

## BASIC DETAILS:

<b>Subject:</b>	ISSUES MANAGEMENT		
<b>Id.:</b>	31507		
<b>Programme:</b>	GRADUADO EN PUBLICIDAD Y RELACIONES PÚBLICAS. PLAN 2013 (BOE 10/07/2013)		
<b>Module:</b>	COMUNICACIÓN CORPORATIVA		
<b>Subject type:</b>	OPTATIVA		
<b>Year:</b>	4	<b>Teaching period:</b>	Primer Cuatrimestre
<b>Credits:</b>	3	<b>Total hours:</b>	75
<b>Classroom activities:</b>	30	<b>Individual study:</b>	45
<b>Main teaching language:</b>	Inglés	<b>Secondary teaching language:</b>	
<b>Lecturer:</b>		<b>Email:</b>	

## PRESENTATION:

The objective of this course is that the students become familiar with the way in which any organization should manage both issues and crises through communication. Crises are a phenomenon increasingly important in the life of any public or private organization. However, most of them are not prepared first of all, to prevent crises, and secondly, to give an appropriate response once they happen, and end up developing poor communicative strategies that may worsen the situation.

The best way to manage a crisis is avoiding it. This is the organizational philosophy of issues management: putting the effort on prevention and preparedness, not only on reaction after de crisis breaks out. Following this philosophy, the course will focus both on knowing the tools to identify the potential risks of an organization in order to prevent them becoming a crisis; and also the communicative strategies to manage those issues which became a crisis.

At the end of the course, the student will be able to understand the relevance of preventive management of organizational crises (issues management); will become familiar with the stages in the life cycle of a crisis and its consequences for both crisis management and communication management; will be aware of the key role of communication in any crisis; will learn the communicative technics and tools in order to effectively communicate in a crisis; and will be able to evaluate critical processes.

## PROFESSIONAL COMPETENCES ACQUIRED IN THE SUBJECT:

<b>General programme competences</b>	G02	Resolución de problemas.
	G05	Trabajo en equipo.
	G06	Habilidades interpersonales.
	G08	Capacidad de trabajar en un contexto internacional.
	G09	Capacidad de aplicar conocimientos.
	G10	Capacidad de generar nuevas ideas (creatividad).
<b>Specific programme competences</b>	E01	Capacidad y habilidad para ejercer como profesionales que se encargan de las políticas empresariales de comunicación comercial y de RRPP.
	E02	Capacidad y habilidad para responsabilizarse del área de comunicación de un organismo o empresa. Su labor se fundamenta en establecer los contactos con los diferentes públicos, tanto internos como externos, así como de la planificación, control y gestión del plan de comunicación anual.
	E03	Capacidad y habilidad para establecer el plan de comunicación: fijar los objetivos de comunicación, definir el público objetivo, plantear las estrategias y controlar el presupuesto de comunicación.
	E08	Capacidad para definir y gestionar los presupuestos de acciones de marketing, publicidad y RRPP para la correcta imputación de sus costes.
	E11	Capacidad y habilidad para identificar, valorar, gestionar y proteger los activos intangibles (identidad, personalidad e imagen corporativa) de la empresa, añadiendo valor a sus productos y servicios y reforzando la reputación de la misma.
	E19	Ejercitar y poner en uso el pensamiento creativo ante todo tipo de situaciones y de una

		manera habitual.
	E20	Capacidad de adaptación a los objetivos organizacionales: posibilidad de formar parte de los equipos directivos (entendiendo el término en el sentido amplio de emprendedor e incluyendo actividades institucionales y sin ánimo de lucro), y de adaptarse a su cultura, haciéndolos compatibles e incluso sinérgicos.
	E21	Capacidad de análisis, de síntesis y juicio crítico. Saber objetivar las tareas y relacionar las causas y los efectos.
	E22	Destreza suficiente para desarrollar proyectos de investigación relacionados con la comunicación corporativa, el marketing y la publicidad, así como para aplicar después los resultados de dichas investigaciones, a la actividad profesional o a cualquier objetivo de otro orden.
	E23	Saber gestionar el tiempo, con habilidad para la organización y temporalización de las tareas.
	E26	Saber afrontar los proyectos y la toma de decisiones con perspectiva, consenso, autonomía, empatía y autocrítica.
	E27	Capacidad para comunicarse eficaz y correctamente, y persuadir de manera responsable y asertiva, tanto de manera escrita como oral.
	E28	Capacidad para la gestión económica y presupuestaria en sus diferentes ámbitos de actividad.
	E32	Entender los mecanismos de funcionamiento de la comunicación interna de las organizaciones, y saber plantear estrategias para la misma.
	E33	Capacidad para sacar el máximo partido a las herramientas de comunicación corporativa y de relaciones públicas con objeto de alimentar el desarrollo organizacional.
	E34	Capacidad para comprender la dinámica de los medios de comunicación de masas, y de la realidad digital, para adaptar correctamente las estrategias de relaciones públicas y de comunicación corporativa.
<b>Learning outcomes</b>	R01	Conocer la relevancia de la gestión preventiva de las crisis organizacionales.
	R02	Conocer del ciclo de vida de una crisis y sus implicaciones tanto para la gestión como para la comunicación de crisis.
	R03	Ser consciente y hacer consciente a terceros de la crucial importancia que los procesos comunicativos desempeñan en cualquier crisis.
	R04	Dominar las técnicas y herramientas de la comunicación de crisis.
	R05	Escurrar y prever procesos críticos, analizando sus causas, mecanismos y consecuencias.
	R06	Tener la habilidad suficiente como para reaccionar comunicativamente con eficacia ante una crisis.

