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August 26, 2021

ACADEMIC COURSE WINTER SEMESTER 2021 MASTER COMMUNICATION MANAGEMENT, MODULE 06-005-542

Communication Management and Organizational Communication: Theories and Concepts (V/Ü)

**Prof. Dr. Christian P. Hoffmann, Prof. Dr. Cornelia Wolf,
Prof. Dr. Ansgar Zerfass**

Tuesday, 09:15–11.45hrs, weekly, Nikolaistr. 27-29, Room 1.01.
First session on October 12; last session on February 1.
Written exam for the module on February 22, 09:15–11.15hrs.

Topic

This course offers insights into principles as well as current developments of communication management and related concepts (organizational communication, public relations, integrated communication, strategic communication, etc.) from macro, meso and micro perspectives. This includes, on the one hand, manifestations in practice and, on the other hand, the academic reflection in different disciplines, including the underlying basic theories of sociology, economics and communication science, as well as normative and societal aspects (ethics, legitimation).

Learning objectives

Upon completion of the module, students will have an overview of the discipline of communication management, taking into account interdisciplinary links and foundations. They know important sources and specialized databases. They can explain the most important terms and concepts, know key theories, and understand the historical development of communication management in science and practice. They are able to reflect upon challenges in the professional field, also with regard to ethical and legal issues. They can identify and discuss current topics and trends in a systematic way, define research questions, and show ways to solve practical challenges.

Method

The course is organized as a lecture with integrated group exercises. All students should read the literature *prior* to each session. The lecturers will summarize key insights at the beginning of each session, link concepts and theories to current debates in the professional field and to research on communication management, and stimulate joint reflections on the topics at hand. In session 1, students will be divided into 10 teams for the group exercises. Those exercises will be prepared as follows: For each of the sessions 4–13, one team will prepare a presentation (10 min.) outlining current research within the theoretical perspective at hand, based on analyzing academic journals and debates, and elaborate on potential research interests that might expand this knowledge. The same team will prepare another presentation (10 min.) showing how the theoretical perspective at hand can be used to inform a current debate in the professional field, e. g. by analyzing a case or by developing advice or guidance. This group needs to analyze industry magazines etc.

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Relevant sources will be outlined in session 2. Thereby, each team will present once in the course of the semester.

Module overview and course assessment

This course is part of the module “Strategic Communication”. Students enrolled have to attend both classes and take an exam. Assessment: Written examination (Klausur, 120 min.) in English, dealing with the content of both courses and the accompanying literature. Regular attendance during this course is required, as study regulations require 30 hours of presence time for acquiring credit points in this course. Please inform the instructors in any case of illness etc. via e-mail.

Exchange students / Guest students

This course and module are offered in English; they 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 the overall module between September 29 and October 8 via AlmaWeb or by contacting the module leader, Prof. Hoffmann. 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 to receive a grade and 10 ECTS (if passed). Please approach Prof. Hoffmann via e-Mail until January 17 latest to arrange evaluation meetings or exams.

Digital platforms

Access passwords for Moodle and Zoom (see below) will be sent by e-mail to all registered students in early October. This course will be taught in presence, but we will be able to switch to hybrid or digital teaching if necessary. 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

Foundations and reflections	
Tue 12.10.2021 Zerfass 1	<p>Communication, Organizations, and Society</p> <p>Literature:</p> <p>Haslett, B. B. (2012): A frame system for organizing. In B. B. Haslett, <i>Communicating and organizing in context</i> (pp. 57–73). Routledge.</p> <p>Van Ruler, B. (2021). Public relations as a reflective practice. In C. Valentini (Ed.), <i>Public relations (Handbooks of communication science, 27)</i> (pp. 83–106). De Gruyter Mouton.</p> <p>Zerfass, A., & Link, J. (2022). Communication management: Structures, processes and business models for value creation through corporate communications. In J. Falkheimer & M. Heide (Eds.), <i>Research handbook of strategic communication</i>. Edward Elgar.</p> <p>Additional readings:</p> <p>Ransome, P. (2010). Reviving theories of modernity: Habermas, Giddens and Bordieu. In P. Ransome, <i>Social theory for beginners</i> (pp. 291–336). The Policy Press.</p>
Tue 19.10.2021 Wolf 2	<p>The professional field of communication management</p> <p>Literature:</p> <p>Rodriguez-Salcedo, & Watson, T. (2021). Public relations origins and evolution; a global perspective. In C. Valentini (Ed.), <i>Public relations (Handbooks of communication science, 27)</i> (pp. 23–43). De Gruyter Mouton.</p> <p>Zerfaß, A., & Dühning, L. (2022). Kommunikationsmanagement als Profession: Strukturen, Handlungsfelder, empirische Befunde. In A. Zerfaß, M. Piwinger & U. Röttger (Eds.), <i>Handbuch Unternehmenskommunikation</i> (3. Aufl.). Springer Gabler.</p> <p>Additional readings:</p> <p>Argenti, P. A., & Forman, J. (2002), The roots of corporate communication. In P. A. Argenti & J. Forman, <i>The power of corporate communication</i> (pp. 17–36). McGraw-Hill.</p> <p>Arthur W. Page Society. (2019). <i>The CCO as pacesetter. What it means, why it matters, how to get there</i>. Arthur W. Page Society. https://knowledge.page.org/wp-content/uploads/2019/09/CCO_as_Pacesetter_2019_Page_Research_Report_Interactive.pdf</p>

