
Integrated Communications

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Course Description

As the world evolves rapidly, changes affecting business models, media, technology, consumer behavior etc., make the management of Marketing and Corporate Communications more dynamic and challenging all the time. Communication seems like an easy field from a conceptual point of view, as it is accessible to everyone on a daily basis as a target (and even more in today's world where technology has provided with access in real time to big audiences to every individual just by participating in social media. Content is the clear feed for conversations, and traditional media has dramatically fragmented while new media appear everyday as a consequence of new touchpoints between brands and consumers, and or among different people in a global context.

In such a challenging and changing environment, the complex task of efficiently managing messages, content and all kind of media across all stakeholders requires specific knowledge, practical experience and continuous analysis and vision.

This course is designed for students participating in the MSc in Marketing & Management programs at UPF/BSM and who are especially interested in this subject, aiming to actively participate in the communications process of an organization, or as an external communication services partner. The aim is to provide you with an overview of current theories and frameworks of Integrated Communications, and insight into what might be developing in the future. At the

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same time, it is designed to guide you to develop your own criteria and analytical skills that will accompany you in your future business role.

Objectives

Integrated communication (IC) is a cross-functional process for creating profitable relationships with customers and publics by strategically controlling all messages sent to groups and encouraging dialogue. Students learn to integrate external communication elements (e.g., advertising, public relations, publicity, sales promotion, event marketing, direct marketing, e-communication, and selling) to advance an organization's success and brand equity. Case studies and exercises help students learn how to develop effective IC plans.

Specifically, this course aims to help students:

- Understand the strategic role played by communications within the company and its importance as a management tool;
- Know what the different tools and activities available are for marketing and corporate communications, what each one is, what each consists of, what it's for, and how it's managed;
- Understand the need to integrate the various types of communication as well as the need to coordinate the various activity managers;
- Acquire the necessary knowledge and skills to work as business communications managers;
- Know the processes to diagnose the company's needs, how to communicate these to communications agencies, and evaluate the latter's proposals;
- Understand the impact communications has on society and how important it is for the company to act in an ethically responsible manner; and

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- Communicate effectively, both in writing and orally.

Methodology

1. The sessions will be divided into two categories. Approximately half the sessions will be lectures covering the topics of the course, and the other half will be more practical sessions dedicated to case discussions.

The last session (3hours) will be for the presentation of the Group Projects. The students will be organized into groups in order to work together in two types of exercises: group analysis of cases and final project.

Notes and readings will be provided to the students on the content of lecture sessions. These readings may include articles appearing in a magazine or a specific chapter in a book.

Competencies to acquire

CE6. Integrate all the elements within the strategy of complete and efficient communication of the brand message to use it as a working reference with the communication agencies.

CE8. Apply market implementation techniques for the design and implementation of an action plan at the point of sale.

CE9. Apply the models and methodologies for monitoring and updating both strategies and marketing tactics, as well as the portfolio of products and customers, in order to reach the management objectives set.

Learning outcomes

CE6.

R1. Discriminate between the different possible message and execution options for a communication plan

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R2. Conduct communication briefings for advertising agencies

R3 Make a media plan.

R4 Make a communication plan that corresponds to the brand plan.

R1 Differentiate between the different tactical possibilities of implementing the marketing plan

R2 Develop a promotional plan

R3 Make an action plan at the point of sale

CE9.

R1 Differentiate between the models and monitoring methodologies available

R2 Choose between the models and monitoring methodologies available

R3 Apply the analyzes performed to support or maintenance decisions or divestment of brands and / or products.

Evaluation criteria

- **Individual Assignments:40%**
- **Group Assignments:60%**

Gradings include many different types of exercises:

1. a) Cases, articles, papers, & video analysis...to be solved in groups or individually.
2. b) Class assignments ...to be solved in groups or individually.
3. c) Individual Quizzes
4. d) Group Final Project

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5. e) Peer Evaluation
6. f) Individual Participation in class

Class participation assessment criteria:

- *Each class, students will receive a participation score from 0-3, based on the quality and quantity of your participation during that class. 1 point will be awarded for attending class that day. The second and third point will be awarded based on your quality of contribution that day. Answer questions, pose questions, and provide insightful observations. Keep in mind that quality is an important component of this - simply giving one-word responses to questions I pose to the class will not automatically result in 1 point each. Periodic cold calls also count here.*
- *Please note that if arriving more than 10 minutes late to class or leave more than 10 minutes early, you will not receive the one point for attendance. Additionally, if tardiness becomes a chronic problem (e.g., consistently showing up 3-5 minutes late for class), then I will consider more penalties because of the disruption.*
- *At the end of the course, the participation scores will be summed and then averaged across the entire class. If your total score is equal to or greater than the class average, then you will receive 10 points (or 10% of your total class grade). If your total score is below the class average, then you will receive between 0-9 points, based on the distribution of points across the class participation scores below the class average.*

Group Exercises final grade will be weighted by a peer evaluation.

Important:

In courses that feature a final exam, a minimum grade of **4 out of 10** in the final exam is necessary for the other evaluation criteria to be taken into account when computing the student's overall grade for the course. Therefore, students who obtain less than a 4 out of 10 in the final exam will fail the course automatically. Those students will have to take a remedial exam (more details below).

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Courses in the Program will generally include group assignments (case studies, projects etc.). At the end of each term, and in order to disincentivize free-riding behaviors, students will have the opportunity to evaluate the involvement of the rest of their team members in all group assignments that took place within the term. Students who obtain sufficiently poor evaluations from their team members will be penalized. The penalty will involve a reduction in the overall group assignment grades of **all** courses that include group assignments (max penalty: 20% reduction of those grades). More details on the topic are available on eCampus.

All the activities that are submitted past the deadline or that do not follow the submission instructions in terms of content, format, etc. will be considered as 'not submitted'. Students will be informed about the submission and presentation dates the first day of class.

Students are required to attend 80% of classes. Failing to do so without justified reason will imply a Zero grade in the participation/attendance evaluation item and may lead to suspension from the program

As with all courses taught at the UPF BSM, students who fail the course during regular evaluation will be allowed ONE re-take of the examination/evaluation. Students that pass any Retake exam should get a **5 by default as a final grade for the course**. If the course is again failed after the retake, students will have to register again for the course the following year.

In case of a justified no-show to an exam, the student must inform the corresponding faculty member and the director(s) of the program so that they study the possibility of rescheduling the exam (one possibility being during the "Retake" period). In the meantime, the student will get an "incomplete", which will be replaced by the actual grade after the final exam is taken. The "incomplete" will not be reflected on the student's Academic Transcript.

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Plagiarism is to use another's work and to present it as one's own without acknowledging the sources in the correct way. All essays, reports or projects handed in by a student must be original work completed by the student. By enrolling at any UPF BSM Master of Science and signing the "Honor Code," students acknowledge that they understand the schools' policy on plagiarism and certify that all course assignments will be their own work, except where indicated by correct referencing. Failing to do so may result in automatic expulsion from the program."

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Reading Materials/ Bibliography/Resources

There is no required textbook. All readings and additional material will be shared in “Aula Global” according to the needs of each session.

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