

TEACHING GUIDE

COMMUNICATION AND CRISIS MANAGEMENT

GRADO EN PROTOCOLO, ORGANIZACIÓN DE EVENTOS Y COMUNICACIÓN CORPORATIVA (INGLÉS)

ACADEMIC YEAR 2024-25

Date: 30-06-2024



 **Q2803011B UNIVERSIDAD REY JUAN CARLOS**
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I.-Subject Identification	
Type	OBLIGATORIA
Teaching period	3 course, 1Q semester
Nº of credits	6
Language in wich the subject is taught	English

II.-Presentation
<p>The main objective of the subject Communication and Crisis Management is to provide a vision of the reality during the development of possible crises in companies, organizations, and institutions. It is intended that students understand and analyze the theories about the production and resolution of crises as the main function in the economic and psychosocial context, as well as in private and public arenas. The aim is to train future professionals who, in addition to acquiring the specific technical competence, will have a personal and human formation that will allow them to develop and relate in an adequate way in their future jobs.</p> <p>The importance of the course lies in the acquisition of knowledge and skills to analyze management processes and restore the reputation and trust damaged during a crisis.</p>

III.-Competences
<p>Generic competences</p> <p>CG2. Ability to apply knowledge to practice CG3. Ability to analyse, gather and summarise information and data CG4. Oral and written communication skills in the language of the degree CG5. Development of autonomous learning in the field of study CG6. Planning and organisation skills CG9. Ability to gather, evaluate and interpret information from different sources CG10. Decision-making and problem-solving skills CG12. Development of interpersonal skills CG13. Recognition of diversity and multiculturalism. Knowledge of other cultures and customs CG14. Critical-thinking and self-criticism skills CG15. Ability to coordinate, manage and motivate work teams in order to gain benefits and achieve results for other people CG16. Leadership, with a conscious and ongoing commitment to respond constructively to challenges, contributing towards their resolution with experience, knowledge and action CG18. Excellent oral and written communications skills for professional practice</p>
<p>Specific competences</p>



- CE7. Gain specific knowledge in the field of communications and on how the media operates in relation to institutions and businesses, as the fundamental principle to position a message
- CE9. Learn how to programme the communication plan, internal and external, for a business organisation, corporation or institution
- CE13. Ability to communicate different messages to all types of audiences, differentiating the information with accuracy
- CE15. Knowledge of online media and use of corporate communication and marketing tools
- CE17. Ability to identify, value and manage the intangible assets of a company regarding communication
- CE18. Comprehensive image and corporate reputation management
- CE19. Communication skills and institutional relations: ability to defend and present different projects related to a brand, events or corporate communication
- CE24. Coordinate internal and external communication teams. Ability to design and manage an internal and external communication plan for a company or event
- CE25. Gain the necessary knowledge, abilities and attitudes to design, organise and manage a crisis and apply a specific communication plan accordingly. Learn and acquire the necessary skills to effectively manage risks in organisations
- CE29. Image management skills. Ability to structure a message according to its support system and the type of media used



IV.-Contents

IV.A.-Syllabus

- Unit 1. Contemporary social context: The non-crisis
 - 1.1. Knowledge and trend monitoring
 - 1.2. Anticipation and risk assessment tools
 - 1.3. The knowledge of the publics involved or stakeholders
- Unit 2. Concept of crisis
 - 2.1. Notion
 - 2.2. Characteristics
 - 2.3. Typologies and models
- Unit 3. Crisis prevention: Pre-crisis
 - 3.1. Organizational preparedness
 - 3.1.1. The Crisis Management Manual
 - 3.2. Crisis communication plan
 - 3.2. Human preparedness
 - 3.2.1. The crisis committee or crisis team
- Unit 4. Communication crisis management
 - 4.1. Communication tools
 - 4.2. Message construction
 - 4.3. Dissemination of the message
 - 4.4. Case studies in the private, public and third sector.
- Unit 5. After the crisis: The evaluation plan
 - 5.1. The evaluation of intangible values: reputation and trust
 - 5.2. Tools for assessing communication management during the crisis

IV.B.-Training activities

Type	Title
Reading	The professor will provide readings for critical commentary and discussion.
Theoretical lectures.	Projects oriented to the resolution of problems or practical cases.
Projects aimed at the individual learning of the students.	Presentation of group projects.