	<p>Grandien, C., & Johansson, C. (2012). Institutionalization of communication management: A theoretical framework. <i>Corporate Communications: An International Journal</i>, 17(2), 209–227.</p> <p>Tench, R., & Moreno, A. (2014). Mapping communication management competencies for European practitioners ECOPSI an EU study. <i>Journal of Communication Management</i>, 19(19), 39–61.</p> <p>Zerfass, A., & Franke, N. (2013). Enabling, advising, supporting, executing: A theoretical framework for internal communication consulting within organizations. <i>International Journal of Strategic Communication</i>, 7(2), 118–135.</p> <p>Guest speaker: Prof. Dr. Günter Bentele “The history of PR and Communication Management – with a focus on the German market”</p>
<p>Tue 26.10.2021 Hoffmann 3</p>	<p>Ethical challenges and legal requirements for organizational communications</p> <p>Literature:</p> <p>Bowen, S. A. (2004). Expansion of ethics as the tenth generic principle of public relations excellence: A Kantian theory and model for managing ethical issues. <i>Journal of Public Relations Research</i>, 16(1), 65–92.</p> <p>Fawkes, J. (2012). Interpreting ethics: Public relations and strong hermeneutics. <i>Public Relations Inquiry</i>, 1(2), 117–140.</p> <p>Additional readings:</p> <p>Fawkes, J. (2007). Public relations models and persuasion ethics: a new approach. <i>Journal of Communication Management</i>, 11(4), 313–331.</p> <p>L’Etang, J. (2003). The myth of the “ethical guardian”: An examination of its origins, potency and illusions. <i>Journal of Communication Management</i>, 8(1), 53–67.</p> <p>Leeper, R. V. (1996). Moral objectivity, Jurgen Habermas's discourse ethics, and public relations. <i>Public Relations Review</i>, 22(2), 133–150.</p> <p>Rademacher, L. (2022). Ethische Aspekte der Unternehmenskommunikation: Problemfelder und Selbstregulierung. In A. Zerfaß, M. Piwinger & U. Röttger (Eds.), <i>Handbuch Unternehmenskommunikation</i> (3. Aufl.). Wiesbaden: Springer Gabler.</p> <p>Süss, W. (2022). Rechtliche Rahmenbedingungen der Unternehmenskommunikation. In A. Zerfaß, M. Piwinger & U. Röttger (Eds.), <i>Handbuch Unternehmenskommunikation</i> (3. Aufl.). Springer Gabler.</p> <p>Guest speaker: Prof. Dr. Bernd Schuppener “Topic t.b.a.“</p>
Key concepts and perspectives	
<p>Tue 02.11.2021 Wolf 4</p>	<p>Communication as determining factor for organizations: Mediatization, Politicization and Crises</p> <p>Literature:</p> <p>Coombs, T. W. (2014). <i>State of crisis communication: Evidence and the bleeding edge</i>. Institute for Public Relations. https://instituteforpr.org/wp-content/uploads/CoombsFinalWES.pdf</p> <p>Savič, I. (2016). Mediatization of companies as a factor of their communication power and the new role of public relations. <i>Public Relations Review</i>, 41(4), 607–615.</p> <p>van der Mer, T. G. L. A., & Jonkman, J. G. F. (2021). Politicization of corporations and their environment: Corporations’ social license to operate in a polarized and mediatized society. <i>Public Relations Review</i>, 47(10), 101988.</p> <p>Additional readings:</p> <p>Coombs, T. (2007). Protecting organization reputations during a crisis: The development and application of situational crisis communication theory. <i>Corporate Reputation Review</i>, 10(3), 163–176.</p>

