

Course name	Communications Audit
Sponsoring Scheme/School/Subject Area/Teaching and Research Group	Faculty of Business and Law Public Relations and Communications Subject Group
Module Leader	Name: Shirley Beresford Contact details: Rose Bowl 425 Tel: 0113 812 4869 E – s.beresford@leedsmet.ac.uk
Programmes for which this module is elective <i>(accurate approved titles and level)</i>	MA International Communication

Module aims	<p>This module aims to:</p> <ul style="list-style-type: none"> develop students' critical awareness of the purpose of communications audits whilst developing experience of consultancy team working. enable students to synthesise and evaluate skills in practical research, client liaison, and the reporting of research findings. develop students' employability and entrepreneurial skills through 'live' work-based projects.
Learning outcomes	<p><i>To understand, critically analyse, evaluate and explain</i></p> <ul style="list-style-type: none"> the theoretical underpinnings, purpose and methods of a major research task in communications. the client/consultancy relationship <p><i>To be able to:</i></p> <ul style="list-style-type: none"> demonstrate teamwork abilities and interpersonal skills in a consultancy context demonstrate essential communication management skills: oral presentation, research, analysis, writing, entrepreneurship, project management and leadership evidence skills in strategy, problem solving, decision making and evaluation

<p>Key Skills developed and/or assessed in the module</p> <p><i>(Please specify which are developed and which are assessed)</i></p>	Key Skill Development and Assessment Opportunities		
	Postgraduate Skills and Competencies		
		Opportunity to Develop	Assessed
	Academic Skills		
	Research Capability	x	x
	Critical Thinking	x	x
	Problem Solving	x	x
	Creativity	x	x
	Knowledge Management	x	x
	Self Management Skills		
	Critical Self Awareness	x	x
	Manage Change/Adaptability	x	x
	Organisation and Planning	x	x

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Indicative content	<p>The module gives students an opportunity to audit an aspect of internal or external communications with a 'live/real' client organisation normally sourced by the module leader. Student responsibilities will include for example SWOT/PEST/Stakeholder analysis, a review of relevant communication activities and resources, developing a research strategy, and providing benchmarking/comparisons with communication activities of other similar organisations. For example, students may be asked to research into external/internal perceptions of organisations. Students will gather relevant data and formulate and recommend realistic and costed creative proposals, and be able to critically evaluate the recommendations, for the client. Regular tutor mentoring/coaching will provide an ongoing feedback loop through the process to maximise professional skills and competencies.</p>																																										
Teaching and Learning Strategies	<p>This module will be structured around one and a half hour lectures to contextualise the 'live' work based projects for students. This enables students to understand the progression of the project from proposal to final written report and presentation to the client. These lectures will be followed by groups and team sessions held weekly with supervising tutors to support the project as it progresses.</p> <p>Support will be provided in these group/team sessions by tutors on research methodology, student organisation, team working, time-management and consultancy skills.</p> <p>Students are expected to demonstrate a positive and responsible attitude to their project e.g by attending scheduled lectures, meetings with their tutor, client meetings and following through on agreed action points as a team.</p>																																										
Assessment <i>(Please detail all components)</i>	<p>The communications audit project will be assessed by means of a proposal (10%); a written management report of 8,000 words (50%); a group presentation (30%); and client liaison (10%).</p>																																										
Rationale for assessment and relationship of assessment methods to learning outcomes	<p>The assessment meets all the learning outcomes. Interpersonal and teamworking skills are assessed through a group presentation and client feedback to the supervising tutor. The module learning outcomes which develop knowledge and skills in research, analysis, problem-solving, project management, writing etc. are assessed through the written report.</p>																																										

Indicative sources
(texts / web based)

- Bell, J. (2000) **Doing Your Research Project**, Open University Press
- Burns, R. (2000) **Introduction to Research Methods**, Sage Publications
- Bryman, A. and Burgess, E., (2007) **Business Research Methods**, 2nd. ed., Oxford University Press
- Cheney, G., Christensen, L.T, Zorn, T.E., and Ganesh, S. (2003) **Organizational Communication in an Age of Globalization: Issues, Reflection, Practices**, Waveland Press
- Clampitt, P. (2009) **Communicating for Managerial Effectiveness: Problems, Strategies, Solutions**, 5th ed., Sage
- Daymon, C, and Holloway, I. (2002) **Qualitative Research Methods in Public Relations and Marketing Communications**, London: Routledge
- Downs, Cal W., and Allyson, Adrian D., (2004), **Assessing Organizational Communication: Strategic Communications Audits**, Guilford Press
- Hargie, O. and Tourish, D., (2009) **Auditing Organizational Communication: A Handbook of Research, Theory and Practice**, London: Routledge
- Smith, R. (2009) **Strategic Planning for Public Relations**, 3rd. ed., Routledge
- Saunders, M., Thornhill, A., and Lewis, P. (2009) **Research Methods for Business Students**, 5th ed., Harlow: Financial Times Prentice Hall
- Tourish, D., and Hargie, O. (2004) **Key Issues in Organisational Communication**, London: Routledge

Past student communications audits

Some previous communications audits (delivered as a level 3 module) can be found in the Library. For a list of their locations do an 'author browse' under 'Communications Audit'.

