

Course Guide

Communication Workshop 3: Communication Management

Course Code: CM2010

Academic year 2013-2014, Term 4
International Bachelor Communication and Media
Bachelor 2

Lecturers:

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1. Practical Information

Course Name Communication Workshop 3: Communication Management
Course Code CM2010
Credits 5 EC

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Period BA-2, Term 4

Timetable Check <http://eshcc.sin-online.nl/studiegids/?course=CM2010> for the detailed timetable & locations for this course.

Forms of Instruction Seminar
Assessment Assignments/Final Proposal

Compulsory Literature Erik Qualman. (2012). Socialnomics: How social media transforms the way we live and do business. John Wiley & Sons, Inc.
[Note: Qualman (2011) is also acceptable if you have purchased this version]
Additional readings are available on Blackboard or via the EUR digital library. See the Literature section for the complete list of readings.

Study Load This is a 5 ECTS course. According to departmental norms this means a $5 * 28 = 140$ hrs. workload for students. The norm for reading and studying course material (textbook, extra (research) articles) is 5 pages per hour.

Attending Seminar	8 * 3 hrs.	24 hrs.
Literature	300 pages / 5	60 hrs.
Assignments	6	40 hrs.
Written Examination	1	16 hrs.
TOTAL		140 hrs.

2. Program Overview

Wk.	Session	Subject(s)	Literature	Assignment
1.	Seminar	Introduction	Qualman ch.1,2 Chesbrough, ch.1	IR-1
2.	Seminar	Diverse Business Sectors: B2B vs. B2C	Brennan & Croft Michaelidoua, Siamagkab & Christodoulidesa	
3.	Seminar	Business sector assessment	Witell Patino, Pitta & Quinones	TR-1
4.	Seminar	Interview with the Company <i>Office Consultation</i>	Qualman ch. 8	TR-2 (P/F)
5.	Seminar	Company Interview: results		
6.	Seminar	Customer Analysis	Qualman 9	TR-3 (P/F)
7.	Seminar	Preparing the Consultancy Proposal <i>Office Consultation</i>		GE Pitch
8.	Seminar	Final Proposal Pitch		TP
9.	No class	Final Consultancy Report		Final Consultancy Report

Check <http://eshcc.sin-online.nl/studiegids/?course=CM2010> for the latest timetable and dates

3. Course Introduction

T-mobile succeeds in creating a YouTube viral video by capitalizing on the already viral flashmob videos online. Marc Jacobs gains a loyal following on Twitter through his personable tweets. KLM, currently the undisputed European king of social media for airlines designs a media campaign encouraging people to 'stewardess' themselves, gaining significant attention with well over 55,000 new fans on Facebook in just 7 days. Whether it is the electronics, fashion or the transportation sector, all markets seem infected and challenged by new communications rising in this Web 2.0 era. However, most organizations are in the stage of experimenting with their communications and some are deeply hesitant to go into this new arena.

Have business models transformed radically with the promulgation of new media? For instance, is Barnes & Noble a redundant business now with the growth of Amazon? How should Starbucks respond to customer complaints on their Twitter feed? Do customers want more personalization from their companies via social media and if so, in what ways? And how does new media impact business to business (B2B) relationships? Whether it is the innovating of new business communication or the managing and expansion of current practice, such concerns loom large. Further, the concept of 'international' business has expanded from the conventional notions of having operations in different countries to catering to transnational and cross-cultural clients and establishing business relations across national boundaries. With Twitter, Facebook, Skype, Wordpress, Foursquare and other applications and tools entering the market, businesses are deeply pressured to consider new media to communicate to stay on top of their game.

Students taking this course will identify and work with a particular organization of choice. In groups, they will conduct market research that will include the profiling of the company, their prime concerns and current new media challenges and possible solutions. The areas of investigation will be the following: 1) Business models 2) Marketing 3) Customer relations and 4) networks and partnerships. The goal is to create a proposal to enhance the organization's communication strategies using new media that helps them be more effective. Here, students serve as 'consultants' on new media communication. This workshop will be of interest to students keen on entering the private sector as consultants and communication specialists.

