

 <div>LSPR Institute of Communication & Business <small>The Leading Graduate School of Communication & Business ASEAN Global Campus</small> MASTER PROGRAMME</div>	INSTITUT KOMUNIKASI DAN BISNIS LSPR FAKULTAS PASCASARJANA PROGRAM STUDI MAGISTER ILMU KOMUNIKASI				CODE RPS/PGP/S2/ODD/FCM
SEMESTER LEARNING PLAN					
COURSES	CODE	Course Group	WEIGHT (credits)	SEMESTER	Date of Development
Fundamentals of Communication Management	MGT7062		3 credits	1	February 2022
Authority/Approval	Course Developer		RMK Coordinator		Program Chair
	Dr. Andre Ikhsano, M.Si		Dr. Andika Witono, M.M.		Dr. Andika Witono, M.M.
Learning Outcomes	CPL - Program Study assigned to MK				
	CPL 1 – P2	P2 – Analyzing various theories, concepts, and models in the field of communication to conduct critical analysis or discuss various communication theories. <ul style="list-style-type: none">In accordance with the fundamentals of communication management, students must understand communication theories and how to apply them in managing organizational or institutional communication.			
	CPL 2 – KU 1	KU1 – Able to design and develop their research according to their field of expertise in solving problems in society or relevant industries through the development of their knowledge and skills.			

		<ul style="list-style-type: none"> This course requires academic argumentation skills in the field of managerial communication that must be conveyed effectively.
	CPL 3 – KK2	<p>KK2 – Produce innovative, applicable, and productive work in the form of social technology, management in the field of communication, and related areas.</p> <ul style="list-style-type: none"> Students must be able to apply the basic principles of communication in organizational communication strategies and leadership in a productive manner.
	CPL 4 – KU5	<p>KU5 – Able to make decisions in the context of problem-solving in the development of science and technology, taking into account and applying humanistic values based on analytical or experimental studies of information and data.</p> <ul style="list-style-type: none"> Communication management requires data analysis and research-based decision-making skills.
	CPL 5 – S3	<p>S3 – Contributing to the improvement of the quality of life in society, nation, state, and the advancement of civilization based on Pancasila;</p> <ul style="list-style-type: none"> Professionalism in communication is based on contributions to improving the quality of community life based on Pancasila.
	Course Learning Outcomes (CPMK)	
	CPMK 1	<p><i>Students are able to analyze basic concepts of communication management, evaluate communication theories relevant to organizational management, and critically and systematically integrate communication principles into organizational communication strategies.</i></p> <p>Related CPL codes:</p> <ul style="list-style-type: none"> ✅ P2 – Understand how to use communication theory to solve problems in society and apply it in professional and individual life. ✅ KU1 – Able to formulate ideas, thoughts, and scientific arguments responsibly and based on academic ethics, and communicate them through media to the academic community and the wider public.

	CPMK 2	<p>CPMK 2: <i>Students are able to apply communication strategies in organizational management, develop data-based communication planning documents, and conduct simulations of effective communication management practices in various professional contexts.</i></p> <p>Related CPL codes:</p> <p>✓ KK2 – Produce innovative, applicable, and productive works in the form of social technology, management in the field of communication, and related to communication.</p> <p>✓ KU5 – Able to make decisions in the context of solving problems in the development of science and technology that consider and apply humanities values based on analytical or experimental studies of information and data.</p>
	CPMK 3	<p>CPMK 3: <i>Students are able to demonstrate professionalism in managing organizational communication, actively participate in discussions and communication management simulations, and internalize ethics and social responsibility in every communication strategy developed.</i></p> <p>Related CPL</p> <p>✓ codes: S3 – Demonstrate a responsible attitude towards work in their field of expertise independently based on Pancasila.</p> <p>✓ KU5 – Able to make decisions in the context of solving problems in science and technology development that consider and apply humanistic values based on analytical or experimental studies of information and data.</p>
	Final Competencies for Each Learning Stage (Sub-CPMK)	

Meeting 1

Students are able to explain and understand the principles of organizational communication.

CPMK: 1

Session 2

Students are able to compare various communication theories and apply them in case studies.

CPMK: 1

Session 3

Students are able to connect theory with organizational communication models.

CPMK: 1

Session 4

Students are able to evaluate communication strategies used in various organizations.

CPMK: 2

Session 5

Students are able to develop communication strategies based on theory.

CPMK: 2

Session 6

Students are able to design communication strategies based on data.

