



Sekretariat:
Cornelia Böhlend
Telefon +49 341 97 35040
stratkomm@uni-leipzig.de

4 August 2024

ACADEMIC COURSE WINTER SEMESTER 2024 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 15; last session on January 28.
Written exam for the module on 11 February 2025, 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 (15 min.) outlining a) current research within the theoretical perspective at hand, based on analyzing one academic journal publication, and elaborate on potential research interests that might expand this knowledge, and b) showing how the theoretical perspective at hand can be used to inform a current debate in the professional field, by analyzing a current case. Thereby, each team will present once in the course of the semester. The presentation should not explain theoretical concepts which are already

Universität Leipzig
Institut für Kommunikations-
und Medienwissenschaft
04081 Leipzig

Besucheradresse:
Nikolaistraße 27-29
04109 Leipzig

Für Pakete und Expresssendungen:
Ritterstraße 24, IPF 165153
04109 Leipzig

Telefon
+49 341 97-35040

Fax
+49 341 97-35049

Web
www.communicationmanagement.de

discussed in the literature or in the lecturer’s slides. All teams are asked to consult the respective lecturer ahead of the scheduled week and submit their presentation until Thursday evening in the preceding week.

Module overview and course assessment

This course is part of the module “Strategic Communication” 06-005-542 in the graduate program M.A. Communication Management. The module is open to students enrolled in this program, in the M.Sc. Journalism Program (elective) and for exchange students at the Institute of Communication and Media Studies (see below). Students enrolled have to attend both courses in the module 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

The 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 30 and October 7 via TOOL 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 24 latest to arrange evaluation meetings or exams.

Moodle course

The literature and presentation slides will be made available for download on the digital learning platform Moodle at <https://moodle2.uni-leipzig.de/course/view.php?id=52031>. The password will be sent to all enrolled students.

Schedule

Foundations and reflections	
Tue 15.10.2024 Zerfass 1	<p>Communication, Organizations, and Society</p> <p>Key literature:</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> (pp. 237–258). Edward Elgar.</p> <p>Additional readings:</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>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> <p>Ruler, B. van (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>Exam preparation:</p> <p>Focus on the role of social theory for organizational communication as well as on key terms and concepts.</p> <p>Slides: sections “Social theory” (esp.1/26–1/30), “Organizational and corporate communications”, “Communication management”.</p>
Tue 22.10.2024 Hoffmann 2	<p>Ethical challenges and legal requirements for organizational communications</p> <p>Key literature:</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>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. (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., S. 253–272). 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., S. 273–287). Springer Gabler.</p> <p>Exam preparation:</p> <p>Focus on an overview and the distinction of theoretical schools of PR ethics (also described as “ethical identities” in some sources).</p> <p>Slides: section “Communication Management Ethics”.</p>
<p>Tue 29.10.2024</p> <p>Wolf 3</p>	<p>The professional field of communication management</p> <p>Key literature:</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., S. 205–232). 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>Rodriguez-Salcedo, & Watson, T. (2021). Public relations origins and evolution; a global perspective. In C. Valentini (Ed.), <i>Public relations (Handbooks of communication science</i>, 27) (pp. 23–43). De Gruyter Mouton.</p> <p>Tench, R., & Moreno, A. (2015). Mapping communication management competencies for European practitioners ECOPSI an EU study. <i>Journal of Communication Management</i>, 19(1), 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>Exam preparation:</p> <p>Focus on roles of communication managers.</p> <p>Slides: section “Roles of Communication Managers”.</p> <p>Guest speaker:</p> <p>Prof. Dr. Günter Bentele</p> <p>“The history of PR and Communication Management – with a focus on the German market”</p>
Key concepts and perspectives	
<p>Tue 05.11.2024</p> <p>Wolf 4</p>	<p>Communication as determining factor for organizations: Mediatization, politicization and crises</p> <p>Key literature:</p>

