1. Fundamentals of Communication Management (mandatory)

Mass Communication Research Methods
Introduction to positivist theories of research in communication: from the paradigm of mass media society to Mass Communication Research; media effects theories. Quantitative mass media research. Planning an investigation: main phases and concepts. Basics of quantitative research in communication. Methods for quantitative research: content analysis, survey and experimental methods. Strategies in the process of data collection and processing. Definition of variables and use of SPSS statistical software. Statistical Analysis: descriptive statistics, testing for differences, testing for relationships. Interpretation and writing of conclusions.

Interpretive Communication Theory and Research
The interpretative perspective: symbolic interactionism, the Palo Alto Group, socio-constructionism and ethnomethodology. Introduction to qualitative research: scientific knowledge, social research and the scientific method. Designing and planning qualitative research: stages and concepts. Qualitative research techniques for researching people: interviews, focus group research, ethnography and virtual ethnography. Qualitative research techniques for researching media content: qualitative content analysis and discourse analysis. Qualitative data analysis. Writing and presenting qualitative research.

Media Industries and Audience Trends

Global Strategic Communication
Global: definitions, concept, history and related terminology. Strategy: definitions, concept, history and related terminology. Communication: definitions, concept, history and related terminology. Strategic communication and intercultural sensibility. Adoption of communication policies and the evaluation of their strategic value. Government institutions, private companies and international organizations. Communication and change. Cross-organizational and/or organizational knowledge, power relations and leadership values. Strategic communication and crisis.

Introduction to Communication Management
Communication management in modern societies. Corporate communication: organizational communication, planning and management of communication projects, crisis communication. Place branding: fundamentals of branding, place branding context and theories, public diplomacy and nation branding, destination branding and tourism communication. Transmedia strategies: media ecology and evolution, transmedia storytelling, transmedia branding, mobile communication and fundamentals of gamification. Social networks and digital communication: social networks and communication management, digital marketing and search engine optimization (SEO), Big Data analytics for communication management, digital media and public relations, effects of digital media.
2. Corporate Communications (optional)

Organizational Communication

Internal Communication and Media Relations
Corporate public relations: definition of audiences and techniques. Communication with internal audiences. Communication with the media.

Communication Planning and Project Management

3. Transmedia Storytelling (optional)

Transmedia Storytelling

Transmedia Branding
Transmedia Narratives in the field of advertising, corporate and institutional communication. Transmedia branding: case analysis and development strategies. New narrative forms applied to branding and product communication.

Mobile Communication

4. Place Branding (optional)

Fundamentals of Branding
Brands are one of the most valuable assets for a company. This course focuses on understanding the concept and operation of trademarks, as well as corporate and institutional brands. It will address topics such as brand identity and personality, creating and managing brands, the relationships established with consumers and how brands communicate with them through offline and online channels. Issues such as the different types of brands that exist, procedures to assess their value, positioning strategies, brand architecture, portfolio and brand extensions will also be studied.

Place Branding Context and Theories
Basic coordinates for the conceptualization and management of territories provided from diverse scientific disciplines: geography, economics, sociology, politics, urban planning and architecture. Place branding theories. Application of branding in disparate territorial realities: cities, regions, countries. Place branding precedents and history. Brand management of territories. Place branding senders: public bodies, institutions, companies, citizens. Place branding receivers and publics: tourists, investors, residents.

Strategic Planning for Place Brands
Development of place branding projects. Place brand image and reputation audit. Development of strategic plans. Place brand positioning, graphic identity,
communication plan, message implementation, channel selection, evaluation of communication. Preparation of candidacies for national and international events. Case studies.

5. Social Media Strategies (optional)

**Digital Marketing and Search Engine Optimization (SEO)**

**Big Data Analytics for Communication Management**
Definition and principles of Big Data. Main elements of Big Data. Technological architecture design for business big data. Introduction to algorithmic culture oriented to business communication. Visualization of the results of big data analysis.

**Digital Media and Public Relations**

6. Emerging Trends in Communication Management (optional)

**Communication in Organizations and Professions**
Basics of interpersonal communication. Conversation analysis and the study of interpersonal communication and social interaction. Applied conversation analysis for the study of communication management in different professional settings: workplace interaction (business meetings, co-worker interaction, job interviews), health communication, journalistic interviews, teacher-student communication.

7. Professional Development Skills (optional)

**Public Speaking and Presentation Skills**
8. Inspirational Project

This course deals with different elements and activities that enable you to work with creativity and innovation competencies learned from different fields and approaches. They provide tools to help you devise the master's thesis and to solve the challenges that arise during the program.

The project also develops three key skills that future professionals need in order to achieve success in any area, and to quickly and efficiently respond to the constant challenges that emerge in business. The subjects coincide with UPF Barcelona School of Management's key identifying characteristics: analytical capacity, communication and social purpose.

- **Evidence-based management**: This subject brings us closer to professional decision making through prudent, clear and precise data analysis. Real life, relevant examples give students an opportunity to discover the manifold opportunities that big data can provide to different professional sectors.

- **Storytelling**: In this subject we develop the functions and mechanisms of audiovisual narrative (storytelling) and we apply them to professional communication. We tackle issues such as how to create communication actions that make an impact (on a personal, project and corporate level) as well as interpersonal communication and team motivation. The goal is to help professionals transmit any idea successfully, with creativity and energy.

- **Ethics and sustainability**: Professionals in all sectors have to deal with issues relating to ethics and sustainability throughout their working lives. In this subject, we focus on identifying, analyzing and effectively responding to these questions.