COURSE INFORMATION SHEET

Course Information	
Course Title	Corporate Reputation / Reputación Corporativa
Code	
Degree	MSc Marketing
Year	2017
Semester	2
ECTS Credits	3
Type	Compulsory
Departament	Marketing
Field	Communication and Corporate Reputation
University	Pontificia Comillas
Hours/week	4 hours/week
Teachers	María Gabriela Salinas Fabbri
Descriptor	

Lecturers Information	
Lecturer	
Name	María Gabriela Salinas Fabbri
Department	Marketing
Field	Communication and Corporate Reputation
Office	NA
e-mail	salinasgabi@hotmail.com
Phone number	639302917
Tutorial Hours	Permanently available via email

DETAILED INFORMATION ABOUT THE COURSE

Context of the course
Contribution to the professional profile of the degree
Today, more than 80% of the market cap of listed corporations lies in their intangible assets. Organisations who enjoy a strong reputation in the market see this as a competitive advantage and crucial to improving financial returns, shareholder value and improved competitiveness. Understanding and managing corporate reputation is complex as it is not just the responsibility of the corporate communications team, or the CEO it is the responsibility of all employees. This is why successful organizations are those that lead by reputation. This course explores the importance of reputation, what it is, the challenges that the Corporate Reputation Officer faces, and the opportunities that lie ahead to elevate the role to a more strategic level.
In this context, this course will examine the process of building, protecting and measuring corporate reputation. We will explore how organizations manage their reputation, through

proactive and reactive programs and creating sustainable stakeholder relationships in the context of a responsible approach to corporate governance. While there may be some overlap with subject areas covered in other courses, the focus in this course is on how such disciplines as internal communications and external communications ranging from media relations to branded content are used to build and protect corporate reputation.

We will also focus on the identification of the key stakeholders to consider in the process of building a corporate reputation. External stakeholders include shareholders, customers, suppliers, communities, trade unions and the media. Internal stakeholders comprise management and employees.

This course is aimed at providing students with the necessary tools to
- Understand how corporate reputation is measured for a broad range of stakeholders, both internal and external;
- Understand the relevance of internal reputation as a cornerstone of reputation management, focusing on employees and key stakeholders, not only on financial success;
- Understand the evolution of corporate reputation management in the digital age
- Understand the process involved in building a strong corporate reputation and the main trends affecting this process nowadays

Objectives

- To understand how corporate reputation management is an integral part of the business strategy
- To introduce key concepts of corporate reputation management
- To understand the factors that are important in building and maintaining and protecting reputation
- To understand the sources of reputational risks, how to measure their relevance and how to mitigate them
- How to manage corporate reputation in an international environment.
- How to measure corporate reputation using different models.
- To understand the nature and relevance of different internal and external stakeholders

Prerequisites
Brand management basic concepts, Corporate strategy basic concepts

THEMATIC UNITS AND CONTENT

Content – Thematic Units

Module 1 – Introduction and conceptual framework

1. What is corporate reputation?
2. Why is it increasingly important? Corporate reputation as a source of brand value. Corporate reputation and its impact on shareholder value
3. Corporate reputation vs. brand. Corporate reputation as the consequence of the successful (or not) activation of the brand positioning. Corporate reputation: desired vs. actual
4. Is there only one reputation? Understanding the nature and relevance of different stakeholders and the forces that influence the development of corporate reputation. Is there such a thing as an "online reputation"?
5. Most important drivers of corporate reputation.

Module 2 – Corporate reputation management and metrics

6. Organizational structure: Who is responsible for managing corporate reputation? Different types of solutions, cases
7. Most common models to measure and evaluate corporate reputation. eg, Reputation Quotient, Rep Track
8. Reputational risks: definition and models to monitor. Reputational risk management models. How do blue-chip organizations manage reputational risks?
9. Stakeholder management. How to identify and prioritize different groups of stakeholders? What to communicate and to whom?
10. Crisis communications. Can you recover from a scandal? Case studies (Coca-Cola in Belgium, Tylenol, Theranos, etc.)

Module 3 – Cultural alignment and the increasingly importance of internal reputation

11. Role of culture in the process of managing and protecting reputation.
12. Culture as the main foundation of corporate reputation. Case studies and best practices (Netflix, Mic, SouthWest Airlines, Zappos, etc.)
13. Internal vs. external reputation: which one is more important?