#### PRE-REQUISITES:

Students will need to have a minimum B1 level in English in order to take this subject, as it will be taught entirely in English.

NB: As the majority of students will not be native speakers of English, teachers will support students through the process of learning through English.

#### SUBJECT PROGRAMME:

Observations:

Subject planning could be modified due unforeseen circumstances (group performance, availability of resources, changes to academic calendar etc.) and should not, therefore, be considered to be definitive.

The definite date of the final examen of "Issues Management" will be published in the exams official calendar.

#### Subject contents:

<b>1 - INTRODUCTION</b>
<b>2 - ANATOMY OF A CRISIS</b>
2.1 - What is a crisis? Definition and features
2.2 - Types of crises
2.3 - The life cycle of a crisis

<b>3 - ISSUES MANAGEMENT: PREVENTING A CRISIS</b>
3.1 - The culture of issues management
3.2 - Risk measurement systems
3.3 - The crisis plan
<b>4 - CRISIS COMMUNICATION</b>
4.1 - The role of communication in a crisis
4.2 - Key aspects: audiences, message, spokesperson and media relations
4.3 - Communication through the life cycle of a crisis
4.4 - Main crisis communication strategies

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### TEACHING AND LEARNING METHODOLOGIES AND ACTIVITIES:

#### Teaching and learning methodologies and activities applied:

A communicative and cooperative approach to learning will be employed in the classroom. Students will be expected to participate actively in class by working individually, in pairs and in groups, working on exercises or case studies and reporting their answers, findings or opinions back to the class. Therefore, while perfection is not expected, some confidence to speak in English will be necessary.

Theoretical-practical classes: an important part of the classes will consist of combination of theory and practice. After the explanation of the theme by the lecturer, and guided by the lecturer, some examples and case studies will be analysed, in order to understand the applications and implications of the political communication concepts, strategies and techniques to the real political landscape. Students are expected to take an active part and be proactive in the practical activities (asking and answering questions, suggesting examples, taking part in debates...).

Practical classes: there will be practical classes in which students will have to apply the acquired knowledge to real case studies, analysing current news examples (current and past crisis events), reviewing a film/ documentary, making presentations or taking part in debates, among others. Most of these activities will be evaluated as they are a part of the final mark.

Tutorials: the student can attend tutorials with the lecturer of the course during her office hours (the hours will be published in the PDU). It is recommended to send an email beforehand (czurutuza@usj.es). Her office is on the ground floor in the School of Communication and Social Sciences.

#### Student work load:

Teaching mode	Teaching methods	Estimated hours
<b>Classroom activities</b>	Lectures	15
	Other theoretical activities	0
	Case studies	5
	Problem resolution and practical exercises	5
	Debates	0
	Projection of films, documentaries, etc.	3
	Attendance at conferences	0
	Other practical activities	0
	Written exams	2
	<b>Individual study</b>	Individual coursework preparation
Individual tutorials		2
Self study		15
Preparation of individual assignments		14
Preparation of group work		2
Information and research tasks		8

	Compulsory readings	2
	Free reading	0
	Written exams	0
	<b>Total hours:</b>	<b>75</b>

### ASSESSMENT SCHEME:

#### Calculation of final mark:

Individual assignment:	30 %
Final exam:	45 %
Exercises:	25 %
<b>TOTAL</b>	<b>100 %</b>

\*Las observaciones específicas sobre el sistema de evaluación serán comunicadas por escrito a los alumnos al inicio de la materia.

### BIBLIOGRAPHY AND DOCUMENTATION:

#### Basic bibliography:

FINK, Steven: Crisis management. The definite guide to managing the message, McGraw-Hill Education, New York, 2013.

#### Recommended bibliography:

GRABER, Doris A.: The power of communication: managing communication in public organizations, CQ Press, New York, 2002.

COOMBS, Timothy and HOLLADAY, Sherry (eds.): The Handbook of Crisis Communication, Wiley-Blackwell, London, 2010.

HARVARD BUSINESS SCHOOL: Harvard Business Review on crisis management, HBS Press, Boston, 2000.

ANTHONISSEN, Peter Frans: Crisis communication: practical PR strategies for reputation management and company survival, Kogan Page, London, 2008.

FEARN-BANKS, Kathleen: Crisis communications: a casebook approach, Routledge, New York, 2011.

GRIFFIN, Andrew: Crisis, issues and reputation management, Kogan Page, London, 2014.

RUFF, Peter and AZIZ, Khalid: Managing Communications in a Crisis, Routledge, New York, 2016.

#### Recommended websites:

Cambridge dictionary	<a href="http://dictionary.cambridge.org/dictionary/british/">http://dictionary.cambridge.org/dictionary/british/</a>
Oxford dictionary	<a href="http://www.oxforddictionaries.com">http://www.oxforddictionaries.com</a>
The Institute for Crisis Management	<a href="http://crisisconsultant.com/">http://crisisconsultant.com/</a>
The Issue Management Council	<a href="http://issuemanagement.org/">http://issuemanagement.org/</a>
The Institute for Public Relations	<a href="http://www.instituteforpr.org/">http://www.instituteforpr.org/</a>

\* Guía Docente sujeta a modificaciones