	<p>Couldry, N. (2014). Mediatization: What is it? In N. Carpentier, L. Kramp, E. Sundin, H. Nieminen & A. Hepp (Eds.), <i>Media practice and everyday agency in Europe</i> (pp. 33–39). Edition Lumière.</p> <p>Hydrock, C., Paharia, N., & Weber, T. J. (2019). The consumer response to corporate political advocacy: A review and future directions. <i>Customer Needs and Solutions</i>, 6, 76–83.</p> <p>Wolf, C. & Godulla A. (2022). Journalismus und Unternehmenskommunikation: Strukturen und Wandel der Zusammenarbeit. In A. Zerfaß, M. Piwinger & U. Röttger (Eds.), <i>Handbuch Unternehmenskommunikation</i> (3. Aufl.). Springer Gabler.</p>
<p>Tue 09.11.2021 Hoffmann 5</p>	<p>Communication as immaterial assets for organizations: Reputation, Trust, Brands, and Identity</p> <p>Literature:</p> <p>Balmer, J. M. (2001). Corporate identity, corporate branding and corporate marketing- Seeing through the fog. <i>European Journal of Marketing</i>, 35(3/4), 248–291.</p> <p>Barnett, M. L., Jermier, J. M., & Lafferty, B. A. (2006). Corporate reputation: The definitional landscape. <i>Corporate Reputation Review</i>, 9(1), 26–38.</p> <p>Additional readings:</p> <p>Bentele G., & Seidenglanz R. (2008). Trust and credibility — Prerequisites for communication management. In A. Zerfass, B. van Ruler & K. Sriramesh (Eds.), <i>Public relations research. European and international perspectives and innovations</i> (pp. 49–62). VS Verlag für Sozialwissenschaften.</p> <p>Fombrun, C. J., Ponzi, L. J., & Newburry, W. (2015). Stakeholder tracking and analysis: The RepTrak® system for measuring corporate reputation. <i>Corporate Reputation Review</i>, 18(1), 3–24.</p> <p>Grunig, J. E. (1993). Image and substance: From symbolic to behavioral relationships. <i>Public Relations Review</i>, 19(2), 121–139.</p> <p>Mayer, R. C., Davis, J. H., & Schoorman, F. D. (1995). An integrative model of organizational trust. <i>Academy of Management Review</i>, 20(3), 709–734.</p>
<p>Tue 16.11.2021 Zerfass 6</p>	<p>Communication as functional contribution to organizational success: Stakeholder management and strategic communication</p> <p>Literature:</p> <p>Cornelissen, J. (2020). Stakeholder management and communication. In J. Cornelissen, <i>Corporate communication. A guide to theory and practice</i> (6th ed., pp. 63–85). Sage.</p> <p>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.), <i>Public relations research. European and international perspectives and innovations</i> (pp. 327–347). VS Verlag für Sozialwissenschaften.</p> <p>Zerfass, A., Verčič, D., Nothhaft, H., & Werder, K. P. (2018). Strategic communication: Defining the field and its contribution to research and practice. <i>International Journal of Strategic Communication</i>, 12(4), 487–505.</p> <p>Additional readings:</p> <p>Freeman, R. E. (2007). Managing for stakeholders. In T. L. Beauchamp, N. E. Bowie & D. G. Arnold (Eds.), <i>Ethical theory and business</i> (8th ed., pp. 56–68). Pearson Prentice Hall.</p> <p>Hung-Baesecke, C.-J. F., Chen, Y.-R. R., & Ni, L. (2021). The excellence theory – origins, contribution and critique. In C. Valentini (Ed.), <i>Public relations (Handbooks of communication science, 27)</i> (pp. 313–334). De Gruyter Mouton.</p> <p>Nothhaft, H., & Zerfass, A. (2022). Public relations and its applied sister disciplines: Marketing, corporate, strategic, organizational, and digital communication. In C. Botan & E. Sommerfeldt (Eds.), <i>Public relations theory III</i>. Routledge.</p>
<p>Tue 23.11.2021 Wolf 7</p>	<p>Communication as constitutive factor for organizations: The CCO perspective</p> <p>Literature:</p>