Other sources

Students are also directed to the indexes of books on the shelves of the business communications, public relations, marketing and advertising sections of the Library as they can often provide tangible help on the subject of communications audits.

Students are encouraged to access chapters on 'communication audit', 'communication audits', 'audits', 'public relations audits', 'marketing audits', and 'advertising audits'. A good selection of corporate news and marketing information is available e.g. the LEXIS-NEXIS EXECUTIVE service and Mintel. All students will be directed to the extensive resources available in the Company and Market Research source guides in the Library.

In addition to resources listed above, students should pay particular attention to current developments within this field. Within the UK, students are encouraged to access the Chartered Institute of Public Relations (<http://www.cipr.co.uk>) and Public Relations Consultants Association (<http://www.prca.org.uk>) websites for current information regarding industry trends. Within Europe, a regular survey of trends in corporate communication can be found at www.communicationmonitor.eu

Course name	Public Relations and the Media
Sponsoring Scheme/School/Subject Area/Teaching and Research Group	Faculty of Business and Law, Public Relations and Communications Subject Group
Module Leader	Richard Bailey Contact details: Leeds Business School, Rose Bowl Room 427, Civic Quarter, Leeds LS1 3HE R.S.Bailey@leedsmet.ac.uk
Programmes for which this module is core <i>(accurate approved titles and level)</i>	MA International Communication

Module aims	<p>This module reviews how the theory and practice of public relations and corporate communications are adapting to the rapid developments in new communications technologies.</p> <p>It contributes to the objectives of the course by developing knowledge and skills in new media, which has implications for corporate reputation, marketing communications and employee communications.</p> <p>The aim of the module is to develop an understanding of new media (in theory and in practice) and to critically analyse the implications for corporate communications.</p>																																										
Learning outcomes	<p>To understand, critically analyse, evaluate and explain:</p> <ul style="list-style-type: none"> the implications of new media for corporate communications practice <p>To be able to:</p> <ul style="list-style-type: none"> develop and deploy appropriate new media tools for corporate communications purposes 																																										
Key Skills developed and/or assessed in the module <i>(Please specify which are developed and which are assessed)</i>	<p>In addition to generic skills such as listening, researching, questioning, challenging, team working, academic writing, module specific skills will include the development and deployment of appropriate new media tools (eg weblogs, wikis, podcasts).</p> <p>Key Skill Development and Assessment Opportunities</p> <table border="1"> <thead> <tr> <th colspan="3">Postgraduate Skills and Competencies</th> </tr> <tr> <th></th> <th>Opportunity to Develop</th> <th>Assessed</th> </tr> </thead> <tbody> <tr> <td>Academic Skills</td> <td></td> <td></td> </tr> <tr> <td>Research Capability</td> <td>x</td> <td>x</td> </tr> <tr> <td>Critical Thinking</td> <td>x</td> <td>x</td> </tr> <tr> <td>Problem Solving</td> <td>x</td> <td>x</td> </tr> <tr> <td>Creativity</td> <td>X</td> <td>x</td> </tr> <tr> <td>Knowledge Management</td> <td>X</td> <td></td> </tr> <tr> <td>Self Management Skills</td> <td></td> <td></td> </tr> <tr> <td>Critical Self Awareness</td> <td>X</td> <td>x</td> </tr> <tr> <td>Manage Change/Adaptability</td> <td>X</td> <td></td> </tr> <tr> <td>Organisation and Planning</td> <td>X</td> <td></td> </tr> <tr> <td>Career Awareness</td> <td>X</td> <td></td> </tr> <tr> <td>Commitment to Lifelong Learning</td> <td></td> <td></td> </tr> </tbody> </table>	Postgraduate Skills and Competencies				Opportunity to Develop	Assessed	Academic Skills			Research Capability	x	x	Critical Thinking	x	x	Problem Solving	x	x	Creativity	X	x	Knowledge Management	X		Self Management Skills			Critical Self Awareness	X	x	Manage Change/Adaptability	X		Organisation and Planning	X		Career Awareness	X		Commitment to Lifelong Learning		
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Indicative content	<p><i>History and context:</i> The development of electronic communications from the Reuters news agency in the nineteenth century, through to the emergence of the World Wide Web in the 1990s and social media in the 2000s (Web 2.0).</p> <p><i>Analysis:</i> The challenges and opportunities for corporate communicators in the social media age.</p> <p><i>Techniques:</i> Social media tools (eg weblogs, podcasts, wikis, tagging, RSS, search).</p>																																				
Teaching and Learning Strategies	<p>The teaching and learning strategy will build on the inter-dependent and independent learning skills and students will be expected to take a high degree of responsibility for their own learning.</p> <p>Teaching sessions will be laboratory-based, combining tutor-led discussions of the development of new media; case studies of the challenges faced by and response delivered by corporate communicators; and an exploration and development of social media techniques.</p> <p>The laboratory sessions will be supported online, accessible to all group members from any internet-connected device. Initially developed by the teaching team, this will provide resources, links and a forum for discussion between the group on PR and new media issues. As the module develops, so will the content available online.</p> <p>The block –delivery is in a two day teaching block followed by guided readings and independent research. The two day teaching block includes case study scenarios, a guest speaker and tutor-led teaching, discussions and themed tutor-led workshops.</p> <p>Workshops will be highly participative, and will include analysis of personal effectiveness and leadership style, case-study analysis and group presentations to stimulate discussion and problem-solving.</p>																																				
Assessment <i>(Please detail all components)</i>	<p>There are two elements of assessment, to meet the learning outcomes (ie issues and techniques).</p> <ol style="list-style-type: none"> 1. A 2,500 word essay applying critical thinking to contemporary corporate communications challenges faced by an international organisation of the student's choice in the context of new media developments (weighted 60%). 2. A prototype new media project developed in response to the challenges identified in the essay, along with a 1,000 word rationale and plan (weighted 40%). 																																				