CPMK: 2

Session 7

Students are able to apply innovative organizational communication practices.

CPMK: 1

CPL: P2, S3, KU5

Session 8 – Midterm Exam

Evaluation of understanding of theory and application of corporate communication.

Session 9

Students are able to identify the role of communication in organizational change.

CPMK: 3

CPL: P2, KK2

Session 10

Students are able to design communication strategies in crisis situations.

CPMK: 3

CPL: P2, KK2

Session 11

Students are able to apply communication skills in an organization.

CPMK: 3

CPL: P2, KK2

Session 12

Students are able to analyze the effectiveness of media relations within an organization.

CPMK: 3

CPL: P2, KK2

Session 13

Students are able to apply the concepts of digital communication management.

CPMK: 2 & 3

CPL: S3, KK2

Session 14

Students are able to prepare data-based organizational communication reports.

CPMK: 3

CPL: KK2, P5

Session 15 –

Students are able to form an ethical perspective on communication in corporations. **CPMK:** 3

CPL: P5, KK2,

Session 16

Final evaluation of corporate communication strategies

Correlation of CPL to Sub-CPMK

	<p>simulations, students will acquire the skills to manage effective communication, build organizational reputation, and handle communication in crisis situations.</p>
<p>Course Content: Learning Materials</p>	<p>1. Theories and Basic Concepts in Communication Management</p> <ul style="list-style-type: none"> • Basic principles of organizational communication management • Communication models in organizations • The role of communication in leadership and decision making <p>References</p> <ul style="list-style-type: none"> • Book: Cornelissen, J. (2020). <i>Corporate Communication: A Guide to Theory and Practice</i> (6th ed.). SAGE Publications. • Book: Tourish, D. (2019). <i>Management Communication: A Critical Perspective</i>. Routledge. • Journal: Clampitt, P. G. (2018). "Effective Managerial Communication: Applying Theory to Practice." <i>Journal of Business Communication</i>, 55(3), 310-328. <p>2. Communication Strategies in Organizations</p> <ul style="list-style-type: none"> • Communication strategy planning • Organizational Branding and Reputation • Media Relations and Public Affairs <p>References:</p> <ul style="list-style-type: none"> • Book: Argenti, P. A. (2021). <i>Corporate Communication</i> (8th ed.). McGraw-Hill Education. • Journal: Zerfass, A., & Viertmann, C. (2022). "Managing Organizational Communication: Insights from Strategic Communication Research." <i>Journal of Communication Management</i>, 26(1), 23-41. • Journal: Kim, J. N., & Krishna, A. (2017). "The Effects of Reputation and Crisis History on Crisis Communication Strategy." <i>Public Relations Review</i>, 43(1), 183-192.

3. Communication in Organizational Change

- Communication in Change Management
- Managing Organizational Resistance to Change
- Case studies of communication strategies in corporate change

References:

- **Book:** Clappitt, P. G. (2016). *Communicating for Managerial Effectiveness* (6th ed.). SAGE Publications.
- **Journal:** Lewis, L. K. (2019). "Organizational Change Communication: Examining the Role of Leadership and Media Influence." *Journal of Business Communication*, 56(2), 215-239.
- **Journal:** Heide, M., & Simonsson, C. (2018). "Developing Internal Crisis Communication: New Roles and Practices of Communication Professionals." *Corporate Communications: An International Journal*, 23(2), 20-35.

4. Crisis Communication and Risk Mitigation

- Communication strategies in crisis situations
- Reputation Management and Organizational Image Recovery
- The Role of Social Media in Crisis Communication

References:

- **Book:** Coombs, W. T. (2019). *Ongoing Crisis Communication: Planning, Managing, and Responding* (6th ed.). SAGE Publications.
- **Journal:** Jin, Y., Liu, B. F., & Austin, L. (2021). "Social Media and Crisis Communication: Expanding the Horizons of Crisis Communication Research and Practice." *Journal of Public Relations Research*, 33(3), 157-173.
- **Journal:** Claeys, A. S., Cauberghe, V., & Pandelaere, M. (2020). "How Organizations Can Use Social Media to Manage a Crisis: The Role of Media Credibility and Crisis Type." *Public Relations Review*, 46(4), 101-112.