Module 4 – The future of corporate reputation management

14. Trends impacting corporate reputation management: radical transparency, flexibility, open talent models, sustainability, digital communications. Evolution of drivers of corporate reputation.
15. The role of the Chief Reputation Officer going forward

Skills
Generic skills of degree programme
CG 3. Ability to solve problems and make decisions in the area of marketing. CG 4. Ability to apply the acquired knowledge into different environments related to marketing and its different areas in a transversal or interdisciplinary manner. CG 8. Commitment to Ethics and Values when faced with social responsibility dilemmas. CG 9. Ability to learn autonomously to continuing learning beyond formal training, so they can incorporate relevant knowledge to their professional and business activity.
Skills specific to the sub-field of knowledge
CE 11. Ability to understand the implications of the corporate reputation as a source of competitive advantage for the company and effectively manage and measure the corporate reputation in relation to a group of stakeholders, especially in a crisis situation.

TEACHING APPROACH AND STRATEGIES

General learning and teaching approach of the course
The objective of the methodology is that students become familiar and be able to correctly apply the reputation management theory and tools. To achieve this, a sequential methodology that allows monitoring student learning at different phases will be applied. The teacher will provide students with the basic content and concepts, basic and additional bibliography and other materials required to understand the different subjects under discussion. Selected classes will be dedicated to explain and discuss key concepts through case studies discussion, quizzes, debates and selected readings. The students are constantly encouraged to discuss current topics and news related to the subject. Practical activities in the classroom will reinforce the understanding of concepts. Individual and group assignments will help students to apply theoretical concepts.

Class-based activities	Skills
AF1. Lectures	**CG4, CE11**
AF2. Case study assignment	**CG3, CG8, CE11**
AF3. Oral presentations	**CG4, CE3**
AF4. Final test / final assignment	**CG4, CG3, CE11**

Out of class activities	Skills
AF5. Individual research	**CG9, CE11**
AF6. Book and paper reading	**CG4, CG9, CE11**
AF7. Group work	**CG8, CE11**

ASSESSMENTS AND ASSESSMENT CRITERIA

Assessment activities*	CRITERIA	Weight
Final test / final assignment	• To measure understanding of key concepts	50%
Group assignment	• Creativity • Dedication, preparation • Correct application of theoretical concepts to come up with an answer	20%
Attendance and degree of participation	• Ability to listen, argue and debate • Perfect attendance	10%

Reading discussion	• Comprehension ability, ability to relate different concepts to come up with an optimal business solution	20%
If you fail the course	**CRITERIA**	**Weight**
Final test	• To measure understanding of fundamental ideas and knowledge	50%
Individual assignment	• Ability to solve problems • Dedication and preparation • Involvement, correct answers	50%

* If the student fails any assessment concept, s/he will have another chance to repeat the work. The deadline will be the week marked as re-sit period in the academic calendar.

Students on dispensation will have to agree on a project task with the teacher in order to pass the course.

SUMMARY OF STUDENT WORKLOAD			
CONTACT HOURS			
LECTURES	**ACTIVITY BASED CLASSES**		**TESTS**
15	13		2
HORAS NO PRESENCIALES			
INDEPENDENT STUDY	**INDEPENDENT WORK**	**GROUP WORK**	**STUDY**
25	5	10	10
		CRÉDITOS ECTS 3	**80 hours**

RESOURCES

Basic Bibliography
• Barnett, M. And Pollock, T. (2012), "The Oxford Handbook of Corporate Reputation," The Oxford University Press, Oxford • Doorley, J. And Garcia, H. (2015), "Reputation Management: The Key to Successful Public Relations and Corporate Communications", Routledge, New York • Ind, N. (2001), "Living the brand", Kogan Page, London, 3rd ed. • Larkin, J. (2003), "Strategic Reputation Risk Management", Palgrave, New York • Rayner, J. (2003), "Managing Reputational Risk", Wiley, Hoboken
Transparencies and additional course materials
• They will be provided during the course
Complementary Bibliography
• Oxford University Centre for Corporate Reputation: http://www.sbs.ox.ac.uk/faculty-research/reputation • Van Riel, C.B.M. and Fombrum, C.J. (2007) Essentials of corporate communications. Abingdon, Routledge. • Davies, G. et al (2003) Corporate reputation and competitiveness. London, Routledge • Helm, S. (2007) One reputation or many? Comparing stakeholders' perceptions of corporate reputation. Corporate Communications: an international journal, Vol 12(3), pp238-254. • Gregory, A. (2007) Involving stakeholders in developing corporate brands: the communication dimension. Journal of Marketing Management, February Vol23(1/2), pp59-73.

