INTERNAL COMMUNICATION
AND CHANGE MANAGEMENT

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OBJECTIVES

After this course student will know what Internal Communication, the role of Communication during Organizational Change is, and gains insights in Organizational Behavior (OB). The internal communication of organizations is seen as one of the most important building blocks of organizations and it is strongly related with efficiency and external performance. Sometimes it is referred as the nervous system of organizations and terms as internal PR and Integrated Marketing Communications shows that in a broad context internal communication is viewed as essential.

COURSE CONTENTS

The course consists of 15 sessions. In these intensive sessions the relevant literature will be discussed, case studies will be analyzed and discussed and materials will be analyzed. There will be three evaluations, 1st an assignment that needs to be completed and hand in during the first session. Second, there will be an exam on the 11th meeting (2 hours). Finally, students need to hand in an essay one week after course. The specifics of the assignments, exam and essay will be presented on p3 of this syllabus.

PREPARATION

The students need to complete assignment 1 before the 1st meeting! All literature needs to be read and understood before the meeting, because we are discussing and elaborating on the literature. This helps also in preparation of the exam in the 12th meeting! All meetings will start with questions about the literature.
PROGRAM

SESSION 1 (FACE TO FACE)

Corporate and Internal Communication

- Introduction
- What is internal communication and what are the goals of internal communication?
- What is corporate communication?
- How is internal communication positioned within corporate communication?

HAND IN ASSIGNMENT 1

1. OBSERVATION

Make a short notes about your own experience with internal communications during a job, summers job, par time job or something alike. If you do not have working experience you can observe internal communications in a café, restaurant or other organization. A second alternative is by interviewing someone with a job. Please try to answer the following questions: a. How where you informed about the tasks / how seem the employees to be informed? What media are used? Which media did you / do they prefer? (Media is the broad definition of email, brochures, leaflets, email, internal social media, but also Face-to-Face meetings with colleagues, supervisor, team meetings, formal or informal etcetera) b. How did the coordination took place / how seem the tasks to be coordinated? c. Did you / do the employees find the internal communication effective? Do internal communications feel you / them committed to the workplace? d. What improvement do you / do they suggest in the internal communication? These notes will be used in one of the first sessions for discussion. Not doing this assignment will lead to a lower grade.

SESSION 2 (FACE TO FACE)

2. Internal communication I

- How to establish effective internal communications
- How to measure internal communication: communication audits

SESSION 3 (FACE TO FACE)

3. Internal Communication II: culture

- Structure and culture of organizations and relations with internal communication
- What is structure?
- What is culture?

SESSION 4 (FACE TO FACE)

Internal Communication III: culture II

- Effective internal communication: the role of dialogue and sensemaking
SESSION 5 (FACE TO FACE)
Organizational Behavior I: commitment, organizational citizenship behavior and identification

- Effective and efficient organizations need a workforce that is committed, identifies themselves with the (goals of) the organization. In this session we will discuss various research on commitment, identification and organizational citizenship behavior.

SESSION 6 (FACE TO FACE)
Organizational Behavior II: leadership, creativity and innovation

- In this class we will discuss the various approaches to leadership and the influence leadership has on creativity and innovation. Why is Apple a love brand? Is this influenced by the leadership of Steve Jobs?

SESSION 7 (FACE TO FACE)
Organizational Change: what is organizational change?

- Organizations change all the time.
- The only constant in organizations seem to be the change it is undergoing.
- What is organizational change?
- How is organizational change applied, what models can be used.

SESSION 8 (FACE TO FACE)
Communication Organizational Change: what is organizational change?

- What does communication about change means?
- Differences between information and communication (dialogue)
- Change models and their communicative capacities
- Change fatigue, resistance to change evaluated from a communicative viewpoint

SESSION 9 (FACE TO FACE)
Case

At least 14 days prior to the meeting the case materials will be send to the students.

Goals of the case and case discussions are to give students valuable insights for how to deal with internal communication and change in practice. Students will learn and see the difficulties involved.
SESSION 10 (FACE TO FACE)

Essay preparation I

The essay that needs to be finished one week after this crash course needs to have a scientific research question. In this first preparation session we will discuss research questions, the way how to select a good research question and how to start with the writing of a good essay.

One week after the crash course has finished you need to hand in your essay by email. The essay will consist of an application of the literature used in the course, combined with collected other literature. The essay will need to process one of the following research questions:

- Why is internal communication important for the success of organizations?
- Who has the main responsibility in internal communications?
- What is the contribution of internal communication to trust, commitment and organizational citizenship behavior?
- Why is internal communication important in the success of organizational change?
- How does internal communication affect resistance to change?
- Besides good verbal qualities, corporate communication professionals and or managers need excellent writing skills. An essay is a special kind of report that focuses on scientific research. We use the APA as reference style, and not applying this will lead to a lower grade. Sentences need to be correct, just as that statements need to be proofed by the correct literature. The essay has a maximum length of 10 pages, excluding references and appendices. In the final meetings of the crash course further information and tips will be given for this assignment.

SESSION 11 (FACE TO FACE)

Debate I

About half of the students will have to debate about internal communication, organizational behavior and communication during organizational change. In the literature and the meetings we have provided an overview of the relevant literature and the scientific insights in the topics. In the debates students will have the opportunity to present their own thoughts, ideas and learned lessons.

Issues for the debate will be delivered shortly before the debate. Students in groups will have approximately 5 - 10 minutes to prepare their standpoints for the debate.

SESSION 12

Exam

To ensure that the literature is read and understood there will be a short exam during which we will test the knowledge of the literature with an exam. The exam consists of 20 multiple choice questions (a - d), two open end questions and an essay question. The multiple choice questions will focus on knowledge, the two open questions will focus on understanding of the literature (not per se knowledge) and the essay question will be testing your ability to apply the knowledge you have gained during the course. The exam will be graded on a 10 points scale (1-10), with 1 as absolute minimum (no question answered correct, and 10 as absolute maximum (all questions correct) - a correct answer of one of the 20 MC questions delivers 3 points - a correct answer of one of the 2 open questions delivers 10 points - a correct answer of the essay question delivers 20 points.
SESSION 13 (FACE TO FACE)

- Debate II: In the second debate the other half of the students will be involved.

See Debate I

SESSION 14 (FACE TO FACE)

Essay preparation II

- Further information will be given about the essay.

Since we have discussed the research questions, we will discuss the other requirements of a good essay. We will shortly show how literature can be collected and integrated in the essay, with the use of proper references. Insights in the APA will be given, as well as the way the essays will be evaluated and graded.

SESSION 15 (FACE TO FACE)

Wrapping up, evaluation and final arrangements.

EVALUATION AND GRADING

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Score %</th>
<th>Comments</th>
</tr>
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<tbody>
<tr>
<td>Class Participation</td>
<td>20%</td>
<td>Participation in discussions, ability to answer questions from literature. Meetings will be about the literature. Students have read the lit</td>
</tr>
<tr>
<td>Intermediate tests</td>
<td>30%</td>
<td>This class will be conducted as a seminar with a focus on in-class discussion. Because of this format, you are expected to attend all class</td>
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<tr>
<td>Punctuality</td>
<td>10%</td>
<td>The paper that will be hand in one week after crash course</td>
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<tr>
<td>Paper</td>
<td>40%</td>
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For the grades the normal standards and procedures of the IE School of Communication will be followed, including the curve.