	<p>5. Trends in Organizational Communication in the Digital Age</p> <ul style="list-style-type: none"> • Digitalization and its impact on organizational communication • Social Media as a Strategic Communication Tool • The Use of Data and Analytics in Communication Management <p>References:</p> <ul style="list-style-type: none"> • Journal: Verčič, D., & Zerfass, A. (2021). "Digital Communication Management: The Evolution of New Media and Strategic Organizational Communication." <i>Public Relations Review</i>, 47(2), 102-118. • Book: Kent, M. L. (2022). <i>The Future of Strategic Communication: Technology and Engagement in a Digital World</i>. Routledge. • Journal: DiStaso, M. W., & Bortree, D. S. (2019). "Ethics and Social Media: Exploring Public Relations Practitioners' Use of Digital Platforms." <i>Journal of Media Ethics</i>, 34(3), 129-142.
References	Primary
	<ul style="list-style-type: none"> □ Cornelissen, J. (2020). <i>Corporate Communication: A Guide to Theory and Practice</i> (6th ed.). SAGE Publications. (Book) □ Argenti, P. A. (2021). <i>Corporate Communication</i> (8th ed.). McGraw-Hill Education. (Book) □ Tourish, D. (2019). <i>Management Communication: A Critical Perspective</i>. Routledge. (Book) □ Coombs, W. T. (2019). <i>Ongoing Crisis Communication: Planning, Managing, and Responding</i> (6th ed.). SAGE Publications. (Book) □ Clampitt, P. G. (2016). <i>Communicating for Managerial Effectiveness</i> (6th ed.). SAGE Publications. (Book) □ Verčič, D., & Zerfass, A. (2021). "Digital Communication Management: The Evolution of New Media and Strategic Organizational Communication." <i>Public Relations Review</i>, 47(2), 102-118. (Journal) □ Lewis, L. K. (2019). "Organizational Change Communication: Examining the Role of Leadership and Media Influence." <i>Journal of Business Communication</i>, 56(2), 215-239. (Journal)
	Supporters

	<ol style="list-style-type: none"> 1. Zerfass, A., & Viertmann, C. (2022). "Managing Organizational Communication: Insights from Strategic Communication Research." <i>Journal of Communication Management</i>, 26(1), 23-41. (Journal) 2. Jin, Y., Liu, B. F., & Austin, L. (2021). "Social Media and Crisis Communication: Expanding the Horizons of Crisis Communication Research and Practice." <i>Journal of Public Relations Research</i>, 33(3), 157-173. (Journal) 3. Kim, J. N., & Krishna, A. (2017). "The Effects of Reputation and Crisis History on Crisis Communication Strategy." <i>Public Relations Review</i>, 43(1), 183-192. (Journal) 4. Claeys, A. S., Cauberghe, V., & Pandelaere, M. (2020). "How Organizations Can Use Social Media to Manage a Crisis: The Role of Media Credibility and Crisis Type." <i>Public Relations Review</i>, 46(4), 101-112. (Journal) 5. Kent, M. L. (2022). <i>The Future of Strategic Communication: Technology and Engagement in a Digital World</i>. Routledge. (Book) 6. DiStaso, M. W., & Bortree, D. S. (2019). "Ethics and Social Media: Exploring Public Relations Practitioners' Use of Digital Platforms." <i>Journal of Media Ethics</i>, 34(3), 129-142. (Journal) 7. Heide, M., & Simonsson, C. (2018). "Developing Internal Crisis Communication: New Roles and Practices of Communication Professionals." <i>Corporate Communications: An International Journal</i>, 23(2), 20-35. (Journal)
Learning Media	Software: PowerPoint, Google Forms. Hardware: Computer, Projector, Whiteboard, Markers. Learning Methods: Case-Based Learning, Project-Based Learning, and Research-Based Learning
Instructor	1. Dr. Anita Rosana, BA, MA.
Prerequisite Courses	None

Week Week	Final skills at each stage of learning (Sub-CPMK)	Assessment		Form of Learning; Learning Methods; Student Assignments [Time Estimate]		Materials Learning	Assessment Weight (%)
		Indicators	Criteria & Techniques	Offline	Online		
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
1	Students are able to explain the basic concepts of communication and understand the role of communication in organizational management and administration.	Able to explain and understand the principles of organizational communication.		Lecture (60 minutes), discussion and Q&A (90 minutes)		Book: Cornelissen, J. (2020). Corporate Communication: A Guide to Theory and Practice. SAGE Publications. Chapter: 1	4%
2	Students are able to identify relevant communication theories in	Able to compare various communication theories and apply them in case studies.		Lecture (60 minutes), discussion and Q&A		Book: Argenti, P. A. (2021). Corporate Communication.	4%