FICHA TÉCNICA DE LA ASIGNATURA

Datos de la asignatura	
Nombre	Reputación Corporativa
Titulación	Máster Universitario en Marketing
Curso	Único
Semestre	
Créditos ECTS	3
Carácter	Obligatoria
Departamento	Departamento de Marketing
Área	Marketing

DATOS ESPECÍFICOS DE LA ASIGNATURA

Profesor	
Nombre	María Gabriela Salinas Fabbri
Departamento	Departamento de Marketing
Área	Comunicación y Reputación corporativa
Despacho	N/A
e-mail	salinasgabi@hotmail.com
Teléfono	639302917
Horario de Tutorías	Disponible permanentemente vía email.

Contextualización de la asignatura

Aportación al perfil profesional de la titulación

La reputación es una de las prioridades estratégicas para muchas empresas. La reputación es considerada una fuente de ventaja competitiva en mercados de producto, de capital y de trabajo. El curso aborda qué es la reputación, cómo se mide, cómo afecta a la organización y cómo se gestiona en los diferentes grupos de *stakeholders*, y especialmente en situación de crisis. Dentro de estos, se hará especial hincapié en algunos de estos *stakeholder:* medios de comunicación, clientes, inversores y empleados.

Objetivos

- Comprender cómo la gestión de la reputación corporativa es una parte integral de la estrategia de negocio
- Introducir los conceptos clave de la gestión de la reputación corporativa
- Comprender los factores que contribuyen a construir y proteger la reputación corporativa
- Identificar y entender las fuentes de riesgo reputacional, la forma de medir su importancia y cómo mitigarlo

- Entender las implicaciones de operar en un entorno internacional en la gestión de la reputación corporativa
- Explorar y entender la utilidad de los diferentes modelos de medición de la reputación corporativa
  - Entender la naturaleza y relevancia de diferentes grupos de interés internos y externos

BLOQUES TEMÁTICOS Y CONTENIDOS

Contenidos – Bloques Temáticos
BLOQUE 1: Introducción y marco conceptual
Tema 1: ¿Qué es la reputación corporativa? Relevancia. Reputación Corporativa como fuente de valor de marca. Reputación Corporativa y su impacto en la capitalización bursátil. Reputación corporativa deseada vs. actual.
Tema 2: ¿Una reputación o múltiples reputaciones? Relevancia de diferentes grupos de interés y fuerzas que influencian la reputación corporativa. Existe la reputación "online"?
Tema 3: Las principales palancas de la reputación corporativa.
BLOQUE 2: Gestión y métricas de la reputación corporativa
Tema 3: Estructura organizativa - ¿Quién es responsable de la gestión de la reputación corporativa?
Tema 4: Modelos más comunes de medición de la reputación corporativa (RepTrack, Reputation Quotient, etc.)
Tema 5: Riesgos reputacionales. ¿Qué son y cómo monitorizarlos? Modelos de identificación y gestión de riesgos reputacionales.
Tema 6: Gestión de grupos de interés. ¿Cómo identificarlos, qué comunicar y a quién?
Tema 7: Comunicación de Crisis. ¿Cómo recuperarse de un escándalo? (Coca-Cola en Bélgica, Tylenol, Theranos, etc.)
BLOQUE 3: El rol de la cultura y la importancia de la reputación interna
Tema 8: Rol de la cultura en el proceso de gestión y protección de la reputación corporativa
Tema 9: La cultura como la principal plataforma de la reputación corporativa. Casos de estudio y mejores prácticas (Netflix, Mic, SouthWest Airlines, Zappos, etc.)
Tema 10: Reputación interna vs. externa: ¿Cuál es más importante?
BLOQUE 4: El futuro de la gestión de la reputación corporativa
Tema 11: Tendencias que impactan la gestión de la reputación corporativa: Transparencia radical, flexibilidad, sostenibilidad, digitalización. Evolución de las palancas de reputación corporativa.
Tema 12: El rol del Chief Reputation Officer en el futuro

Competencias
Competencias Genéricas del área-asignatura
CG 3. Capacidad de resolución de problemas y toma de decisiones en el área de marketing. CG 4. Capacidad de aplicar los conocimientos adquiridos en diferentes entornos relacionados con el marketing y sus diferentes áreas de estudio de manera interdisciplinar o transversal. CG 8. Compromiso ético en la aplicación de valores morales frente a dilemas éticos y de responsabilidad social. CG 9. Capacidad de aprendizaje autónomo para seguir formándose para aprender a aprender las habilidades cognitivas y los conocimientos relevantes aplicados a la actividad profesional y empresarial
Competencias Específicas del área-asignatura
CE11. Capacidad para comprender las implicaciones de la reputación corporativa como fuente de ventaja competitiva para la empresa y gestionar y medir eficazmente la reputación corporativa en relación con un conjunto de *stakeholders*, especialmente en situación de crisis