4. Course Objectives

Students have gained knowledge and understanding of:

- The use of new media in business communication
- Organizations and their contemporary concerns regarding Web 2.0 technologies
- One or more types of digital media and business model analysis

Students have developed skills to:

- Analyze and evaluate (research on) the role of new media in business communication
- Empirically examine new business models and new modes of communication
- Translate theoretical notions into an empirical research design
- Apply relevant research methods and techniques covered in the methodological core courses to market research
- Report their research findings in a scientifically substantiated manner

5. Organization & Working Method

Communications

We will use the Blackboard online learning environment to communicate additional information before and during the course, including:

- Teaching materials (such as slides and hand-outs) will be posted onto Blackboard.
- Administrative information about this module (assignments, readings, changes and additions) will be communicated via Blackboard.
- Additional information relevant to the course, such as links to online resources will be made available via Blackboard.
- Assignments should be uploaded digitally on Safe Assignments through Blackboard

Study load:

The credits for this course are 5 EC which equals to 140 hours. Since each block lasts 9 weeks (8 weeks containing lectures/tutorials and 1 week for assessment), students are expected to spend on average 28 hours per week on this course.

Rules relating to attendance:

For the workgroups attendance is mandatory.

- The lecturer will keep an accurate record of attendance.
- If you cannot attend, you need to notify the lecturer in advance, stating your reason of absence.
- When you are absent once, you can still meet the attendance rules without an extra assignment; provided that you are present at all other meetings. However, any missed regular assignments must still be done.
- When you are absent twice, you can meet the attendance rules by making an extra assignment besides the regular assignment(s) of that week. This extra assignment is always an individual assignment and will be assigned by the lecturer. The extra assignment has to be submitted within two weeks to the lecturer, by e-mail and will be graded on a pass/fail basis.
- When you are absent more than twice, you should always make an appointment with the student advisor. In principle, you will be excluded from the course and you will have to take the course again next year.

6. Assessment and Grading

During this course you are required to complete Assignments (Individual and Team reports). You are also expected to participate in class actively. Finally, a final report will conclude the course.

The course is graded on a scale from 0 to 100 points. The table below shows the relative weight of the elements of assessments during the course.

Element	Number	Points	Total
Individual Report (IR)	1	5	5
Team Report (TR)	3	10/5/5	20
Presentation (TP)	1	10	10
GE Pitch	1	15	15
Final Consultancy Report	1	50	50
SUM			100

A final course grade below 5.5 means that the student fails the course; a final grade of 5.5 or higher means passing the course. 6.0+ is satisfactory; 7.0+ is very satisfactory; 8.0+ is good; 9.0+ is excellent.

ASSIGNMENTS:

Individual Report (IR) requirements

Length: 400 words / 1 page only (apart from references and footnotes). Keep it simple: no cover, no graphic illustration, no plastic folders, etc. State in a first line / header line:

Name

Student number

Course code > CM 2010

Name of lecturer

Word count

Make sure you save some time to revise your assignment before submission: Check the spelling, the structure, the use of references, the reference list, etc. Submit a file of your work to Safe Assignment on Blackboard before the seminar. Late assignments will not be accepted. *Only Digital Copies*

Team Presentation (TP) requirements

There will be 1 Final Graded team presentation. The team presentation is meant to inform/pitch to the others in class (and finally the company) about your final proposal strategy for the company of choice (TR-6)

Formal requirements for presentations:

Length: The team presentation should be **10 minutes**.

Format: View this pitch as if your team is competing with other consultancy teams for the best social media proposal for the company. Hence, present as though pitching your idea to the company for getting the big contract. Hence, it needs to be compelling, creative, and convincing. Make sure to balance your specific social media strategies with an impressive demonstration of your understanding of the company needs, targeted customer groups, and the big picture of the business sector.

Supporting material: Students are welcome to use handouts, Powerpoint slides, and/or other supporting material.