	organizational						
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	management and evaluate their strengths and weaknesses.			(90 minutes)		McGraw-Hill Education. Chapter: 3	
3	Students are able to analyze organizational communication models.	Able to connect theory with organizational communication models.	Assignment 1: Group assignment paper (qualitative summary of session 1, 2, and 3 materials)	Lecture (60'), discussion, and case study (90')		Journal: Clampitt, P. G. (2018). "Effective Managerial Communication." Journal of Business Communication.	4%
4	Students are able to compare various communication strategies in organizational management based on case studies.	Able to evaluate communication strategies used in various organizations.		Lecture (60'), case study analysis (30')		Journal: Zerfass, A., & Viertmann, C. (2022). "Managing Organizational Communication." Journal of Communication Management.	4%
5	Students are able to apply communication theory in organizational management and leadership communication strategies.	Able to develop communication strategies based on theory.		Lecture (60 minutes), group discussion (30 minutes)		Book: Tourish, D. (2019). Management Communication: A Critical Perspective. Routledge. Chapter 5	4

6	Students are able to develop research-based	Able to design data-based communication strategies.	Assignment 2: Paper	Material explanation (60'),		Journal: Kim, J. N., & Krishna, A. (2017). "The	2.5%
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	communication strategies by considering internal and external organizational factors.		(qualitative case study summarizing the material from sessions 4, 5, and 6)	discussion and journal review (90')		Effects of Reputation and Crisis History on Crisis Communication Strategy." Public Relations Review.	
7	Students are able to develop management communication plans based on data analysis and best practices.	Able to apply innovative organizational communication practices.		Lecture (60'), case study analysis (90')		Journal: Jin, Y., Liu, B. F., & Austin, L. (2021). "Social Media and Crisis Communication." Journal of Public Relations Research.	5%
8	Mid-Term Exam (MTE)	Evaluation of theoretical understanding and application of organizational communication.		Case study-based exam or written test.		Reference to previous material.	20
9	Students are able to analyze the role of communication in organizational change and understand how communication supports strategic	Able to identify the role of communication in organizational change.		Lecture (60'), discussion and Q&A, presentation (90')		Book: Clappitt, P. G. (2016). Communicating for Managerial Effectiveness. SAGE Publications. Chapter 7	4%

	decision-making.						
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10	Students are able to draft crisis communication documents within an organization and identify mitigation strategies.	Able to design communication strategies in crisis situations.		Lecture (60'), crisis communication simulation, presentation (90')		Book: Coombs, W. T. (2019). Ongoing Crisis Communication. SAGE Publications. Chapter 8	4%
11	Students are able to conduct crisis communication simulations in real- world case studies.	Able to apply communication skills within an organization.	Assignment 3: Group paper (qualitative summary of session 9, 10, and 11 case studies)	Organizational communication simulation (120 minutes), reflective discussion (30 minutes)		Journal: Claeys, A. S., et al. (2020). "How Organizations Can Use Social Media to Manage a Crisis." Public Relations Review.	4%

12	Students are able to manage internal and external communication relationships within an organization through media relations and digital communication strategies.	Able to analyze the effectiveness of media relations within an organization.		Lecture (60'), case study (90')		Journal: Heide, M., & Simonsson, C. (2018). "Developing Internal Crisis Communication." Corporate Communications.	4%
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13	Students are able to analyze organizational communication trends in the digital age and understand their implications for organizational communication management.	Able to apply digital communication management concepts.		Lecture (60'), discussion on digital trends (90')		Journal: Verčič, D., & Zerfass, A. (2021). "Digital Communication Management." Public Relations Review.	2.5%
14	Students are able to produce research-based communication strategy reports.	Able to prepare data-based organizational communication reports.	Assignment 4: Paper (qualitative summary of session 12, 13, and 14 materials)	Material explanation (60'), report presentation (90')		Book: Kent, M. L. (2022). The Future of Strategic Communication. Routledge. Chapter 10	2.5
15	Students are able to form an ethical perspective on communication in corporations.	Able to form an ethical perspective on communication in corporations.					
16	Final Exam	Final evaluation of organizational communication strategies.		Communication project presentation or case study-based exam.		Reference to previous material.	30%

