

# 77E00200 - Strategy Communication, 11.1.-17.2.2023

## SYLLABUS (version 5 Jan 2023; NB. subject to change!)

Credits: 6  
Schedule: 11.01.2023 - 17.02.2023; meetings Wednesdays and Fridays at 12-14  
Teacher in charge: Kirsi Eräranta ([kirsi.eraranta@aalto.fi](mailto:kirsi.eraranta@aalto.fi))  
Language: English

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### LEARNING OUTCOMES

After completing the course, students

- know the theoretical principles of corporate and 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.

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### 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.

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### 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.

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### PRELIMINARY WEEKLY SCHEDULE & COURSE OUTLINE

Week	Date	Session	Assignments
1	Wed 11 Jan at 12-14	Introduction to the course	Forming groups
	Fri 13 Jan at 12-14	Prerequisites of strategy communication	Class assignments
	Sun 15 Jan at 20	-	Readings / response papers 1 & 2: <ul style="list-style-type: none"><li>• de Salas, K. &amp; Huxley, C. (2014), Enhancing visualisation to communicate and execute strategy: Strategy-to-Process Maps, <i>Journal of Strategy and Management</i> 7:2, 109-126. <a href="https://doi.org/10.1108/JSMA-10-2012-0055">https://doi.org/10.1108/JSMA-10-2012-0055</a></li><li>• Collis, J. &amp; Rukstad, M. (2008) Can you say what your strategy is. <i>Harvard Business Review</i>, April 2008.</li></ul>

Week	Date	Session	Assignments
2	Wed 18 Jan at 12-14	Strategy as discourse	Class assignments
	Fri 20 Jan at 12-14	Narrative approaches to strategy	Class assignments
	Sun 22 Jan at 20	-	Readings / response papers 3 & 4: <ul style="list-style-type: none"> <li>Wenzel, M. &amp; Koch, J. (2018). Strategy as Staged Performance: A Critical Discursive Perspective on Keynote Speeches as A Genre of Strategic Communication. <i>Strategic Management Journal</i> 39, 639-663. <a href="https://doi.org/10.1002/smj.2725">https://doi.org/10.1002/smj.2725</a></li> <li>Brown, A.D. &amp; Thompson, E.R. (2013) A narrative approach to strategy-as-practice, <i>Business History</i>, 55:7, 1143-1167, <a href="https://doi.org/10.1080/00076791.2013.838031">https://doi.org/10.1080/00076791.2013.838031</a></li> </ul>
3	Wed 25 Jan at 12-14	Group work	Group work
	Fri 27 Jan at 12-14	Communicational tools for strategy making	Class assignments
	Sun 29 Jan at 20	-	Readings / response papers 5 & 6: <ul style="list-style-type: none"> <li>Jarzabkowski, P. et al. (2013) Material artifacts: Practices for doing strategy with 'stuff'. <i>European Management Journal</i> 31:1, 41-54. <a href="https://doi.org/10.1016/j.emj.2012.09.001">https://doi.org/10.1016/j.emj.2012.09.001</a></li> <li>Lewis, L.K. &amp; Russ, T.L. (2012) Soliciting and Using Input During Organizational Change Initiatives: What Are Practitioners Doing? <i>Management Communication Quarterly</i> 26:2, 267-294. <a href="https://doi.org/10.1177/0893318911431804">https://doi.org/10.1177/0893318911431804</a></li> </ul>
4	Wed 1 Feb at 12-14	Communicating strategy to and with stakeholders	Class assignments
	Fri 3 Feb at 12-14	Group work	Group work
5	Wed 8 Feb at 12-14	Workshop 1	Group presentation 1: Analysis.
	Fri 10 Feb at 12-14	Group work	Group work
6	Wed 15 Feb at 12-14	Workshop 2	Group presentation 2: Strategy communication plan.
	Fri 17 Feb at 12-14	Recap and feedback	Class assignments
7	Mon 20 Feb at 20	-	Group project report
	Fri 24 Feb at 20	-	Final essay