Team Reports (TR)

Note: See word count in weekly outline

For all team assignments:

Include page numbers

Margins: Top and bottom: 2,5 cm. Left and right: 3 cm.

Font: 12 in Times New Roman or similar (e.g., 11 in Arial)

Keep it simple: no cover, no graphic illustration, no plastic folders, etc.

State in a first line / header line:

Team number

Names of all team members + student numbers

Course code > CM 2010

Name of lecturer

Word count

Make sure you save some time to revise your assignment before submission: Check the spelling, the structure, the use of references, the reference list, etc. Submit a file of your work to Safe Assignment on Blackboard before the seminar. Late assignments will not be accepted. *Only Digital Copies*

The following criteria are used for grading the reports:

***Note:** *The criteria for the final report is different, see end of course guide for further information*

1. **Literature:** appropriate discussion of what previous publications about theory, methods and research results have to offer.
2. **Analysis:** concerns the critical interpretation of the available material (literature, other web sources) as well as the critical interpretation of one's own (research) activities.
3. **Reasoning:** proper construction of the argument

4. **N**eatness: spelling, grammar, writing style, lay out, and references.
5. **C**reativity: innovative, original and out of the box thinking

The criteria are weighed as follows:

Assessment	L	A	R	N	C	Max.
IR-1	2	2	.5	.5		5
TR-1	4	4	1.5	.5		10
TR-2 (Pass/ Fail)						5
TR-3 (Pass/ Fail)						5
Consultancy Report						50
GE Pitch		5			10	15
PRESN	2	3	3		2	10

7. General Requirements for Assessment

- The readings for the week should be brought to the seminar.
- Always make sure to clearly state your name, student# etc on the front page of each assignment you submit.
- All assignments should be carefully checked for spelling, grammar and punctuation.
- Submit your assignment to Safe Assignment on Blackboard before the deadline.
- Deadlines are strict in the IBCoM program; it is not possible to compensate for work submitted after the deadline. Also, there is no resit for work submitted after the deadline.
- When quoting and referring to sources and literature, follow the annotation rules outlined in the department-specific reference guidelines via the Writing Guide Media, Communication and Culture 2011-2012
- Do not quote too much; it is better to paraphrase – you should describe the arguments of the author in your own words and make sure the arguments you cite fit logically into your own argument.

Referencing & Lay Out

Assignments should **always** follow the Writing Guide Media, Communication and Culture. When quoting and referring to sources and literature, follow the annotation rules and make sure you follow the requirements as listed in the 'Checklist'. This guide is available on http://www.eshcc.eur.nl/english/ibcom/studentinfo/guidelines/writing_guide/.

Plagiarism

The assignments are individual products. It is not allowed to use work from other students. Plagiarism is reported to the *Examination Board*, which may decide to expel the student from this course, or from the curriculum.

It is permitted, though, to discuss each other's work. Self-plagiarizing is not allowed either, meaning that students are not allowed to submit their own work that was previously submitted in any earlier course, including the same course taken at an earlier time, any other IBCoM Courses and courses taken in another degree programme. This includes any previous work, regardless of the grade received. All assignments must refer carefully to the (scientific) sources used. Copying the ideas and results of other authors (either word for word, or as a paraphrase) without explicit reference to the source is considered to be plagiarism. The submission of electronic versions of the assignments in Blackboard's SAFE ASSIGNMENT is necessary to facilitate (automatic) checks on plagiarism. It is your responsibility to familiarize yourself thoroughly with the faculty's policy on unfair practices, fraud and plagiarism. More information on this policy can be found at http://www.eur.nl/english/eur/publications/cheating_and_plagiarism/.

8. Course: Week-by-Week

WEEK 1: INTRODUCTION - SOCIAL MEDIA & CONTEMPORARY BUSINESS MODELS

What is a business model? How do social media challenge conventional business practice? What is open innovation?

Required preparation

- Read Course guide
- Qualman, E. (2012). *Socialnomics*: chapter 1, 2
- Chesbrough, H. (2013). *Open business models: How to thrive in the new innovation landscape*. Harvard Business Press. Boston: Massachusetts. (chapter 1)

Individual Report 1 (IR-1) [max. 400 words] 5 points

Write a short essay on what makes a good open business model in today's social media age. Ground this essay by using a specific business example that illustrates the connection between Chesbrough and Qualman's argument.

