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**ACADEMIC COURSE SUMMER SEMESTER 2021
MASTER COMMUNICATION MANAGEMENT, MODULE 06-005-527**

Corporate Communications: Theories, Insights and Perspectives (V)

Prof. Dr. Ansgar Zerfass

Monday and Friday between April 12 and 30, 2021.
Virtual course via Zoom.
Written exam (digital) on June 11, 2021.

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. 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. 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 between March 31 and April 7 via AlmaWeb or at the faculty's office for academic affairs (Studienbüro), www.sozphil.uni-leipzig.de/cm/studium/studienbuero-der-fakultaet/studienkoordination, Sebastian Faber.

Exchange students may receive a **certificate of attendance (3 ECTS)**, which requires full attendance during **every** session, and a short virtual evaluation meeting with the instructor. Alternatively, they might take the **written exam to receive a grade and 5 ECTS** (if passed). Please approach Professor Zerfass via e-Mail **until May 10 latest** to arrange evaluation meetings or exams.

Digital platforms

Dial-in data and access passwords for Zoom and Moodle (see below) will be sent by e-mail to all registered students 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.

Schedule

Challenges and theoretical foundations of corporate communications	
Mo 12.04.2021 09:00–10:30h	Corporate communications today: Goals, necessity, challenges (1) <i>Literature: Argenti 2016; Cornelissen 2017; Christensen & Cornelissen 2011; Arthur W. Page Society 2016</i> <i>Additional readings: Bolton et al. 2018; Mast 2019: 3-21; Tench et al. 2017; Zerfass, Verhoeven, Moreno, Tench & Verčič, 2020</i>
Mo 12.04.2021 11:00–12:30h	Macro-level approaches to corporate communications (2) <i>Literature: Ihlen & Verhoeven 2015, Berger & Reber 2013</i> <i>Additional readings: Bentele & Nothhaft 2010; Zerfaß 2010: 85-113, 192-207</i>
Fr 16.04.2021 09:00–10:30h 11:00–12:30h	Meso-level approaches to corporate communications (3) <i>Literature: Grunig & Grunig 2008; Schultz & Kitchen 2000: 51-65; Hatch & Schultz 2008; Balmer & Greyser 2006; Argenti & Forman 2002; Van Riel & Fombrun 2007a; Holtzhausen & Zerfass 2015; Zerfass, Vercic, Nothhaft & Werder 2018; Christensen, Morsing & Cheney 2008; Zerfass & Viertmann 2016</i> <i>Additional readings: Mast 2019: 23-69; Kernstock et al. 2014; Zerfaß & Borchers, 2017</i>
Integrated framework for corporate communications	
Mo 19.04.2021 09:00–10:00h	Principles of corporations and value-based management (4) <i>Literature: Zerfass 2008; Freeman 2007</i> <i>Additional reading: Zerfaß 2010: 235-285</i>
Mo 19.04.2021 10:30–12:30h	Theory of integrated corporate communications (5) <i>Literature: Zerfass 2008; Zerfass & Viertmann 2017</i> <i>Additional readings: Zerfaß 2010: 287-318; Zerfaß 2010: 326-374</i>
Fr 23.04.2021 09:00–10:30h	Guest lecture "Corporate and marketing communications at Voith – Learnings from restructuring the function and mastering new challenges" Katrin Sulzmann, Senior Vice President Group Communications, Voith GmbH & Co. KGaA, Heidenheim
Fr 23.04.2021 11:00–12:30h 1.01	Institutionalization, agency and the communicative organization (6) <i>Literature: Nothhaft 2010; Falkheimer et al. 2017; Volk et al. 2017; Zerfass & Viertmann 2016</i> <i>Additional readings: Arthur W. Page Society 2016; Macnamara 2016; Volk & Zerfass, 2020; Zerfaß, Lautenbach & Sass 2020.</i>

Structures, processes and leadership for corporate communications	
Fr 30.04.2021 09:00–10:30h	Guest lecture and discussion "Growing with success: Corporate communications at Siemens Healthineers" Matthias Krämer, Head of Corporate Communications, Siemens Healthineers AG, Erlangen
Fr 30.04.2021 11:00–12:30h	Positioning excellent communication departments (7) Literature: Van Riel & Fombrun 2007b; Broom & Sha 2013a; Zerfass & Sherzada 2015; Verčič & Zerfass 2016; Dühring & Zerfass 2021 Additional reading: Tench et al. 2017; Wiesenberg et al. 2020
Communication consultancy and outsourcing	
Fr 30.04.2021 14:00–15:30h	Consultancy, agency relationships and service providers (8) Literature: Broom & Sha 2013b; Zerfass & Franke 2013; Röttger & Preusse 2013 Additional readings: Fuhrberg 2020; Harden 2020, Hoffjann 2018
Fr 30.04.2021 16:00–17:30h	Guest lecture and discussion "Working for corporate clients – Insights from a communication agency" Benedict Rehbein CEO, Pioneer Communications GmbH, Leipzig/Berlin/Dreilinden
17:30-18:00h	Wrap-up
Assessment	
Th 20.05.2021 17:00-18:00h	Q&A Session - Students can ask questions that might arise when preparing the exam. - Send questions to the lecturer until May 17 via Moodle.
Fr 11.06.2021 09:00-11:00h	Written exam (120 min.) - Digital exam on Moodle. - Additional information regarding the relevant topics and literature will be given until May 11 via Moodle.

Contact

Please note that Professor Zerfass has a research sabbatical in summer semester 2021 without teaching obligations and regular office hours; he offers this course on a voluntary basis. Contact him via e-mail at zerfass@uni-leipzig.de in case any questions arise or to arrange meetings.

Course material

The literature and presentation slides are 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 2021. The password will be sent to everybody enrolled in the course.

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.
 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., & Reber, B. H. (2013). Power and influence in public relations. In K. Sriramesh & 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.
 Dühring, L., & Zerfass, A. (2021). The triple role of communications in agile organizations. *International Journal of Strategic Communication*, 15(2). <https://doi.org/10.1080/1553118X.2021.1887875>
 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.
 Verčič, D., & Zerfass, A. (2016). A comparative excellence framework for communication management. *Journal of Communication Management*, 20(4), 270-288.
 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., & 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 yringsfrihet 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:

- 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. Most articles 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.
- 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
- 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
- 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
- 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.
- Macnamara, J. (2016). *Organizational listening: The missing essential in public communication*. New York, NY: Peter Lang.
- Mast, C. (2019). *Unternehmenskommunikation* (7. Aufl.). München: UVK.
- Nothhaft, H., & Zerfaß, A. (2020). Strategische Kommunikation: Begriffliche und konzeptionelle Grundlagen aus internationaler Perspektive. 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_5-1
- Tench, R., Verčič, D., Zerfass, A., Moreno, A. & Verhoeven, P. (2017). *Communication excellence – How to develop, manage and lead exceptional communications*. Cham: Palgrave Macmillan.
- 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
- 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
- Zerfass, A., Verhoeven, P., Moreno, A., Tench, R., & Verčič, D. (2020). *European Communication Monitor 2020. Ethical challenges, gender issues, cyber security, and competence gaps in strategic communication. Results of survey in 44 countries*. Brussels: EUPRERA/EACD.
- Plus previous ECM reports, available at www.communicationmonitor.eu.