

CIPR INTERNAL COMMUNICATION DIPLOMA

- Aims, Learning Objectives and Learning Outcomes
- Assessment
- Reading
- Delivery
- Enrolment criteria
- CIPR membership

Modules: aims, learning objectives and outcomes

Module 1 – Assessing internal communication

Suggested teaching time – 20 per cent

Aim: To provide a framework for assessing the internal communication climate

Culture, internal communication, employee engagement and organisational success.

Assessing internal communication effectiveness.

Audit methodologies.

Employee surveys.

Conducting an audit.

Learning objectives and outcomes

Learning objectives to understand:

- the linkages between culture, communication, employee engagement and organisational success
- how to assess the levels of communication in an organisation
- when to use different audit methodologies such as questionnaires, interviews and focus groups
- how internal communication and employee engagement supports transformation.

Learning outcome, to be able to use knowledge of:

- assessing internal communication as part of developing an effective ongoing strategy and plan

Module 2 – Change management and communication
Suggested teaching time – 30 per cent

Aim: To provide an advanced understanding of change management models and associated internal communication planning

Change management models.

Leading change through communication and engagement.

Moving from coercion and information management to involvement and engagement.

Analysis of the styles and impacts of organizational culture in terms of their resistance and impassivity towards enthusiasm for change.

Developing communication and engagement strategies that support and accelerate change.

Using creative problem solving for plans.

Learning objectives and outcomes

Learning objectives to understand:

- the operational change management process and how communication is intrinsic to it
- knowing when to inform and when to involve people as part of successful change management
- how change can be accelerated by using effective approaches to engagement
- how to apply creative problem solving techniques to the planning process.

Learning outcomes, to be able to use knowledge of:

- the way that effective internal communication strategy can change culture.

Module 3 – Applying advanced communication theory
Suggested teaching time – 20 per cent

Aim: To provide an advanced understanding of communication theories within organisations that establish debate, dialogue and engagement as part of the culture

Psychology of communication and engagement

Putting context at the centre of communication tactics.

Moving from channels to conversations and the role and function of intranets.

Linking one-way channels to focus groups, engagement workshops, and town hall style events.

Learning objectives and outcomes

Learning objectives to understand:

- the way that people communicate within organisations
- how to develop ways that encourage conversation and involvement
- the importance of authenticity in effective communication
- how to manage tactics so that people have a voice in the corporate agenda.

Learning outcomes, to be able to use knowledge of:

- effective use of communication approaches that result in strong employee involvement and motivation.

Module 4 – Research project
Suggested teaching time – 30 per cent

Aim: To provide an advanced understanding of undertaking applied organisational research

Undertaking a research project.

Planning the project.

The literature review.

Secondary research.

Analysis of findings and recommendations.

Learning objectives and outcomes

Learning objectives to understand:

- how to conduct a relevant research project, including how to use the Harvard system of referencing
- how to review the literature and carry out relevant secondary research within an organisation
- the importance of critical analysis and applied recommendations.

Learning outcomes, to be able to use knowledge of:

- how to apply academic research to practice.

Assessment

Assessment is the completion of a 6000 word research project report, based on an investigation into internal communication at a specific organisation. This should be written in report format with the following main sections:

Executive summary
Introduction
Literature review
Research methodology
Findings and discussion
Conclusion
Recommendations

Final grade is fail, pass, merit or distinction (in accordance with other CIPR qualifications).

Assessment dates: twice per year (December and August).

Reading

Three essential readers

Hargie, O and Tourish, D (2009) Auditing Organizational Communication, A Handbook of Research, Theory and Practice, Routledge

Quirke, B (2008) Making the Connections, 2nd edition, Using Internal Communication to Turn Strategy Into Action, Gower

Smythe, J (2007) The CEO: Chief Engagement Officer: Turning Hierarchy Upside Down to Drive Performance, Gower

Further reading

Alvesson, M (2002) Understanding Organisational Culture, Sage

Bell, J (2005) Doing Your Research Project: A Guide for First-Time Researchers in Education, Health and Social Science, Open University Press

Daymon, C and Holloway, I (2002) Qualitative Research Methods in Public Relations and Marketing Communications, Routledge, London and New York.

Downs C and Adrian A (2004) Assessing Organisational Communication

Ind, N (2007) Living the Brand: How to Transform Every Member of Your Organization into a Brand Champion, 3rd edition, Kogan Page

Ferrabee, D (2007) People Power or How Organisations Should Make Life Interesting for Employees, Lulu

Gebauer, J and Lowman, D (2008) Closing the Engagement Gap, How Great Companies Unlock Employee Potential for Superior Results, Portfolio, New York

Goudge, P (2006) Employee Research: How to Increase Employee Involvement through Consultation, Kogan Page

Herrero, L (2008) Viral Change, The Alternative to Slow, Painful and Unsuccessful Management of Change in Organisations, meetingminds.

Kotter, J and Rathgebeger, H (2006) Our Iceberg is Melting, Changing and Succeeding Under Any Conditions, Macmillan

Larkin, T J and Larkin, S (1994) *Communicating Change, Winning Employee Support for New Business Goals*, McGraw Hill

Macleod, D and Brady, C (2008) *The Extra Mile, How to Engage Your People to Win*, FT Prentice Hall, Harlow

Perloff, R, M (2008) *The Dynamics of Persuasion, Communication and Attitudes in the 21st Century*, Third Edition, LEA, New York

Tapscott, D and Williams, D (2006) *Wikinomics, How Mass Collaboration Changes Everything*, Atlantic Books, London

Welch, M and Jackson, P, R (2007) Rethinking Internal Communication: a stakeholder approach, *Corporate Communications: An International Journal*, Vol. 12 No. 2, 2007, pp. 177-198, Emerald Group Publishing Limited

Yeomans, L (2009) Internal Communication, in Tench, R. & Yeomans, L., Exploring Public Relations, Harlow: Pearson Education, ch.126 pp. 316-336

Delivery

This qualification should be completed within a **6 month time period**. This includes time allowed for writing and submitting the research project. So for example, the teaching could be completed within 4 months, with students then given two months for the research project work, or other alternative scheduling methodologies that are at the discretion of the centre.

Delivery of the qualification requires **20 hours of face to face teaching time** distributed in line with the suggested teaching times highlighted for each module. This is also supported by the reading of set text books suggested further reading to enhance the learning between lectures.

In addition to the taught sessions, students would be expected to spend **approximately 8 hours per week on independent study over the length of the course**, including reading, time required to complete activities for lectures and time for completion of the project report.

Enrolment criteria

Applicants for this qualification have to have any one of the following:

- The CIPR Internal Communication Certificate Award
- The CIPR Advanced Certificate Award
- A post-graduate professional qualification in a related discipline (e.g. CIM diploma), plus one year's relevant full-time employment (or equivalent part-time employment) in public relations/internal communication
- Degree in business/marketing/management/communication studies, plus one year's relevant full-time employment in PR/internal communication
- Any other UK degree plus two years relevant full time employment in PR/internal communication
- Two years' relevant full-time employment in public relations/internal communication, and the CAM Advanced Diploma in Marketing Communication

Those whose first language is not English must be able to demonstrate proficiency in the language - spoken and written - to International Language Testing System (IELTS) band score of 7.0 or above or equivalent.

CIPR membership

Students registered for this qualification are eligible for student membership of the Chartered Institute of Public relations (CIPR) with inclusion in the Internal Communication special interest group (CIPR Inside).