



UNIVERSIDADE LUSÍADA  
LISBOA

Course Unit Program  
Communication

Academic Year 2026/2027

**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 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 a subsequent oral presentation and discussion in the classroom.

#### 18. Course Unit Program



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1. Principles of Communication
  - 1.1. What is communication?
  - 1.2. What is strategy?
  - 1.3. What is strategic communication?
  - 1.4. The communication process
  - 1.5. The importance of feedback in the communication process
  - 1.6. Forms of communication
  - 1.7. Verbal and non-verbal communication
  - 1.8. Barriers to effective communication
2. Organizational Communication
  - 2.1. The importance of organizational communication
  - 2.2. Values and ethical communication behaviors
  - 2.3. Ethical dilemmas in organizational communication
3. Classical Theories of Communication
  - 3.1. Classical perspective
  - 3.2. Human relations theory
  - 3.3. Contingency theory
  - 3.4. Systemic theory
4. Modern Theories of 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. Distinction between leadership and management
  - 6.4. Leadership and management challenges
7. Internal Communication and Crisis Communication
  - 7.1. Hierarchical communication
  - 7.2. Informal communication
  - 7.3. Change communication
  - 7.4. Crisis 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)



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9. Stress, Conflict, and Negotiation

9.1. Stress and conflict

9.2. Negotiation

10. Reports and Proposals

10.1. Principal types of reports

10.2. Planning reports and proposals

10.3. Writing an compelling reports and proposals

11. Presentations and Audio-visual Technologies

11.1. Developing presentations in a social media environment

11.2. Enhancing presentations with slides and other visuals

12. Writing Job Messages and Conducting Job Interviews

12.1. Building careers and writing resumés

12.2. Applying and interviewing for employment

## 19. Assessment Methods

The Supplementary Regulations on the Assessment of Knowledge and Skills currently in force shall apply. Continuous assessment must include oral assessments spread throughout the academic term and a final written assessment, both weighted at a factor of 3; it may also include individual or group assignments, weighted at a factor of 2, as well as other assessment elements, in accordance with the terms and weightings defined in the regulations and in the relevant Continuous Assessment Plan.

## 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

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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

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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

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### 24. Complementary Bibliography

Author(s): Mações, M. & Román-Portas, M.  
Title: The Effects of Org. Commun., Leadership, and Employee Commit. in Org. Change in the Hosp. Sector  
Edition: Commun. & Soci Year: 2022  
Local: Pamplona  
Publisher: Universidad de Navarra Nº (35)2, 89-106  
ISBN Code: ISSN 0214-0039

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



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