	<p>Cooren, F., Kuhn, T., Cornelissen, J.P., & Clark, T. (2011) Communication, organizing and organization: An overview and introduction to the special issue. <i>Organization Studies</i>, 32(9), 1149–1170.</p> <p>Schoeneborn, D., & Blaschke, S., (2014). The three schools of CCO thinking: Interactive dialogue and systematic comparison. <i>Management Communication Quarterly</i>, 28(2), 285–316.</p> <p>Schoeneborn, D., Kuhn, T., & Kärreman, D. (2018). The communicative constitution of organization, organizing, and organizational. <i>Organization Studies</i>, 40(4), 475–496.</p> <p>Additional readings:</p> <p>Blaschke, S., Schoeneborn, D., & Seidl, D. (2012). Organizations as networks of communication episodes: Turning the network perspective inside out. <i>Organization Studies</i>, 33, 879–906.</p> <p>McPhee, R. D. & Zaug, P. (2000). The communicative constitution of organizations: A framework for explanation. <i>The Electronic Journal of Communication La Revue Electronique De Communication</i>, 10(1/2), 1–16.</p> <p>Putnam, L. L., & Nicotera, A. M. (2009). Communicative constitution of organization is a question: Critical issues for addressing it. <i>Management Communication Quarterly</i>, 24(1), 158–165.</p>
Theories and research streams	
<p>Tue 30.11.2021 Hoffmann 8</p>	<p>Institutional theory: Legitimization and the license to operate</p> <p>Literature:</p> <p>Fredriksson, M., Pallas, J., & Wehmeier, S. (2013). Public relations and neo-institutional theory. <i>Public Relations Inquiry</i>, 2(2), 183–203.</p> <p>Sandhu, S. (2009). Strategic communication: An institutional perspective. <i>International Journal of Strategic Communication</i>, 3(2), 72–92.</p> <p>Additional readings:</p> <p>DiMaggio, P. J., & Powell, W. W. (1983). The iron cage revisited: Institutional isomorphism and collective rationality in organizational fields. <i>American Sociological Review</i>, 48(2), 147–160.</p> <p>Meyer, J. W., & Rowan, B. (1977). Institutionalized organizations: Formal structure as myth and ceremony. <i>American Journal of Sociology</i>, 83(2), 340–363.</p> <p>Suchman, M. C. (1995). Managing legitimacy: Strategic and institutional approaches. <i>Academy of Management Review</i>, 20(3), 571–610.</p>
<p>Tue 07.12.2021 Zerfass 9</p>	<p>Theories of corporate communications and integrated marketing communications</p> <p>Literature:</p> <p>De Pelsmacker, P., Geuens, M., & van den Berg, J. (2021). Integrated communications. In P. de Pelsmacker, M. Geuens & J. van den Berg, <i>Marketing communications – A European perspective</i> (7th ed., pp. 1–43). Pearson.</p> <p>Van Riel, C. B. M., & Fombrun, C. J. (2007). The communication system / What is corporate communication? / Organizing corporate communication. In C. B. M. van Riel & C. J. Fombrun, <i>Essentials of corporate communication</i> (pp. 1–37, 261–283). Routledge.</p> <p>Zerfass, A. (2008). Corporate communication revisited: Integrating business strategy and strategic communication. In A. Zerfass, B. van Ruler & K. Sriramesh (Eds.), <i>Public relations research. European and international perspectives and innovations</i> (pp. 65–96). VS Verlag für Sozialwissenschaften.</p> <p>Additional readings:</p> <p>Argenti, P. A. (2016). Communicating strategically / An overview of the corporate communication function. In P. A. Argenti, <i>Corporate communication</i> (7th ed., pp. 29–71). New York, NY: McGraw Hill.</p> <p>Frandsen, F. & Johansen, W. (2018). Corporate communication. In R. L. Heath & W. Johansen (Eds.), <i>The international encyclopedia of strategic communication</i> (Vol. 1, pp. 356–366). Wiley-Blackwell.</p>

