

BASIC DETAILS:

Subject:	ISSUES MANAGEMENT		
Id.:	31908		
Programme:	GRADUADO EN PUBLICIDAD Y RELACIONES PÚBLICAS. PLAN 2014 (BOE 15/10/2014)		
Module:	COMUNICACIÓN CORPORATIVA		
Subject type:	OPTATIVA		
Year:	4	Teaching period:	Primer Cuatrimestre
Credits:	6	Total hours:	150
Classroom activities:	62	Individual study:	88
Main teaching language:	Inglés	Secondary teaching language:	Inglés
Lecturer:	ZURUTUZA MUÑOZ, CRISTINA (T)	Email:	czurutuza@usj.es

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:

General programme competences	G01	Ability to analyse and synthesise.	
	G02	Problem solving.	
	G05	Teamwork.	
	G06	Interpersonal skills.	
	G07	Ethical commitment.	
	G08	Ability to work in an international context.	
	G09	Ability to apply knowledge.	
	G10	Ability to generate new ideas (creativity).	
	G11	Ability to undertake research.	
	Specific programme competences	E01	Capacity and ability to work as professionals who take charge of the commercial communications and PR business policies.
		E02	Capacity and ability to run the communications section in an organisation or company. Their work is based on establishing contacts with the various audiences, both internal and external, as well as the planning, control and management of the annual communications plan. on los diferentes públicos, tanto internos como externos, así como de la planificación, control y gestión del plan de comunicación anual.
E03		Capacity and ability to establish a communications plan: set the communications objectives, define the target audience, lay out the strategies and control the communications budget.	
E08		Capacity to define and manage marketing, advertising and PR budgets for correct cost allocation. These disciplines and their corresponding activities within the business framework	

		are those to which a professional trained in the field of advertising and public relations accedes.
	E11	Capacity and ability to identify, value, manage and protect intangible company assets (identity, personality and corporate image), adding value to their products and services while reinforcing the reputation of the same.
	E19	Exercise creative thought and put it to use in all sorts of situations habitually, given the expressive tenor - upheld by audiovisual and/ or discursive matrices - required of an especially dynamic and consolidated profession (advertising and/ or public relations). This is the result of persuasive parameter which requires the use of creative abilities by the agents involved in these activities.
	E20	Capacity to adapt to organisational objectives: possibility to form part of management teams (the term being understood in the broadest sense of entrepreneurship and including institutional and non-profit activities) and adapt to their culture, making them compatible and also synergistic. Training a student in specific subjects for responsible management within the field of public relations optimises their imminent attachment to said professional teams, unleashing (being socially and humanly responsible) a series of management and leadership skills in the context of an organisation.
	E21	Sufficient skill to undertake research projects related to corporate communications, marketing and advertising, as well as to apply the results of this research afterwards to the professional activity or any other such objectives.
	E22	Ability to act freely and responsibly, assume ethical reference points, values and principles that are in line with the times; at the same time, understand the precepts that frame the legal system in the area of advertising communications law. This latter: responsible for analysing the regulatory limits which govern the advertising profession, examining not just personal duty but also the legal regime for messages being disseminated and the companies involved in this activity.
	E23	Capacity to manage emotions, stress and frustration in the face of difficulties appearing in the pursuit of projects and professional goals within a professional sector - that of advertising and public relations - whose pursuit requires, on the one hand, continuous interchange of proposals between the professional and the client and, on the other, a clear link between the technical and human level within a heterogeneous network of agents who comprise an organisation.
	E26	Capacity for economic and budgetary management in the different activity areas, bearing in mind the financial variants inherent in the profession - arising from the study and start-up of business initiatives within the professional advertising and public relations medium.
	E27	Be able to take a creative view of the possibilities offered by the new technologies with regard to the construction of advertising strategy.
	E28	Be able to anticipate trends and flows in the advertising industry and in marketing.
	E32	Ability to understand the dynamics of mass media communications and the digital situation to correctly adapt public relations and corporate communications strategies.
Learning outcomes	R01	Know the relevance of preventive management in organisational crises.
	R02	Know the life cycle of a crisis and its implications for both management and crisis communications.
	R03	Be aware and make others aware of the crucial importance of the role played by communications processes in any crisis.
	R04	Master crisis communications techniques and tools.
	R05	Scrutinise and anticipate critical processes, analysing their causes, mechanics and consequences.
	R06	Have enough ability to react with effective communication in the face of a crisis.

PRE-REQUISITES:

Only students coming from degrees in the field of Communication will be able to register in this course.

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 exam will be published in the exams official calendar.

Subject contents:

1 - INTRODUCTION
2 - ANATOMY OF A CRISIS
2.1 - What is a crisis? Definition and features
2.2 - Issues and crises
2.3 - The life cycle of a crisis
2.4 - Types of crises
3 - ISSUES MANAGEMENT: PREVENTING A CRISIS
3.1 - The culture of issues management
3.2 - Risk measurement systems
3.3 - The crisis plan
4 - CRISIS COMMUNICATION
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
4.5 - Crisis communication and social networks

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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 crisis communication concepts, strategies and techniques to a real 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 third floor in the School of Communication and Social Sciences.

Student work load:

Teaching mode	Teaching methods	Estimated hours
Classroom activities	Other practical activities	4
	Lectures	26

	Other theoretical activities	0
	Case studies	10
	Problem resolution and practical exercises	12
	Debates	0
	Projection of films, documentaries, etc.	6
	Attendance at conferences	2
	Other practical activities	0
	Written exams	2
Individual study	Tutorials	8
	Individual coursework preparation	6
	Group coursework preparation	6
	Compulsory reading	4
	Individual tutorials	4
	Self study	20
	Preparation of individual assignments	24
	Preparation of group work	0
	Information and research tasks	16
	Compulsory readings	0
	Free reading	0
	Written exams	0
	Total hours:	150

ASSESSMENT SCHEME:

Calculation of final mark:

Final exam:	40	%
Exercises:	30	%
Group assignment:	30	%
TOTAL	100	%

*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.

CORNELISSEN, Joep: Corporate Communication. A Guide to Theor and Practice, SAGE, London, 2008.

Recommended websites:

Cambridge dictionary	http://dictionary.cambridge.org/dictionary/british/
Oxford dictionary	http://www.oxforddictionaries.com

The Institute for Crisis Management	http://crisisconsultant.com/
The Issue Management Council	http://issuemanagement.org/
The Institute for Public Relations	http://www.instituteforpr.org/