UNIVERSIDADE LUSÍADA
LISBOA

Course Unit Program
Communication

Academic Year 2025/2026

1. Organic Unit

Faculty of Business and Economic Sciences

2. Course

Human Resource Management

3. Cycle

1st

4. Course Unit

Communication (11308)

5. Scientific Area

6. Curricular Year

1st

7. Type of Curricular Unit / Semester

2nd Semester

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8. Class type and workload (work time)

Theoretical classes:	
Practical classes:	
Theoretical-Practical Classes	30,00
Tutorial Guidance:	20,00

9. ECTS Credits

6,00

10. Scientific Area Coordinator

11. Regent

Prof. Doutor MANUEL ALBERTO RAMOS MAÇÃES

12. Assistants

Prof. Doutora CHEROUK AMR ABDELHAKIM YASSIN

13. Teaching Language

Portuguese

14. General Objectives

1. Explain communication and the significance of organizational communication.
2. Describe the components of communication.
3. Identify the common forms of written and oral communication.
4. Explain the directions that make up the formal communication network.
5. Communicate ethically.
6. Plan, conduct, and participate in a business meeting.
7. Knowing how to compose a persuasive message.
8. Determine an appropriate report structure.
9. Plan and organize a presentation.

15. Specific Objectives

1. Sharing of good practices and specificities of communication developed in the corporate, advertising, social networks, and Public Relations context.
2. To understand the impact of contemporary communication theories on the emission and reception of messages.

16. Skills to be acquired

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1. Apply written and oral communication techniques in organizational contexts:
2. Critically analyze barriers and ethical dilemmas in business communication;
3. Plan and conduct meetings, presentations, and persuasive messages;
4. Integrate classical and modern communication theories in diagnosing organizational problems;
5. Evaluate communication strategies in marketing, public relations, and social media contexts.

17. Teaching Methodology

The teaching method is developed from a theoretical emphasis to a practical component, based on theoretical-practical classes and tutorials, and includes the following pedagogical instruments: teacher presentations, analysis and discussion of texts, practical exercises, applied research work, with subsequent presentation and discussion in the classroom.

18. Course Unit Program

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1. Fundamentals of Communication
1.1. What is an organization?
1.2. What is communication?
1.3. The communication process
1.4. Verbal and nonverbal communication
1.5. Listening and responding
1.6. The importance of feedback in the communication process
1.7. Barriers to effective communication
2. Organizational Communication
2.1. Values in organizational communication
2.2. Ethics in organizational communication
2.3. Ethical dilemmas in organizational communication
3. Classical Theories of Organizational Communication
3.1. Classical perspective
3.2. Human relations theory
3.3. Contingency theory
3.4. Systemic theory
4. Modern Theories of Organizational Communication
4.1. Rethinking the organizations
4.2. Rethinking communication
4.3. Representative modern theories
5. Interpersonal and Relational Communication
5.1. Formal and informal communication
5.2. Communication with an organization's environment
5.3. Types of external stakeholders
5.4. Public relations and marketing
6. Leadership and Management Communication
6.1. The importance of leadership and management communication
6.2. Theories of leadership and management
6.3. Distinctions between leadership and management
6.4. Leadership and management challenges
7. Strategic Communication
7.1. Public relations and marketing
7.2. Sales and customer service
7.3. Risk communication and communication in times of crisis
7.4. Integrated marketing communication
8. The Impact of Technology in Organizations
8.1. Innovation in organizations
8.2. Benefits of technology on organizational outcomes
8.3. Knowledge management
8.4. Creating human connections in the age of artificial intelligence (AI)
9. Stress, Conflict, and Negotiation
9.1. Stress and conflict

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9.2. Negotiation
10. Developing and Delivering Çommercial Presentations
10.1 Developing presentations in a social media environment
10.2 Enhancing presentations with slides and other visual elements
11. Writing Job Messages and Conducting Job Interviews
11.1. Building careers and writing resumés
11.2. Applying and interviewing for employment
12. Career Options in Organizational Communication

19. Assessment Methods

Continuous assessment will consist of 2 tests, the average of which is weighted at 3, and the group work is weighted at 2.5. The group work is on a topic to be presented by the U.C. lecturer.

20. Didactic Resources

Slides
Bibliography
Multimedia materials
Scientific articles
Case studies

21. Sustainability Objectives

SDG 4 - Quality education: develops communication literacy and integrated marketing communication skills, essential for foundational training.
SDG 8 - Decent work and economic growth: promotes professional communication (meetings, presentations, persuasive messages), enhancing employability and collaboration with markets.
SDG 12 - Sustainable production and consumption: encourages responsible communication (advertising ethics, transparent messages) and good practices in content and channels.

22. Keywords

Communication
Organizational communication
Marketing
Creative writing
Communication theories

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23. Main Bibliography

Author(s):	Pamela Shockley-Zalabak		
Title:	Fundamentals of Organizational Communication: Knowledge, Sensitivity, Skills, Values		
Edition:	9th Edition	Year:	2015
Local:	New Jersey		
Publisher:	Pearson Education, Ltd		
ISBN Code:	978-0-205-98030-7		

Author(s):	Clow, K. & Baack, D.		
Title:	Integrated Advertising, Promotion, and Marketing Communication		
Edition:	Fourth Edition	Year:	2022
Local:	UK		
Publisher:	Pearson Education, Ltd.		
ISBN Code:	978-1- 292-41121-7		

Author(s):	Bovée, C. & Thill, J.		
Title:	Business Communication Today: Creating Human Connections in the Age of AI		
Edition:	16th Edition	Year:	2025
Local:	New Jersey		
Publisher:	Pearson Education ,Ltd.		
ISBN Code:	978-0135354520		

24. Complementary Bibliography

Author(s):	Maçães, M. & Román-Portas, M.		
Title:	The Effects of Organizational Communication, Leadership, and Employee Commitment in Organizational C		
Edition:	Communication &	Year:	2022
Local:	Pamplona		
Publisher:	Universidad de Navarra Nº (35)2, 89-100		
ISBN Code:	0214-0039		

Author(s):	Maçães, M.		
Title:	Liderança, Motivação e Comunicação		
Edition:	1º Edição	Year:	2017
Local:	Coimbra		

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