	Zerfaß, A. (2010). Grundlegung einer Theorie der Unternehmenskommunikation. In A. Zerfaß, <i>Unternehmensführung und Öffentlichkeitsarbeit</i> (3rd ed., pp. 287–318). VS Verlag für Sozialwissenschaften.
Tue 14.12.2021 Zerfass 10	<p>The communicative organization: Multiple voices and identities</p> <p>Literature:</p> <p>Christensen, L. T., & Cornelissen, J. (2011). Bridging corporate and organizational communication: Review, development and look to the future. <i>Management Communication Quarterly</i>, 25(3), 383-414.</p> <p>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? <i>Public Relations Review</i>, 43(2017), 91–101.</p> <p>Zerfass, A., & Viertmann, C. (2016). Multiple voices in corporations and the challenge for strategic communication. In K. Alm, M. Brown & S. Røyseng (Eds.), <i>Kommunikasjon og ytringsfrihet i organisasjoner</i> (pp. 4–63). Cappelen Damm.</p> <p>Additional readings:</p> <p>Heide, M., Simonsson, C., Nothhaft, H., Andersson, R., & von Platen, S. (2018). <i>The communicative organization. Final report</i>. Swedish Association of Communication Professionals.</p> <p>Schneider, L., & Zerfass, A. (2018). Polyphony in corporate and organizational communications: Exploring the roots and characteristics of a new paradigm. <i>Communication Management Review</i>, 3(2), 6–29.</p>
Tue 11.01.2022 Hoffmann 11	<p>Principal-agent theory: Governing and delegating professional communication</p> <p>Literature:</p> <p>Eisenhardt, K. M. (1989). Agency theory: An assessment and review. <i>Academy of Management Review</i>, 14(1), 5–74.</p> <p>Verčič, D., Tench, R., & Tkalac Verčič, A. (2018). Collaboration and conflict between agencies and clients. <i>Public Relations Review</i>, 44(1), 156–164.</p> <p>Additional readings:</p> <p>Alchian, A. A., & Demsetz, H. (1972). Production, information costs, and economic organization. <i>The American Economic Review</i>, 62(5), 777–795.</p> <p>Fama, E. F., & Jensen, M. C. (1983). Separation of ownership and control. <i>Journal of Law & Economics</i>, 26(2), 301–326.</p> <p>Friedman, M. (1970). The social responsibility of business is to increase its profits. <i>The New York Times Magazine</i>, Sept., 405-409.</p> <p>Jensen, M. C., & Meckling, W. H. (1976). Theory of the firm: Managerial behavior, agency costs and ownership structure. <i>Journal of Financial Economics</i>, 3(4), 305–360.</p>
Tue 18.01.2022 Wolf 12	<p>Network theories: Boundary-spanning and flexible organizational settings</p> <p>Literature:</p> <p>Borgatti, S. P., & Ofem, B. (2010). Overview: Social network theory and analysis. In A. J. Daly (Ed.), <i>The ties of change: Social network theory and application in education</i> (Vol 8, pp. 17–30). Harvard Press.</p> <p>Liu, W., Sidhu, A., Beacom, A. M., & Valente, T. W. (2017). Social network theory. In P. Rössler (Ed.) <i>The international encyclopedia of media effects</i> (pp. 1–12). Wiley.</p> <p>Nelson-Marsh, N. (2017). Boundary spanning. In C. R. Scott & L. Lewis (Eds.), <i>The international encyclopedia of organizational communication</i> (pp. 119–132). Wiley Blackwell.</p> <p>Additional readings:</p> <p>Luoma-aho, V., & Paloviita, A. (2010). Actor-networking stakeholder theory for today's corporate communications. <i>Corporate Communications: An International Journal</i>, 15(1), 49–67.</p> <p>Rogers, E. M., & Agarwala-Rogers, R. (1976). Communication networks in organizations. In E. M. Rogers & R. Agarwala-Rogers, <i>Communication in organizations</i> (pp. 108–148). The Free Press.</p>

	Springston, J. K., & Leichty, G. (1994). Boundary spanning activities in public relations. <i>Journalism and Mass Communication Quarterly</i> , 71(3), 697-708.
Tue 25.01.2022 Hoffmann 13	<p>Rhetorical perspective: Corporate communications serving the public good</p> <p>Literature:</p> <p>Heath, R. L., & Frandsen, F. (2008). Rhetorical perspective and public relations: Meaning matters. In A. Zerfass, B. van Ruler, & K. Sriramesh (Eds.), <i>Public relations research. European and international perspectives and innovations</i> (pp. 349–364). VS Verlag für Sozialwissenschaften.</p> <p>Kent, M. L., & Taylor, M. (2002). Toward a dialogic theory of public relations. <i>Public Relations Review</i>, 28(1), 21–37.</p> <p>Additional readings:</p> <p>Heath, R. L. (2000). A rhetorical perspective on the values of public relations: Crossroads and pathways toward concurrence. <i>Journal of Public Relations Research</i>, 12(1), 69–91.</p> <p>Ihlen, Ø. (2002). Rhetoric and resources: Notes for a new approach to public relations and issues management. <i>Journal of Public Affairs</i>, 2(4), 259–269.</p> <p>Lane, A. (2021). Dialogic theory. In C. Valentini (Ed.), <i>Public relations (Handbooks of communication science, 27)</i> (pp. 451–470). De Gruyter Mouton.</p>
Tue 01.02.2022 Zerfass, Hoffmann, Wolf 14	Q&A session
Exam	
Tue 22.02.2022 09:15– 11.15hrs	Details will be announced during the course.

Contact

Professor Hoffmann, Wolf and Zerfass offers regular consultation hours; please visit www.communicationmanagement.de to see details.

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 > Wintersemester 2021. The password will be sent to everybody enrolled in the course.