	<p>Meer, T. G. L. A. van der, & 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>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>Additional readings:</p> <p>Coombs, W. 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>Coombs, W. T. (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>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>Jungblut, M., & Johnen, M. (2021). When brands (don't) take my stance: The ambiguous effectiveness of political brand communication. <i>Communication Research</i>, 009365022110016.</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. ed., pp. 311–328). Springer Gabler.</p> <p>Exam preparation:</p> <p>Focus on mediatization and politicization of society and corporations.</p> <p>Slides: sections “Mediatization of Society”, “Politicization of Society”, and “Politicization of Corporations”.</p>
<p>Tue 12.11.2024 Hoffmann 5</p>	<p>Communication as immaterial assets for organizations: Reputation, Trust, Brands, and Identity</p> <p>Key literature:</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>Grunig, J. E. (1993). Image and substance: From symbolic to behavioral relationships. <i>Public Relations Review</i>, 19(2), 121–139.</p> <p>Additional readings:</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>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., & Newbury, W. (2015). Stakeholder tracking and analysis: The RepTrak® system for measuring corporate reputation. <i>Corporate Reputation Review</i>, 18(1), 3–24.</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>Exam preparation:</p> <p>Focus on definitions and distinctions of PR objects (identity, image, reputation).</p> <p>Slides: section “Corporate Communication Objects and Concepts”.</p>
<p>Tue 19.11.2024 Zerfass 6</p>	<p>Communication as functional contribution to organizational success: Stakeholder management and strategic communication</p> <p>Key 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>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>Grunig, J. E., Grunig, L. A., & Dozier, D. M. (2006). The excellence theory. In C. H. Botan & V. Hazleton (Eds.), <i>Public relations theory II</i> (pp. 24–62). Lawrence Erlbaum Associates.</p> <p>Hung-Baescke, 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>Exam preparation:</p> <p>Focus on common aspects of functional approaches and comparing different theories in this field.</p> <p>Slides: sections “Stakeholder Communications”, “Strategic communication”.</p>
<p>Tue 26.11.2024 Wolf 7</p>	<p>Communication as constitutive factor for organizations: The CCO perspective</p> <p>Key literature:</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>Vásquez, C., & Schoeneborn, D. (2018). Communication as constitutive of organization (CCO). <i>The International Encyclopedia of Strategic Communication</i>, 1–12.</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>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>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> <p>Schoeneborn, D., Kuhn, T., & Kärreman, D. (2018). The communicative constitution of organization, organizing, and organizationality. <i>Organization Studies</i>, 40(4), 475–496.</p> <p>Exam preparation:</p> <p>Focus on features, similarities, and differences of the three schools of CCO thinking.</p> <p>Slides: section “The three schools”.</p>
<p>Theories and research streams</p>	
<p>Tue 03.12.2024 Hoffmann 8</p>	<p>Institutional theory: Legitimization and the license to operate</p> <p>Key literature:</p> <p>Sandhu, S. (2009). Strategic communication: An institutional perspective. <i>International Journal of Strategic Communication</i>, 3(2), 72–92.</p> <p>Suchman, M. C. (1995). Managing legitimacy: Strategic and institutional approaches. <i>Academy of Management Review</i>, 20(3), 571–610.</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>Fredriksson, M., Pallas, J., & Wehmeier, S. (2013). Public relations and neo-institutional theory. <i>Public Relations Inquiry</i>, 2(2), 183–203.</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>Exam preparation:</p> <p>Focus on the three sources of legitimacy (“pillars”) and the corresponding isomorphic processes, and their implications for managing legitimacy.</p> <p>Slides: Section “Neo-Institutionalism and Legitimacy”.</p>
<p>Tue 10.12.2024 Zerfass 9</p>	<p>Theories of corporate communications and integrated marketing communications</p> <p>Key literature:</p> <p>Riel, C. B. M. van, & 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. (2023). Communicating strategically / An overview of the corporate communication function. In P. A. Argenti, <i>Corporate communication</i> (8th ed., pp. 21–61). 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> <p>Nothhaft, H., & Zerfass, A. (2023). Public relations in a postdisciplinary world: On the impossibility of establishing a constitutive PR theory within the tribal struggles of applied communication disciplines. In C. Botan & E. Sommerfeldt (Eds.), <i>Public relations theory III</i> (pp. 247–265). Routledge.</p> <p>Pelsmacker, P. de, 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>Zerfaß, A. (2022). Unternehmenskommunikation und Kommunikationsmanagement: Grundlagen, Handlungsfelder und Wertschöpfung. In A. Zerfaß, M. Piwinger & U. Röttger (Eds.), <i>Handbuch Unternehmenskommunikation</i> (3rd ed., pp. 29–87). Springer Gabler.</p> <p>Exam preparation:</p> <p>Focus on common and diverging aspects of corporate communications theories.</p> <p>Slides: sections “Common roots, overlaps and differences”, “Corporate communications and reputation management” and “Integrated theory of corporate communications”.</p>
<p>Tue 17.12.2024 Zerfass 10</p>	<p>The communicative organization: Multiple voices and identities</p> <p>Key literature:</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> <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>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>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>Exam preparation:</p> <p>Focus on critique of prevailing metaphors of corporate communications, polyphony, and differences between traditional-functional, descriptive-interpretive, and communicative organization approaches.</p> <p>Slides: sections “Polyphony and organizational communication”, “The communicative organization”.</p>
<p>Tue 07.01.2025 Hoffmann 11</p>	<p>Principal-agent theory: Governing and delegating professional communication</p> <p>Key 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>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> <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>Exam preparation:</p> <p>Focus on the principal-agent-relationship and agency problems.</p> <p>Slides: section “Agency Theory”.</p>
<p>Tue 14.01.2025 Wolf 12</p>	<p>Network theories: Boundary-spanning and flexible organizational settings</p> <p>Key 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> (8. ed., pp. 17–30). Harvard Press.</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>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>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>Springston, J. K., & Leichty, G. (1994). Boundary spanning activities in public relations. <i>Journalism and Mass Communication Quarterly</i>, 71(3), 697-708.</p> <p>Somerville, I. (2021). Public relations and actor-network theory. In C. Valentini (Ed.), <i>Public relations</i> (pp. 525–540). De Gruyter Mouton.</p> <p>Yang, A., & Taylor, M. (2014). Looking over, looking out, and moving forward: Positioning public relations in theorizing organizational network ecologies. <i>Communication Theory</i>, 25(1), 91–115.</p> <p>Exam preparation:</p> <p>Focus on social network theory and boundary spanning.</p>

	Slides: sections “Social Network Theory” and “Boundary Spanning”.
Tue 21.01.2025 Hoffmann 13	<p>Rhetorical perspective: Corporate communications serving the public good</p> <p>Key literature:</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>Additional readings:</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>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>Kent, M. L., & Taylor, M. (2002). Toward a dialogic theory of public relations. <i>Public Relations Review</i>, 28(1), 21–37.</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> <p>Exam preparation:</p> <p>Focus on the implications of a rhetorical approach to the understanding and ethics of communication management.</p> <p>Slides: section “Rhetorical approach”.</p>
Tue 28.01.2024 Hoffmann, Wolf, Zerfass 14	<p>Q&A session</p> <p>Course evaluation</p>
Exam	
Tue 11.02.2024 09:15– 11.15hrs	Details will be announced during the course.

Contact

All lecturers offers regular consultation hours; please visit www.communicationmanagement.de to see details.