<p>Rationale for assessment and relationship of assessment methods to learning outcomes</p>	<p>The assessment allows students to demonstrate that they can critically analyse, evaluate and explain the development of new media, by applying theory to a particular applied case, and proposing a development or solution.</p> <p>Students then progress to develop or demonstrate that solution using online tools, and offer a rationale for their project that reflects on theory and practice.</p>
<p>Indicative sources (texts / web based)</p>	<p>Berners-Lee, T (2000) <i>Weaving the Web</i>, London: Texere</p> <p>Breakenridge, D (2008) <i>PR 2.0</i>, Upper Saddle River, NJ, Pearson</p> <p>Castells, M, (2001) <i>The Internet Galaxy</i>, Oxford, OUP</p> <p>Cochrane, C (2005) <i>Podcasting: Do It Yourself Guide</i>, Hoboken, New Jersey: Wiley</p> <p>Dewdney, A and Ride, P (2006) <i>New Media Handbook</i> London: Routledge</p> <p>Gillmor, D (2004) <i>We the Media</i>, Sebastopol, CA: O'Reilly</p> <p>Gladwell, M (2000) <i>The Tipping Point</i> London: Little, Brown and Company</p> <p>Hargreaves, I (2003) <i>Journalism: Truth or Dare?</i> Oxford: Oxford University Press</p> <p>Holtz, S (2002 2nd edition) <i>Public Relations on the Net</i> New York: Amacom</p> <p>Holtz, S and Demopolous, T (2006) <i>Blogging for Business: Everything You Need to Know and Why You Should Care</i>, Kaplan Business</p> <p>Hui Kyon Chun, W and Keenan, T (eds) (2005) <i>New Media, Old Media: A History and Theory Reader</i> London: Routledge</p> <p>Keeble, R (4th edition 2005) <i>The Newspapers Handbook</i> London: Routledge</p> <p>Levine, R, Locke, C and Searls, D (2001) <i>The Cluetrain Manifesto: The End of Business as Usual</i>, Perseus Books Group</p> <p>Li C and Bernoff J (2008) <i>Groundswell</i>, Boston, Harvard Business School</p> <p>McAlpine, R (2001) <i>Web Word Wizardry: A Guide to Writing for the Web and Intranet</i>, Berkeley, California: Ten Speed Press</p> <p>Moloney, K (2006) <i>Rethinking Public Relations: PR Propaganda and Democracy</i> London: Routledge</p> <p>Oliver, S (ed) (2004) <i>A Handbook of Corporate Communication and Public Relations</i> London: Routledge</p> <p>Phillips, D and Young P (2009) <i>Online Public Relations</i>, 2nd edition, London: Kogan Page</p> <p>Scoble, R and Israel, S (2006) <i>Naked Conversations</i>, Hoboken, New Jersey: Wiley</p> <p>Van de Donk, W, Loader, B and Rucht, D (eds) (2004) <i>Cyberprotest: New Media, Citizens and Social Movements</i> London: Routledge</p> <p>Van Riel, C and Fombrun, C (2006) <i>Essentials of Corporate Communication</i> London: Routledge</p> <p>Winston, B (1998) <i>Media Technology and Society: A History from the Telegraph to the Internet</i> London: Routledge</p> <p><u>Journals</u> Deuzeblog http://prandcomms.com/ www.skirky.com</p>