Approved, Date: April 25, 2022 Program Director	Reviewed, Date: March 25, 2022 Course Coordinator/Field of Expertise	Created, Date: February 22, 2022 The Lecturer
(Dr. Andika Witono, M.M.)	(Dr. Andika Witono, M.M)	(..... Dewi Widowati, M.Si.)
Reviewed by: Quality Assurance Unit		
()		

Note:

1. Program Learning Outcomes (CPL-PRODI) are the abilities possessed by each program graduate, which are the internalization of attitudes, mastery of knowledge, and skills in accordance with their program level, obtained through the learning process.
2. The CPL assigned to a course are several learning outcomes of program graduates (CPL-PRODI) used for the formation/development of a course consisting of aspects of attitude, general skills, specific skills, and knowledge.
3. Course CP (CPMK) is a competency that is specifically described from the CPL assigned to a course, and is specific to the subject matter or learning material of that course.
4. Sub-CP Course (Sub-CPMK) is a specific ability derived from SPMK that can be measured or observed and is the final ability planned at each stage of learning, and is specific to the learning material of the course.
5. Assessment indicators of student learning processes and outcomes are specific and measurable statements that identify student learning outcomes or performance accompanied by evidence.
6. Assessment criteria are benchmarks used as measures or yardsticks for learning achievement in assessments based on predetermined indicators. Assessment criteria are guidelines for assessors to ensure consistent and unbiased assessments. Criteria can be quantitative or qualitative.
7. Assessment techniques: tests and non-tests
8. Forms of learning: Lectures, Responsi, Tutorials, Seminars or equivalent, and/or other equivalent forms of learning.

9. Learning Methods: *Small Group Discussion, Role-Play & Simulation, Discovery Learning, Self-Directed Learning, Cooperative Learning, Collaborative Learning, Contextual Learning, Project-Based Learning, or other equivalent methods.*
10. Learning materials are details or descriptions of study materials that can be presented in the form of several main and sub-topics.
11. The weighting of the assessment is the presentation of the assessment of each sub-CPMK achievement, which is proportional to the level of difficulty of the sub-CPMK achievement, and the total is 100%.
12. **TM** = Face-to-Face, **PT** = Structured Assignment, **BM** = Independent Learning.

Assessment Components:

The assessment process for this course is divided into 4 components, which are as follows:

a. Attendance.

This component accounts for **10%** of the total face-to-face meetings in class.

b. Assignments.

Over the course of one semester, students are required to complete a minimum of 4 assignments, consisting of 2 individual assignments and 2 group assignments. These assignments are distributed as follows: 2 before the Midterm Exam (UTS) and 2 after the Midterm Exam or before the Final Exam (UAS). The overall assignment component accounts for 40% of the total score.

c. Midterm Exam (UTS).

The midterm exam is conducted in the 8th week of the semester. The midterm exam assesses students' final abilities based on the learning materials/topics covered in the first 7 weeks of the semester. The midterm exam may take the form of a written exam, an individual or group assignment presentation, or other formats that are in line with the learning methods used. The midterm exam accounts for **20%** of the total grade.

d. Final Exam (UAS).

The UAS is conducted in the 16th week of the total number of meetings. The UAS is an assessment of students' final abilities in accordance with the learning material/topic design from the 9th to 15th meetings. The UAS can take the form of a written exam or an independent or group assignment presentation, among others, which also adjusts to the learning method. The UAS is weighted at **30%**.

Grading Rubric

Grade Level	Score	Description/Performance Indicators
A	90.00 – 100	This represents the achievement of superior students, who attend lectures very well, understand the material very well and are even challenged to understand it further, have a high level of proactivity and creativity in seeking information related to the material, are able to solve problems with perfect accuracy, and are even able to identify real problems in society/industry and propose solutions.
A	85	This grade is awarded to students who attend lectures very well, understand the material very well, demonstrate a high level of proactivity and creativity in seeking information related to the material, and are able to solve problems/tasks with very good accuracy.
B+	80.00 – 84.99	This grade is awarded to students who attend classes well, are able to understand the material, and can solve problems/tasks with very good accuracy.
B	75.00 – 79.99	This grade is awarded to students who attend classes regularly, understand the material, and are able to solve problems/complete assignments with excellent accuracy.
B	70.00 – 74.99	This grade is awarded to students who attend classes regularly, understand the material, and are able to solve problems/complete assignments with excellent accuracy.

E

≤79.99

This score is for students who did not complete assignments and did not understand the material at all.