Submit: on Safe Assignment before the start of the class

In class: Form groups of 3 as a consultant team

WEEK 2: DIVERSE BUSINESS SECTORS: B2B VS. B2C MODELS

How are diverse business sectors using web 2.0 in their marketing, public, and customer relations? How does the B2B approach to social media differ from B2C? What constitutes as best practice in internet usage within each of these sectors?

Required preparation

- Brennan, R., & Croft, R. (2012). The use of social media in B2B marketing and branding: An exploratory study. *Journal of Customer Behaviour*, 11(2), 101-115.
- Michaelidou, N., Siamagkab, N.T., & Christodoulidesa, G. (2011). Usage, barriers and measurement of social media marketing: An exploratory investigation of small and medium B2B brands, *Industrial Marketing Management*, 40(7), 1153-1159

In class: *Exercise: B2B vs. B2C debate*; GE simulation

WEEK 3: CONDUCTING MARKET RESEARCH

What is good market research? What is the role of social media in market research today?

Required preparation

- Witell, R., Kristensson, P., Gustafsson, A., & Lofgren, M. (2011). Idea generation: Customer co-creation versus traditional market research techniques, *Journal of Service Management*, 22(2), 140-159

- Patino, A., Pitta, D.A., & Quinones, R. (2012). Social media's emerging importance in market research, *Journal of Consumer Marketing*, 29(3), 233–237

Team Report 1 (TR-1) [max. 1000 words] 10 points

Identify your chosen sector (specify B2B or B2C). Conduct a review of literature to demonstrate insight into the state of the art in this particular sector including how this sector has changed over the last few decades and how social media is used today in this business arena (at least 10 academic sources)

Submit: on Safe Assignment before the start of the class

In class: each team must be prepared to share your market research plan

WEEK 4: INTERVIEW WITH THE COMPANY

How does your company perceive and use social media in their business? What are their main concerns and future aspirations with these tools?

Required preparation

- Qualman, E. (2012). Socialnomics: chapter 8

Team Report 2 (TR-2) P/F 5 points

Prepare 10 interview questions for your company on their communication strategies and new media usage. Create a chart stating 1) the questions and 2) the goal/ intent for the questions. The goal is to capture how and why your company is using specific social tools and what continues to concern them with regard to social media usage. Also, what is their future plan regarding communicating with these new tools and who are the target audiences?

Note: This is a Pass (5 points)/ Fail (0 points) assignment. Criteria = submission & effort

NOTE: Team consultations by Appointment: instead of class, each team will make an appointment with the teacher and discuss their questions. Team needs to bring a copy of the questions to the appointment session to get their points.

WEEK 5: INTERVIEW RESULTS WITH COMPANY

How does your interview with the company shape your understanding on the new communication challenges facing this company's sector? How will you respond to this through concrete proposal strategies for the company?

Required preparation

- Come prepared to share your interview results in class

WEEK 6: CUSTOMER ANALYSIS

To what extent are companies reflective of and responsive to customer needs, demands, and behaviors through social media? How can companies capitalize on new media technologies to best cater to their customers online to shape their communication strategies?

Required preparation

- Mudambi & Schuff (2010). What makes a helpful online review? A study of customer reviews on Amazon.Com *MIS Quarterly*, 34 (1), 185-200
- Jansen et. al. (2009). Twitter Power: Tweets as Electronic Word of Mouth. *Journal of the American Society for information science and technology*, 60(11):2169–2188.
- Chu, S.-C., Kim, Y. (2011). Determinants of consumer engagement in electronic word-of-mouth (eWOM) in social networking sites. *International Journal of Advertising*, 30(1), 47-75.

Team Report 3 (TR-3) P/F 5 points

Conduct a customer analysis through ways that are applicable to your business sector: examples include online survey design, interviews, online content analysis, creative collaboration with customers etc.