V.-Student workload	
Lecture classes	30
Practical classes/resolution of exercises, case studies, etc.	20
Practical sessions in technological laboratories, hospitals, etc.	0
Tests	10
Academic tutorials	24
Related activities: conferences, seminars, etc.	24
Preparation of lecture classes	22
Preparation of practices, exercises, cases studies work	20
Test preparation	30
Total student workload	180

VI.-Methodology and academic programme		
Type	Period	Content
Master classes	Week 1 to Week 16	The basic theoretical contents of the course will be developed in class by the professor and completed with the use of the complementary bibliography presented throughout the course.
Work placements	Week 1 to Week 16	The practical sessions will consist of the resolution of exercises carried out individually or in group by the student to complement the theoretical knowledge acquired.
Academic Tutorials	Week 1 to Week 16	See tutoring schedule or email the professor for more information.
Tests	Week 1 to Week 16	Examination date established by the university and submission of assignments.



VII.-Assessment methods

VII.A.-Assessment weighting

Continuous ordinary assessment:

The distribution and characteristics of the assessment tests are those described below. Only in exceptional case and for special reasons may the teacher add changes to the Guide. These changes will require the prior consultation with the Subject Head and the prior and explicit authorisation of the Degree Programme Coordinator, who will notify the Vice-Rector's office in charge of Academic Affairs of the modifications made. In any case, the changes proposed must take into account the stipulations of the verified report. In order for these changes to take effect, they must be duly communicated at the start of the course to the students using Aula Virtual.

The combination of activities that are not re-assessable cannot exceed 50% of the subject grade and, in general, cannot have a minimum grade (except for the case of laboratory or clinical work placements, where duly justified), and tests which exceed 60% of the subject weighting cannot be added.

Extraordinary assessment: Students who do not manage to pass the ordinary assessment, or who did not attend, will be subject to completion of an extraordinary assessment to verify their acquisition of the skills established in the guide, only for activities that are re-assessable.

Description of the tests for assessment and their weights.



GENERAL OBSERVATIONS:

PLAGIARISM. The activities and university works must be original. When using fragments from other sources, these must be properly cited. Cases of total or partial plagiarism will be penalized with the non-evaluation of the work, or the possibility of reevaluation.

SPELLING. Spelling mistakes will result in a decrease in the final grade. The qualification of the activities, works, and exams will be evaluated not only on a content basis, but also on the aspects that contribute to correct written expression such as formal presentation, structure, organization of ideas and contents, correct spelling and punctuation, amongst others will be considered. In short, the correspondence of expression to a university level will be evaluated.

EXPRESSION. The grading of the written exams includes aspects such as spelling, punctuation and accentuation, as well as expression corresponding to a university level. The structure and presentation of the written text will also be taken into account in the grade. Attention will also be paid to the legibility of graphics and content, the order of the text structure, syntax, and concordance, including the use of appropriate markers.

WEIGHTING OF THE EVALUATION

Attendance is considered mandatory and is weighted. The student must attend to at least 50% of the classes. The extraordinary evaluation is intended only for students who fail to pass the reevaluable tests in the ordinary evaluation, or who have not presented themselves, and will be carried out under the terms established by the professor.

The evaluation will follow these guidelines:

Individual written test (25%). To be carried out on an official date and in person. Minimum grade: 5. Re-evaluable in extraordinary call.

Written team project (25%). Crisis management manual (15%) and Social media communication plan (10%). Minimum grade: 5. Failure to submit in due time and form will result in a failing grade. Re-evaluable in extraordinary call.

