A., & Viertmann, C. (2017). Creating business value through corporate communication: A theory-based framework and its practical application. *Journal of Communication Management*, 21(1), 86-91.

### **Basic literature (for Master Communication Management students only)**

The following books are indispensable for this course and the overall study program; students should always have a personal copy available – please buy or borrow from the library:

- Tench, R., Verčič, D., Zerfass, A., Moreno, A. & Verhoeven, P. (2017). *Communication excellence – How to develop, manage and lead exceptional communications*. London: Palgrave Macmillan.
- Zerfaß, A. (2010). *Unternehmensführung und Öffentlichkeitsarbeit: Grundlegung einer Theorie der Unternehmenskommunikation und Public Relations* (3. Aufl.). Wiesbaden: VS Verlag für Sozialwissenschaften.
- Zerfaß, A., & Piwinger, M. (Hrsg.) (2014). *Handbuch Unternehmenskommunikation* (2. Aufl.). Wiesbaden: Springer Gabler. Available at the university library via Springer Link.
- Zerfaß, A., Piwinger, M., & Röttger, U. (Hrsg.) (2020). *Handbuch Unternehmenskommunikation* (3. Aufl.). Wiesbaden: Springer Gabler. Several articles are already available “online first” at the university library via Springer Link: <https://link.springer.com/referencework/10.1007/978-3-658-03894-6>

### **Additional readings (available in the library or on the web)**

- Arthur W. Page Society (2007). *The authentic enterprise*. New York, NY: Arthur W. Page Society. Retrieved from [www.awpagesociety.com](http://www.awpagesociety.com).
- Bentele, G., & Nothhaft, H. (2010). Strategic communication and the public sphere from a European Perspective. *International Journal for Strategic Communication*, 4(2), 93-116.
- Bolton, R., Stacks, D. W., & Mazrachi, E. (Eds.) (2018). *The new era of the CCO. The essential role of communication in a volatile world*. New York, NY: Business Expert Press.
- Ehrhart, C. (2020). Internationale Unternehmenskommunikation: Herausforderungen und Strategien. In A. Zerfaß, M. Piwinger & U. Röttger (Hrsg.), *Handbuch Unternehmenskommunikation* (3. Aufl.). Wiesbaden: Springer Gabler. [https://doi.org/10.1007/978-3-658-03894-6\\_7-1](https://doi.org/10.1007/978-3-658-03894-6_7-1)
- Fuhrberg, R. (2020). Kommunikationsagenturen als Dienstleister und Berater: Auswahl, Rollen, Normen und Konflikte. In A. Zerfaß, M. Piwinger & U. Röttger (Hrsg.), *Handbuch Unternehmenskommunikation* (3. Aufl.). Wiesbaden: Springer Gabler. [https://doi.org/10.1007/978-3-658-03894-6\\_33-1](https://doi.org/10.1007/978-3-658-03894-6_33-1)
- Harden, L. (2020). Dienstleistungen für die Unternehmenskommunikation: Analyse, Distribution, Organisation, Evaluation. In A. Zerfaß, M. Piwinger & U. Röttger (Hrsg.), *Handbuch Unternehmenskommunikation* (3. Aufl.). Wiesbaden: Springer Gabler. [https://doi.org/10.1007/978-3-658-03894-6\\_34-1](https://doi.org/10.1007/978-3-658-03894-6_34-1)
- Hoffjann, O. (2018). *Kommunikationsberatung*. Wiesbaden: Springer Gabler.
- Kernstock, J., Esch, F.-R., Tomczak, T., Redler, J., & Langner, T. (2014). Bedeutung des Corporate Brand Management erkennen und Denkschulen verstehen. In F.-R. Esch, T. Tomczak, J. Kernstock, T. Langner & J. Redler (Hrsg.), *Corporate Brand Management* (3. Aufl., S. 3-26). Wiesbaden: Springer Gabler.
- Kiesenbauer, J. (2020). Kompetenzmanagement und Personalentwicklung in der Unternehmenskommunikation. In A. Zerfaß, M. Piwinger & U. Röttger (Hrsg.), *Handbuch Unternehmenskommunikation* (3. Aufl.). Wiesbaden: Springer Gabler. [https://doi.org/10.1007/978-3-658-03894-6\\_32-1](https://doi.org/10.1007/978-3-658-03894-6_32-1)
- Kiesenbauer, J., & Zerfass, A. (2015). Today's and tomorrow's challenges in public relations: Comparing the views of chief communication officers and next generation leaders. *Public Relations Review*, 41(4), 422-434.
- Macnamara, J. (2016). *Organizational listening: The missing essential in public communication*. New York, NY: Peter Lang.
- Mast, C. (2019). *Unternehmenskommunikation* (7. Aufl.). München: UVK.
- Sriramesh, K. (2010). Globalization and public relations. Opportunities for growth and reformulation. In R. L. Heath (Ed.), *The SAGE handbook of public relations* (2nd. ed., pp. 691-707). Thousand Oaks, CA: Sage.
- Tench, R., & Moreno, A. (2015). Mapping communication management competencies for European practitioners. *Journal of Communication Management*, 19(1), 39-61.
- Volk, S. C., & Zerfass, A. (2019). *How can we make our research matter to the industry? Management tools as a missing link between public relations theory and practice*. Paper presented at the 22nd International Public Relations Research Conference. Orlando, FL, March 2019.

- Wiesenberg, M., Tench, R., & Verčič, D. (2020). Exzellenz von Kommunikationsabteilungen: Grundlagen und empirische Ergebnisse. In A. Zerfaß, M. Piwinger & U. Röttger (Hrsg.), *Handbuch Unternehmenskommunikation* (3. Aufl.). Wiesbaden: Springer Gabler. [https://doi.org/10.1007/978-3-658-03894-6\\_30-1](https://doi.org/10.1007/978-3-658-03894-6_30-1)
- Zerfaß, A., & Borchers, N. S. (2017). *Integrierte Kommunikation 2017. Studie zum Status Quo und Verständnis von Integrierter Kommunikation in Deutschland*. Frankfurt a.M., Leipzig: F.A.Z.-Institut, Universität Leipzig. <http://bit.ly/IK-2017>
- Zerfaß, A., Lautenbach, C., & Sass, J. (2020). Organisation der Kommunikationsfunktion: Grundmodelle und Benchmarking. In A. Zerfaß, M. Piwinger & U. Röttger (Hrsg.), *Handbuch Unternehmenskommunikation* (3. Aufl.). Wiesbaden: Springer Gabler. [https://doi.org/10.1007/978-3-658-03894-6\\_28-1](https://doi.org/10.1007/978-3-658-03894-6_28-1)
- Zerfass, A., & Volk, S. C. (2018). How communication departments contribute to corporate success: The communications contributions framework. *Journal of Communication Management*, 22(4), 397-415.
- Zerfass, A., Verčič, D., Verhoeven, P., Moreno, A., & Tench, R. (2019). *European Communication Monitor 2019. Exploring trust in the profession, transparency, artificial intelligence and new content strategies. Results of a survey in 46 countries*. Brussels: EUPRERA/EACD, Quadriga Media Berlin. Plus previous ECM reports, available at [www.communicationmonitor.eu](http://www.communicationmonitor.eu).