Bring a printed copy to class

Note: This is a Pass (5 points)/ Fail (0 points) assignment. Criteria = submission & effort

In class: Pair teams. Simulation of client-consultant where each team serves as a consultant to the other on customer analysis, conducting it in class and sharing their results with the paired team

WEEK 7: PREPARING YOUR PROPOSAL FOR THE COMPANY

Required preparation

See guidelines for final proposal under Week 9

NOTE: Team consultations by Appointment: instead of class, each team will make an appointment with the teacher and discuss their final ideas for the proposal. They need to come well prepared to the appointment with key ideas and justification for the POA.

GE Pitch (15 points)

Submit your GE competition report, keeping in mind the following:

- 1) **Case and Challenge:** GE is a B2B company. This is distinctly different from communicating about products and services in other customer-oriented businesses and even more challenging when the industry is dominated by an older population that is not very connected to new media. Hence, students need to focus on how to

connect with GE's customers' customers to keep current business and win new business.

- 2) **Focus (content & delivery).** The hook with the students will be marrying stellar content with the right delivery platform to keep and win business. Come up with a compelling digital narrative and identify audience. GE wants student-driven, youthful-oriented and creative approaches to customer relations using social media platforms. This is not about rebranding (GE has a well-established brand) but about sustaining current business relations and attracting new clients.
- 3) **Theme:** Water, Power, and/or Energy
- 4) **Evaluation committee:** The GE Communication team in New York will be reviewing these proposals and selecting the top 3 pitches. The winners will get a personal recommendation on their LinkedIn account by the Head of Communications at GE
- 5) **Format:** Be creative! The pitch includes 2 parts:
PART I. Provide a 1-page report to convince the GE client on how your strategy enables their B2B communications via social media
PART II. In no longer than 5 minutes, demonstrate your idea through a creative media avenue to tell your story: examples include using a prezi, podcasts, video, transmedia storytelling etc.
For inspiration, check this link out:
<http://blog.hubspot.com/blog/tabid/6307/bid/33505/10-B2B-Companies-That-Create-Exceptional-Content.aspx>

WEEK 8: FINAL PROPOSAL PITCH

Final Consultancy Pitch in class: 10 points (see Final Consultancy Report in Week 9 for details)

WEEK 9: FINAL PROPOSAL DUE

Final Consultancy Report [max. 2500 words] 50 points

Work on creating your Final Social Media Consultancy Proposal for the company. Make sure to capitalize on your prior assignments for this, including highlighting the business model, business sector trends and statistics, company vision/goals, and customer needs. This would be used as a justification for your recommendations/ideas. The emphasis is on originality, creativity and critical analysis of the business at hand. The proposal will be graded on the following rubrics:

- 1) Innovative and creative nature of specific strategies
- 2) Clear explanation and feasibility on operationalizing these strategies
- 3) Appropriate match between company needs/goals and customer demands
- 4) Demonstrated justification of strategies based on statistics, studies and other relevant material that reflects the state of the art in the select business sector

9. References

- Brennan, R., & Croft, R. (2012). The use of social media in B2B marketing and branding: An exploratory study. *Journal of Customer Behaviour*, 11(2), 101-115.
- Chesbrough, H. (2013). *Open business models: How to thrive in the new innovation landscape*. Harvard Business Press. Boston: Massachusetts
- Chu, S.-C., Kim, Y. (2011). Determinants of consumer engagement in electronic word-of-mouth (eWOM) in social networking sites. *International Journal of Advertising*, 30(1), 47-75.
- Jansen et. al. (2009). Twitter Power: Tweets as Electronic Word of Mouth. *Journal of the American Society for information science and technology*, 60(11):2169–2188.
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- Qualman, E. (2012). *Socialnomics: How social media transforms the way we live and do business*. John Wiley & Sons, Inc.
- Witell, R., Kristensson, P., Gustafsson, A., & Löfgren, M. (2011). Idea generation: Customer co-creation versus traditional market research techniques, *Journal of Service Management*, 22(2), 140-159