Oral team project (25%). Simulation of a press conference (media training) and management of live social media (15%) and press dossier (10%). Minimum grade: 5. Failure to attend this test will result in a failing grade. Not reevaluable in extraordinary call.

Individual written project (20%). Minimum grade: 5. Reevaluable in extraordinary exams.

Attendance (5%). Not reevaluable in extraordinary call. Students must sign the attendance sheet.

Evaluation of students with academic dispensation

In order for a student to be eligible for this evaluation, he/she will have to obtain the 'Academic Dispensation' for the subject, which he/she will have requested from the Dean or Director of the Center that teaches his/her degree. The Academic Dispensation may be granted as long as the peculiarities of the subject allow it. Likewise, students with academic dispensation must attend the planned evaluations.

VII.B. Assessment of students with an academic exemption

Student who wish to opt for this assessment will have to get an academic exemption for the subject, which they will have to request from the Dean or Director of the Centre which teaches their course. An academic exemption may be granted where the subjects own characteristics allow for it.

Subject with the possibility of an exemption: Yes

VII.C. Review of assessment tests

In accordance with the exam appeal regulations of the Universidad Rey Juan Carlos.

VII.D.-Students with a disability or special educational needs

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Curricular adaptations for students with a disability or special educational needs will be determined by the Disabled Students Support Department, in accordance with the regulations governing the Disabled Students Support service, approved by the Universidad Rey Juan Carlos Council, in order to guarantee equal opportunities, inclusive treatment, universal accessibility and a greater guarantee of academic success.

For this purpose, this Department will have to issue a curricular adaptation report, therefore students with disabilities or special educational needs must contact the Department to analyse the different alternatives together.

VII.E.-Academic behaviour, academic integrity and honesty

The Universidad Rey Juan Carlos is completely committed to the highest standards of academic integrity and honesty. Therefore, studying at the URJC means you accept and agree to the academic integrity and honesty values described in the University's Code of Ethics. In order to monitor this procedure, the University has Regulations on academic behaviour at the Universidad Rey Juan Carlos and uses different tools (anti-plagiarism, supervision?) which provides a collective assurance that these essential values are completely developed

VII.-Bibliography

Referecenc Generic

Burgueño, José Manuel (2018). Qué hacer cuando arde la red: gestión de crisis de comunicación online. Editorial: UOC.
 Coombs, Timothy (2014). Ongoing Crisis Communication: Planning, Managing, and Responding. SAGE Publications, Inc.
 Halpern, Daniel (2014). Gestión de crisis: teoría y práctica de un modelo comunicacional. RIL Editores.
 Losada Díaz, José Carlos (2010). Comunicación en la gestión de crisis. Editorial: UOC.
 Romero-Rodríguez, Luis M. (2020). Manual de gestión de la comunicación corporativa. Editorial: Tecnos.
 Ulmer, Robert R. Sellnow, Timothy L. Seeger, Matthew W. (2010) Effective Crisis Communication: Moving From Crisis to Opportunity. SAGE Publications, Inc.

Reference literature

Xifra, Jordi (2020). "Comunicación corporativa, relaciones públicas y gestión del riesgo reputacional en tiempos del Covid-19". El profesional de la información, 29(2), 1-18. <https://doi.org/10.3145/epi.2020.mar.20>
 Rybalko, Svetlana, & Seltzer, Trent (2010). Dialogic communication in 140 characters or less: How Fortune 500 companies engage stakeholders using Twitter. Public Relations Review, 36(4), 336–341.

IX.-Lecturers/Teachers/Professors

Lecturer/teacher/professor´s name	ALMUDENA YEBRA ROMANILLOS
E-mail address	almudena.yebra@urjc.es
Department/field	Comunicación Audiovisual y Publicidad
Category	Profesor/a Asociado/a
Subject Coordinator	Yes
Academic tutorial timetable	Para consultar las tutorías póngase en contacto con el/la profesor/a a través de correo electrónico
Nº of Quinquenios	0
Nº of Sexenio	0
Nº period for technology transfer	0
Stretch Docentia	0