Course name	Public Relations Skills
Sponsoring Scheme/School/Subject Area/Teaching and Research Group	Faculty of Business and Law School of Marketing, Public Relations and Communications Public Relations and Communications Subject Group
Module Leader	Name: Richard Bailey Contact details: Rose Bowl 425 Tel: 0113 812 4804 Email: r.s.bailey@leedsmet.ac.uk
Programmes for which this module is core <i>(accurate approved titles and level)</i>	MA International Communication

Module aims	<p>The overall purpose of this module is to introduce students to the concepts underpinning the role of the public relations adviser (whether in-house or consultancy-based).</p> <p>This conceptual approach is supported by the development of core skills expected of professional service providers such as PR consultants.</p> <p>The content, learning methods, skills developed and assessment of this module contribute to the achievement of the philosophy and aims of both the Scheme and the Route.</p>																																																
Learning outcomes	<p>To understand and critically analyse theoretical perspectives on public relations as a management function.</p> <p>To be able to demonstrate the development of advanced public relations skills in the areas of presentations, proposal writing and writing for the media.</p>																																																
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Indicative content	<p>Students will cover the following consultancy and PR management concepts:</p> <ul style="list-style-type: none"> • Perspectives on professional services • Public relations as a management function • Public relations roles • Client-consultancy relationships <p>Students will be given the chance to develop the following skills:</p> <ul style="list-style-type: none"> • Teamworking • Presentation skills • Brainstorming and creativity • Research • Problem solving • Planning • Proposal writing • Writing for the media (news, features) • Media relations • Multimedia production (audio, video) 																														
Teaching and Learning Strategies	<p>The teaching and learning strategy, with the help of the supportive environment afforded by group work in class, will build on students' existing inter-dependent and independent learning skills, and will promote a quick move from possible dependence upon tutors towards a position where students take a high degree of responsibility for their own learning and become self-managed learners.</p> <p>This module will comprise a mix of lectures delivered by the module leader and guests; and tutor-led seminars in which students will be encouraged to work in small groups to analyse concepts, debates and real world practices.</p>																														
Assessment <i>(Please detail all components)</i>	<p>Formative: feedback on drafts and practice presentation</p> <p>Summative assessment will be based on two components:</p> <ul style="list-style-type: none"> • Group 'pitch' presentation and written proposal in response to a live client brief (50%) • Individual portfolio of 'digital content' chosen from a list of possible items in response to the same client brief (50%) 																														
Rationale for assessment and relationship of assessment methods to learning outcomes	<p>The assessment has been designed to give students the opportunity to put models and theories into practice in ways expected of public relations consultants.</p>																														

<p>Indicative sources (texts / web based)</p>	<p>Austin, E and Pinkleton, B (2006) <i>Strategic Public Relations Management: Planning and Managing Effective Communication Programs</i>, (second edition) Lawrence Erlbaum Associates</p> <p>Backwith, N (2007) <i>Managing professional communications agencies: How to double your profitability</i>, PRCA</p> <p>Gregory, A (2010) <i>Planning and Managing Public Relations Campaigns: A Strategic Approach</i>, (third edition) Kogan Page</p> <p>Green, A (2010) <i>Creativity in Public Relations</i> (fourth edition) Kogan Page</p> <p>Green, A (2006) <i>Effective Personal Communication Skills for Public Relations</i>, Kogan Page</p> <p>Maister, D et al (2000) <i>The Trusted Advisor</i>, Simon & Schuster</p> <p>Maister, D (1993) <i>Managing the Professional Service Firm</i>, Simon & Schuster</p> <p>Newsom, D and Haynes, J (2013) <i>Public Relations Writing: Form and Style</i>, (third edition) Wadsworth</p> <p>Oliver, S (2007) <i>Public Relations Strategy</i> (second edition) Kogan Page</p> <p>Smith, R (2012) <i>Becoming a Public Relations Writer: A Writing Workbook for Established and Emerging Media</i>, (fourth edition) Routledge</p> <p>Smith, R (2009) <i>Strategic Planning for Public Relations</i>, (third edition) Lawrence Erlbaum Associates</p> <p>White, J and Mazur, L (1995) <i>Strategic Communications Management: Making Public Relations Work</i>, Addison-Wesley</p> <p>Windahl, S, Signitzer, B with Olson, J (2008) <i>Using Communication Theory: An Introduction to Planned Communication</i>, (second edition) Sage</p> <p>Useful Websites Skills for Learning: http://skillsforlearning.leedsmet.ac.uk/ http://prbooks.pbworks.com www.behindthespin.com www.cipr.co.uk www.prstudies.com</p> <p>Journals: Corporate Communications: an International Journal Journal of Communication Management Journal of Public Affairs Journal of Public Relations Research Public Relations Review</p>
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