

Aalto University, School of Business

SYLLABUS (version 4 Jan 2023; **NB. subject to change!**)

77E00200- Strategy Communication, 10.1.-16.2.2024

Credits: 6

Schedule: 10.01.2024 - 16.02.2024; meetings Wednesdays and Fridays at 12-14

Teacher in charge: Kirsi Eräranta (kirsi.eraranta@aalto.fi)

Language: English

LEARNING OUTCOMES

After completing the course, students

- know the theoretical principles of organizational strategy work upon which effective strategy communication is based on
- understand strategy communication as a means of stakeholder dialogue and engagement
- know how to interpret, communicate, and negotiate strategy content and objectives
- have acquired knowledge and skills to analyze and plan strategy communication

CONTENT

The course explores the communication practices through which organizational strategies are developed and implemented. Adopting a practice-based view on strategy making, the course views strategy communication as integral part of strategic management. The course covers the topics of communicating and interpreting business strategy, facilitating strategy dialogue, and participation in collaborative strategy work from a stakeholder perspective.

ASSESSMENT

100% learning assignments:

- Reflection papers on readings (individual work, 25 % of course grade)
- Group project (including 2 presentations and a report; group work, 50 % of course grade)
- Final reflective essay (individual work, 25 % of course grade)

Active participation in classes and filling out the feedback form at the end of the course will give you additional points, which may positively affect the overall grade of the course.

PRELIMINARY WEEKLY SCHEDULE & COURSE OUTLINE

Week	Date	Session	Assignments
1	Wed 10 Jan at 12-14	Introduction to the course	Forming groups
	Fri 12 Jan at 12-14	Prerequisites of strategy communication	Class assignments
	Sun 14 Jan at 20	-	Readings / response papers 1 & 2: <ul style="list-style-type: none">• de Salas, K. & Huxley, C. (2014), Enhancing visualisation to communicate and execute strategy: Strategy-to-Process Maps, Journal of Strategy and Management 7:2, 109-126. https://doi.org/10.1108/JSMA-10-2012-0055

			<ul style="list-style-type: none"> • Collis, J. & Rukstad, M. (2008) Can you say what your strategy is. Harvard Business Review, April 2008.
2	Wed 17 Jan at 12-14	Strategy as discourse	Class assignments
	Fri 19 Jan at 12-14	Narrative approaches to strategy	Class assignments
	Sun 21 Jan at 20	-	Readings / response papers 3 & 4: <ul style="list-style-type: none"> • Wenzel, M. & Koch, J. (2018). Strategy as Staged Performance: A Critical Discursive Perspective on Keynote Speeches as A Genre of Strategic Communication. Strategic Management Journal 39, 639-663. https://doi.org/10.1002/smj.2725 • Brown, A.D. & Thompson, E.R. (2013) A narrative approach to strategy-as-practice, Business History, 55:7, 1143-1167, https://doi.org/10.1080/00076791.2013.838031
3	Wed 24 Jan at 12-14	Communicational tools for strategy making	Class assignments
	Fri 26 Jan at 12-14	Communicating strategy to and with stakeholders	Class assignments
	Sun 28 Jan at 20	-	Readings / response papers 5 & 6: <ul style="list-style-type: none"> • Jarzabkowski, P. et al. (2013) Material artifacts: Practices for doing strategy with 'stuff'. European Management Journal 31:1, 41-54. https://doi.org/10.1016/j.emj.2012.09.001 • Lewis, L.K. & Russ, T.L. (2012) Soliciting and Using Input During Organizational Change Initiatives: What Are Practitioners Doing? Management Communication Quarterly 26:2, 267-294. https://doi.org/10.1177/0893318911431804
4	Wed 31 Jan at 12-14	Group work	
	Fri 2 Feb at 12-14	Group work	
5	Wed 7 Feb at 12-14	Workshop 1	Group presentation 1: Analysis
	Fri 9 Feb at 12-14	Group work	
6	Wed 14 Feb at 12-14	Workshop 2	Group presentation 2: Strategy communication plan
	Fri 16 Feb at 12-14	Recap and feedback	
7	Mon 19 Feb at 20	-	Group project report
	Fri 23 Feb at 20	-	Final essay