METODOLOGÍA DOCENTE

Aspectos metodológicos generales de la asignatura
El objetivo de la metodología es que los estudiantes se familiaricen y sean capaces de aplicar correctamente la teoría y las herramientas de gestión de la reputación. Para lograr esto, se aplicará una metodología secuencial que permite monitorizar el aprendizaje del estudiante en diferentes fases. El profesor proporcionará a los estudiantes el contenido, los conceptos y la bibliografía básica y complementaria así como otros materiales necesarios para comprender los diferentes temas objeto de discusión. Ciertas clases estarán dedicadas a explicar y discutir los conceptos clave a través de estudios de casos discusión, debates y lecturas seleccionadas. Se animará a los estudiantes a discutir temas de actualidad y noticias relacionadas con la materia. Las actividades prácticas en el aula van a reforzar la comprensión de los conceptos clave. Las tareas individuales y grupales ayudarán a los estudiantes a aplicar los conceptos teóricos.

Metodología Presencial: Actividades	Competencias
AF1. Lecciones expositivas participadas	CG4, CE11
AF3. Análisis y resolución de casos	CG3, CG8, CE11
AF3. Presentaciones orales de trabajos	CG4, CE11

Metodología No presencial: Actividades	Competencias
AF4. Estudio individual y ampliación de la documentación	CG9, CE11
AF5. Lectura organizada y comentario de noticias o artículos	CG4, CG9, CE11
AF6. Trabajo de grupo	
	CG8, CE11

EVALUACIÓN Y CRITERIOS DE CALIFICACIÓN

Actividades de evaluación	CRITERIOS	PESO
Examen / Trabajo final	• Corrección de las respuestas	50%
Trabajos dirigidos desarrollados en el aula	• Creatividad • Dedicación • Correcta aplicación de conceptos teóricos para encontrar una solución a los desafíos planteados	20%
Asistencia y participación en clase	• Capacidad de escuchar, argumentar y debatir • Asistencia perfecta	10%
Discusión de lecturas	• Capacidad para entender y relacionar diferentes conceptos para encontrar una solución de negocios óptima a los diferentes problemas / preguntas planteadas	20%

Si no aprueba el curso	CRITERIOS	PESO
Examen / Trabajo final	• Corrección de las respuestas	50%
Trabajo individual	• Capacidad para resolver problemas • Dedicación y preparación • Corrección de las respuestas	50%

RESUMEN HORAS DE TRABAJO DEL ALUMNO *			
HORAS PRESENCIALES			
Clases teóricas	Clases prácticas	Actividades académicamente dirigidas	Evaluación
15	8	5	2
HORAS NO PRESENCIALES			
Trabajo autónomo sobre contenidos teóricos	Trabajo autónomo sobre contenidos prácticos	Realización de trabajos colaborativos	Estudio
25	5	10	10
		CRÉDITOS ECTS:	3 (80 horas)

BIBLIOGRAFÍA Y RECURSOS *

Bibliografía Básica

- Barnett, M. And Pollock, T. (2012), "The Oxford Handbook of Corporate Reputation," The Oxford University Press, Oxford
- Doorley, J. And Garcia, H. (2015), "Reputation Management: The Key to Successful Public Relations and Corporate Communications", Routledge, New York
- Ind, N. (2001), "Living the brand", Kogan Page, London, 3rd ed.
- Larkin, J. (2003), "Strategic Reputation Risk Management", Palgrave, New York
- Rayner, J. (2003), "Managing Reputational Risk", Wiley, Hoboken

Bibliografía Complementaria

- Oxford University Centre for Corporate Reputation: http://www.sbs.ox.ac.uk/faculty-research/reputation
- Van Riel, C.B.M. and Fombrum, C.J. (2007) Essentials of corporate communications. Abingdon, Routledge.
- Davies, G. et al (2003) Corporate reputation and competitiveness. London, Routledge
- Helm, S. (2007) One reputation or many? Comparing stakeholders' perceptions of corporate reputation. Corporate Communications: an international journal, Vol 12(3), pp238-254.
- Gregory, A. (2007) Involving stakeholders in developing corporate brands: the communication dimension. Journal of Marketing Management, February, Vol23(1/2), pp59-73.