ACADEMIC COURSE WINTER SEMESTER 2022
MASTER COMMUNICATION MANAGEMENT, MODULE 06-005-542

Strategic Communication:
Value Creation and Business Models for Communications (V)

Prof. Dr. Ansgar Zerfass

Monday, 15:15–16.45hrs, Nikolaistr. 27–29, Room 1.01,
Written exam for the module on February 22, Tuesday, 09:15–11.15hrs.

Topic
This course explores the contribution of communication to value creation for corporations and other organizations. Every inhouse communicator and every consultant should be able to explain organizational leaders or (internal) clients why, when and how it makes sense to use scarce resources for communication activities.

Commonplaces like the positive impact of reputation or relationships for success, positive effects in the media or stakeholder reactions are not sufficient. What is needed internally is a business model for communications – a model that describes the rationale of how a communication department creates, delivers, and captures value for an organization. This will be different for any organization depending on its strategy and stakeholders, and it might change over time. In a similar way, communication agencies and consultancies need profitable business models that deliver value-creating services for their clients.

The course introduces core concepts like shareholder and stakeholder value, value creation, business model design, and the use of strategic thinking for communications. It will discuss the challenges of aligning communication activities to organizational goals; setting-up structures, processes and digital infrastructures for communications; utilizing techniques to position communication departments and communicators at the top and throughout the organization; creating valuable products and services in competitive environments; and measuring the success of communications.

Learning objectives
After finishing the course, students will be able to a) understand the principles of strategic thinking for corporate and organizational communications, and how this helps to guide practical decisions in today’s turbulent world; b) analyze existing business models for communications in organizations and for consultancies; c) explain methods for aligning communication to organizational goals; d) know how to position communication departments, agencies and communicators; e) enhance their personal profiles and competencies as communicators; and f) utilize the power of communications for organizational value creation both effectively and efficiently.
Method
The course is organized as a lecture with integrated 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 (Academy of Management Review; Corporate Communications – An International Journal, Communication Management, Harvard Business Review; International Journal of Strategic Communication, Public Relations Review; Long Range Planning; Strategic Management Journal; etc.) and follow the discussion in industry magazines, esp. those focusing on managing communication departments and agencies.

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 exam (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 15 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 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 lecturers. 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 the module leader, Professor 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. This course will be taught in presence, but we will be able to switch to hybrid or digital teaching if necessary.

Schedule

<table>
<thead>
<tr>
<th>Date</th>
<th>Topic</th>
<th>Literature</th>
<th>Additional Reading</th>
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<tbody>
<tr>
<td>28.11.2022</td>
<td>Business acumen, value creation and strategic thinking</td>
<td>Gulbrandsen &amp; Just, 2020 (Chapter 1); Gulbrandsen &amp; Just, 2020 (Chapter 2, 3); Ragas &amp; Culp, 2021a; Zerfass et al., 2018; Zerfass &amp; Link, 2023</td>
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<tr>
<td>05.12.2022</td>
<td>Aligning communication and organizational goals</td>
<td>Volk &amp; Zerfass, 2018; Zerfass et al., 2023</td>
<td>Zerfass &amp; Viertmann, 2017</td>
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<tr>
<td>12.12.2022</td>
<td>Performance measurement and evaluation</td>
<td>Buhmann &amp; Volk, 2023; Zerfass, 2018</td>
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## Individual perspective: Developing practitioners’ competencies and mindset

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<th>Event</th>
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<tr>
<td>09.01.2023</td>
<td>15:15–16:15h</td>
<td>Roles, functions, competencies, and leadership characteristics of communicators</td>
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**Literature:**
Nothhaft, 2010; Zerfass & Volk, 2017

**Additional readings:**
Falkheimer et al., 2016; Zerfass et al., 2020; Zerfass et al., 2021

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## Market perspective: Developing successful strategies in the communications industry

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<tr>
<td>16.01.2023</td>
<td>15:15–16:15h</td>
<td>Guest lecture &quot;Positioning communication agencies in a dynamic market environment&quot;</td>
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Christian Schulz  
CEO, Edelman Germany, Berlin

**Business models for communication agencies, consultants, and service providers**

**Literature:**
Man et al., 2016; Hoffjann et al., 2021; Ragas & Culp, 2021b

16:15–16:45h

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## Organizational perspective: Designing excellent communication departments

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<tr>
<td>23.01.2023</td>
<td>15:15–16:15h</td>
<td>Business models for communications in organizations</td>
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**Literature:**
Zerfass & Link, 2022; Zerfass & Link, 2023

**Additional reading:**
Ragas & Culp, 2021c

16:15–16:45h

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## Conclusion and outlook: Positioning communications as a value driver in a changing world

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<tbody>
<tr>
<td>30.01.2023</td>
<td>15:15–15:45h</td>
<td>Positioning communication departments and future-proofing communications</td>
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**Literature:**
Brockhaus & Zerfass, 2022; Stieglitz et al., 2022; Tench & Waddington, 2021

**Course evaluation**

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## Contact

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## Course material
The literature and presentation slides are available for download on the learning platform Moodle at [https://moodle2.uni-leipzig.de/course/view.php?id=33763](https://moodle2.uni-leipzig.de/course/view.php?id=33763). The password will be sent to enrolled students.

**Literature** (available on Moodle; sources underlined in the plan above are most relevant for the exam)


